### Strategic Thinking Concentration

**Calling BS: Finding Truth in Data**
**Sep. 2, 2020**
Liberty Vittert, PhD
Learn how to cultivate insight about what is changing in the world and how to design solutions and strategies to meet these changes even in the face of uncertainty.

**Innovating through Uncertainty: Predict, Test, Create**
**Sep. 22, 2020**
Peter Boumgarden, PhD
Learn how to create and lead an organization focused on top-down and bottom-line growth, and to balance the tensions inherent in any growth strategy.

**Strategic Thinking**
**Nov. 10-11, 2020**
Jackson Nickerson, PhD
Improve your ability to solve problems for your organization and gain the tools that will help you decide when it's time to try something new. Be more strategic in your decision-making based on clear logic and rationale.

**Leading Creativity**
**Dec. 1, 2020**
Markus Boer, PhD
Enhance your understanding of the factors that drive creativity. Learn ways to boost your own creativity and to nurture the creativity of those with whom you work.

**Strategies for Continuous Growth**
**Feb. 9, 2021**
Anjion Thakor, PhD
Learn how to create and lead an organization focused on top- and bottom-line growth, and to balance the tensions inherent in any growth strategy.

**Demystifying Data Science**
**April 28, 2021**
Samuel Chun, PhD
Explore the methods for working with massive amounts of data and the four general categories of insights produced. Learn how you can best leverage the information to make better decisions and optimize overall enterprise strategy.

**Strategy Workshop: Get Inside Your Competitor's Head**
**May 4, 2021**
John Horn, PhD
Learn how to assess a competitor's strategy and predict likely reactions by looking at the world from the competitor's perspective.

**Strategy Execution**
**May 12, 2021**
Jackson Nickerson, PhD
What does it take to turn a plan into results? Explore several approaches for choosing the best path from strategy to action, as well as some of the common obstacles that arise along the way.

### Business Execution Concentration

**High-Impact Productivity**
**Aug. 25, 2020**
Peter Boumgarden, PhD
Drive greater career performance by understanding the constraints executives face and applying the best tools and practices of highly productive executives.

**Management Foundations: Financial Statements**
**Sep. 18, 2020**
Thomas Fields, PhD
Make better fiscal decisions with an improved understanding of the different types of financial documents and the information each contains.

**Market Strategy and Value Capture**
**Oct. 1, 2020**
Samuel Chun, PhD
Learn the core aspects of value creation and capture, and how firms use market focus to develop a sustainable competitive advantage.

**Project Valuation and Capital Budgeting**
**Oct. 27, 2020**
Todd Milbourn, PhD
Gain the financial, budgeting and forecasting tools that help you win support for projects that create value for your organization.

**Finance for Nonfinancial Managers**
**Feb. 4, 2021**
Todd Milbourn, PhD
Demystify corporate finance and gain a big-picture understanding of how the capital market system fits together. This seminar focuses on performance metrics, capital allocation and value creation.

**Negotiation Workshop**
**March 31, 2021**
John Horn, PhD
Learn the key elements of a negotiation position and best practices to effectively advocate for the needs of your company.

**Accelerating Impact: Managing People for Results**
**April 7, 2021**
Dan Coughlin
Starting with a top-down understanding of an organization's strategy, learn how the best people managers consistently drive better business results and continuous improvement.

**Executive Communication Strategies**
**April 15, 2021**
Cynthia McCaffery
Learn how to adapt messages by communication channel and audience. Hone your message crafting and delivery skills for use in a variety of situations.

### Leadership Concentration

**Leading through Influence**
**Oct. 6-7, 2020**
Stuart Bunderson, PhD
Develop the three critical skills of informal leadership: navigating politics, understanding power and exercising influence.

**Cultivating Executive Presence**
**Oct. 14, 2020**
Catherine Dunkin
Founded on current executive presence research, this course presents specific strategies to better use your personal attributes and values to cultivate a strong, authentic executive presence.

