

## Strategies for Effective Leadership

- **Location:** Knoxville, Tennessee
- **Duration:** Five Days (Sunday evening thru mid-day Friday)
- **2011 Dates:** December 5-9, 2011
- **2012 Dates:** June 11-15, 2012
- **Tuition:** \$4,000 (includes materials, breakfast and lunch); program fees are subject to change. Check our website (<http://The.Center.utk.edu>) for the latest information.
- Class size is limited

### Participant Profile

This program is designed for managers who strive to enhance leadership capabilities and increase responsibility and influence within their departments and organizations.

### Overview

Effective leadership is vital at every level in the organization. *Strategies for Effective Leadership: Solutions for Today's Top Leadership Challenges*, The University of Tennessee's powerful new strategic leadership offering, will focus on the most compelling challenges faced by leaders today with practical, applied strategies for identifying the most effective leadership elements and mapping out the right paths for success. The ultimate legacy of a true leader is formed by what kind leader they are throughout their career—how they understand their own capabilities and leadership style; how they understand and influence the people that they lead; and how they impact the organizations for which they work. Through a combination of individual assessments, classroom lecture, and interactive case analyses, participants will learn concepts and tools for success that they can immediately implement at the workplace

or any place where they fulfill a leadership role.

### Key Objectives

- Improve, leverage, and manage your leadership strengths
- Build your leadership legacy
- Provide influence and persuasion beyond authority
- Communicate more effectively in the business environment
- Understand character-based leadership and how to lead through today's ethical dilemmas
- Make effective decisions under stress
- Better understand your organization's team dynamics and leadership issues
- Recruit, develop, and retain great people
- Understand the future of leadership

### Faculty

**Carolyn Cuddy** received her MBA from the University of Tennessee. She also earned her undergraduate degree in Marketing from UTK. Currently, she is Executive Director of the Center for Executive Education responsible for Executive Development Programs and Executive MBA programs. Her professional work experience also includes seven years on the faculty of Maryville College where she received an award for excellence in teaching. She served ten years at Lockheed Martin Energy Systems in Oak Ridge, Tennessee where she was director of the Center for Leadership and Employee Development. While at Lockheed, she also received the Management Achievement Award and the National Management Association Leader of the Year Award.

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- She also served as Director of Student Financial Aid for eight years at UTK. Carolyn has served as a consultant to the Department of Education and is a certified instructor and consultant of Franklin Covey, Kepnor Tregoe, Developmental Dimensions Inc., and Tom Peter's Leadership Challenge.
- **Michael R. Fitzgerald, Ph.D.** is the chair of the American Studies Program, the Senior Teaching Fellow at the Howard H. Baker, Jr. Center for Public Policy at the University of Tennessee, and a professor of Political Science. Before joining the Tennessee faculty in 1978, Mike served for three years as an Assistant Professor of Political Science at the University of Missouri. He received his Master's and Ph.D. degrees in Political Science at the University of Oklahoma. A native of Kalamazoo, Michigan, Mike received his BA degree from the Honors College of Western Michigan University in 1969 and subsequently served for two years in the U.S. Army--completing one tour of duty as a Noncommissioned Officer with the 25th Infantry Division in Vietnam. Mike is an active scholar who has published several books and research monographs, numerous research articles and book chapters, and given more than forty conference papers. In addition to American studies courses, Mike teaches graduate and undergraduate classes in American politics, public administration and policy, the mass media, and political philosophy.
  - **Michael McIntyre, Ph.D.** is the Director of the Professional MBA Program at The University of Tennessee. He is an Industrial- Organizational Psychologist with experience as a corporate trainer, management consultant, executive coach, and university professor. His corporate training and management consulting focus on internal strategic planning, or helping organizations reach performance goals by aligning their management systems, including hiring, training, compensation, performance review, attendance and discipline policies, and succession plans. Dr. McIntyre has worked with numerous national and international companies in a variety of industries including manufacturing, engineering, financial services, retail, and entertainment. For eight years, Dr. McIntyre was on the faculty in the Management Department in the College of Business at The University of Tennessee. In this capacity, he taught undergraduate and graduate classes in business strategy, organizational behavior, change management, conflict resolution, communication, negotiation, selection, performance appraisal, and dealing with performance issues. Dr. McIntyre received his PhD in Industrial-Organizational Psychology from The University of Tennessee and his BS in Public Policy from Cornell University.
  - **Alex Miller, Ph.D.** is dean of the Center for Executive Education and the William B. Stokely Professor of Management at the University of Tennessee's College of Business Administration. He received his undergraduate education at Tennessee Technological University, and he holds graduate degrees from Dartmouth College and the University of Washington. Since receiving his doctorate, he has completed additional coursework at MIT, Harvard, and Cal Tech. He specializes in strategic planning. Dr. Miller's research focuses on organizational innovation and change, most recently in the context of lean manufacturing and e-commerce. Dr. Miller has worked on the development of several graduate programs at the University of Tennessee and has won numerous awards for his passionate, dynamic and demanding classroom style. Dr. Miller was a Tuck Scholar while he earned his MBA from Dartmouth College. He is the youngest person to receive a Ph.D. in business from the University of Washington in Seattle.

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- **Michael “Lane” Morris, Ph.D.** is the program head of Human Resource Development in the College of Business of Administration at the University of Tennessee. Lane has served as the program chair for the Academy of Human Resource Development (AHRD) and works extensively with the executive team at the College and University Professional Association for Human Resources (CUPA-HR). Prior to his employment transition into higher education, Lane worked as a metallurgical R & D Project Engineer for Teledyne Firth Sterling. He also has served as an occupational stress consultant, marriage and family therapist, and director of institutional advancement. For the past decade in higher education, Lane has explored the effective processes and dynamics for analyzing, designing, implementing, evaluating, and marketing performance-based training programs that optimize personal and interpersonal growth and skill-building techniques of individuals, leaders, and teams as they interact and collaborate in results-oriented ways through their diverse community and corporate settings. Lane has a B.S. in Chemistry/Biology from Lee University and a Ph.D. in Child and Family Studies from the University of Tennessee. He is married and has three children. His favorite hobbies include golf and tennis.
- **Donde Plowman, Ph.D.** received her doctorate degree in Strategic Management from The University of Texas at Austin. Her research interests are in the areas of organizations as complex adaptive systems; radical change and emergent leadership in complex systems; interpretation, sense making, and mindfulness in complex organizations; participation of individuals and groups in strategic decision making. Her work has appeared in journals such as *Academy of Management Journal*, *Academy of Management Review*, *Decision Sciences*, *The Leadership Quarterly*, *Organization Behavior and Human Decision Processes*, *Journal of Management Studies*, *Health Services Research*, and others. Prior to coming to UT she was Professor of Management and also served as Associate Dean for Graduate Studies & Research in the College of Business at The University of Texas at San Antonio.
- **Elaine Seat, Ph.D.** uniquely combines extensive hands-on experience as a Licensed Professional Engineer with expertise and experience with leadership and management for technical performers. She holds undergraduate and graduate degrees in mechanical engineering, and worked for over 20 years a design engineer and engineering manager for Lockheed Martin Energy Systems. This work entailed on-site assignments at Hughes Missile Systems as well as work as the principal investigator on contracts for the U.S. Air Force's MANTECH division. Elaine's Ph.D. work focused on technical performance. She came to the University of Tennessee as a National Science Foundation POWRE Visiting Professor in the College of Engineering. Elaine previously served as the director of the Aerospace MBA program, and she continues as a part of that faculty team in teaching workplace communication skills and serves as a personal coach.
- **Anne Smith, Ph.D.** conducts research on top management teams and strategy-making processes in deregulating industries. Her research, which primarily utilizes qualitative methodologies, has been published in *Organization Science*, *Journal of Management Inquiry*, *European Management Journal*, and other academic journals. She received her bachelor's degree from the McIntire School of Commerce, University of Virginia, and her MBA and doctoral degrees from the Kenan-Flagler Business School, the University of North Carolina at Chapel Hill.

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## Facilities

Classes are held in the executive classrooms The University of Tennessee Center for Executive Education. These facilities are specifically designed for group-interaction programs.

## Special Features

The program, like all Center for Executive Education public programs, is available as a customized, in-house program for organizations.

## Contact Information

For more information on this program, please call or write:

**Chuck Parke, Director**

**Karen Hanlon, Program Coordinator**

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For current news of the Center for Executive Education and its offerings, please visit our web site at <http://TheCenter.utk.edu>