**Emotional Intelligence**
**Oct. 28, 2020**
Hillary Anger Elenbein, PhD
Learn how to facilitate workplace relationships through self-awareness, self-mastery, social awareness and relational management.

**Building Partnerships and Networks**
**Dec. 2, 2020**
Nicholas Argyres, PhD
This seminar presents a framework for forming and managing effective interorganizational relationships and helps participants develop their partnering skills.

**Managing Organizational Change**
**Dec. 8-9, 2020**
Rik Nemanich, PhD
Effective change management is critical to your organization's growth and profitability. Explore the best practices, models, methods and tools to help you successfully drive change.

**Cornerstones of Leadership**
**Jan. 20, 2021**
Dan Coughlin
Bring out the best in yourself and others through optimized personal effectiveness, greater resilience, and improved leadership and communication with others.

**Motivating People**
**Jan. 27, 2021**
Markus Boer, PhD
Identify the misconceptions surrounding human motivation by recognizing key motivational principles. Also, discover scientifically proven ways to boost motivation.

**Transformative Leadership Coaching (formerly Coaching Workshop)**
**March 1, 2021**
Paul Paese, PhD
Improve your ability to lead change, address conflicts and facilitate dialog among members of your firm.

**Change Leadership**
**March 9, 2021**
Stacy Jackson, PhD
Examine the intersection of strategy, values and leadership as it relates to successful leadership. Apply proven frameworks to better prepare your organization for change.

**Leading and Growing Highly Effective Teams**
**May 18-19, 2021**
Markus Boer, PhD and Paul Paese, PhD
Apply the principles of value-based leadership to activate your team's true potential. Leverage the basics of team design to lead your team to maximum effectiveness.

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**REGISTRATION**
We reserve the right to limit the number of session participants to ensure optimum classroom engagement, to change course date, format, and instructors, and to cancel courses due to low enrollment. In the event of changes you will be given appropriate notice.

For the most current schedule information, please visit our website at Olin.wustl.edu/seminars.

**CANCELLATION AND SUBSTITUTION POLICY**
If you can no longer attend a course, notify us via email at ExecEd@wustl.edu. Cancellations received with more than five business days' notice are eligible for transfer, credit, or refund. Cancellations received within five days of the course are eligible for participant substitution but are otherwise nonrefundable.

**CONTINUING EDUCATION UNITS**
Washington University is among many colleges and universities that award Continuing Education Units (CEU’s) to participants of approved, noncredit courses or programs. If you require proof of participation, please email your request to ExecEd@wustl.edu. We will provide you with a letter of completion.
Learning is a journey, not a destination.

Take another step on your learning journey. WashU Olin’s executive development gives you the clarity and leadership skills required to tackle today’s greatest business challenges. Taught by renowned experts at WashU Olin Business School, every course broadens your perspective and deepens your skill set.

**COVID-19 CONTINGENCY**
*The current healthcare situation requires that the Olin Business School provide participants with learning conditions that protect the health of participants, business school staff and faculty. Thus, for the foreseeable future, Olin Executive Education seminars will be appropriately modified to be delivered via Zoom and our new Learn.WashU platform. Olin faculty are well versed and adept at working with these technological solutions to maximize participant learning and content quality.*

**Where**
Real-Time Virtual Sessions*
The Charles F. Knight Center on Washington University’s Danforth Campus in St. Louis if delivered live

**When**
9:00 a.m. - 3:00 p.m.

**Cost**
$816 per day if delivered virtually*
$920 per day if delivered live

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**Take a single seminar** to stay sharp and gain insights. Your key takeaway today may be your new action plan tomorrow.

**Pursue a concentration** to take a deeper dive into a business area. Earn a concentration award by completing five session days in a concentration within two years.

**Earn the Advanced Management Certificate (AMC)** to create a competitive advantage for you and your organization. The AMC links strategy and leadership with executional skills to give you an integrated view of business functions. Earn the AMC by completing five session days in each of the three concentrations in three years.

**To register, go to**
Olin.wustl.edu/seminars.