

Free Program Overview

Executive Leadership

Join our master instructor for a lively overview of the unique challenges of leading and managing businesses in Silicon Valley. Learn how our proprietary leadership program brings leadership concepts to life, while stressing teamwork, problem solving and personal reflection. Come to this informative event to meet the team, have your questions answered and meet other prospective students.

Course 6658

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BUSINESS AND MANAGEMENT



Business Leadership: Creating a Sustainable Enterprise

In *Leadership Without Easy Answers*, Ronald Heifetz of Harvard's John F. Kennedy School of Government defines leadership as "bringing people together to create answers to problems that haven't been solved before." As business moves further into the 21st Century, the problems we face are proliferating: global economic crises, supply chains disrupted by natural disasters, rising oil prices, and agricultural commodity prices affected by climate change, just to name a few. The need has never been greater for leaders who can work together with others to create innovative solutions to these challenges.

Traditional management methods of motivating employees and calculating costs along a supply chain are not enough to create economic value in today's changing world. Understanding the complex interactions among multiple factors—economic issues, human and social needs, and environmental concerns—point to the importance of sustainability.

Defined by the mantra of "people, planet and prosperity," sustainability aims to maximize a "triple bottom line" that creates profitable enterprises, supports the health and development of employees and communities, and preserves renewable resources in the natural world for future use. Increasingly, smart enterprises are finding new sources of profit by reducing waste, and even eliminating the concept of waste—turning by-products into saleable new sources of economic value.

This certificate program offers today's executive leaders a powerful combination of traditional leadership training with an opportunity to explore concepts of sustainability outside the usual business school mode. You'll gain new insights from field trips into the natural world, learning about material flows such as water and "waste," and how ecological concepts can contribute to innovative solutions for today's economic challenges.

Put the UCSC Executive Program to Work for Your Company

Companies and agencies may reserve space in the program, even if they have yet to determine which individual representatives will attend. Space is limited to 30 participants and the program often fills quickly, so reserve a place for yourself, a staff member or colleague today.

Register Early and Save

Register one month prior to the start of the program and receive an early enrollment discount of 10 percent off your tuition. The UCSC Executive Program is \$4,200—an extraordinary value that includes exceptional faculty and the opportunity to network with leaders from Silicon Valley's top organizations.

Tuition includes all instructional materials, textbooks, dinners and parking.

Program Contact

Business and Management Department,
(408) 861-3860 or e-mail
program@ucsc-extension.edu

"Leadership and learning are indispensable to each other."
—John F. Kennedy





About UCSC Extension Silicon Valley

The vital learning community at UCSC Extension Silicon Valley is well known for its collegial atmosphere and rigorous preparation. Our faculty of expert practitioners teaches state-of-the-art solutions to the everyday problems confronting technology professionals working in Silicon Valley. The professional education programs we offer build expertise, open doors to new opportunity, and deliver tangible value. Our broad portfolio of open-enrollment courses and certificates, affordable pricing, experience-based instruction, and central location in Silicon Valley help turn jobs into careers.

Business Leadership: Creating a Sustainable Enterprise

What is Leadership for Innovation in 21st Century Business?

Defining the problem, understanding and building upon what's been done before, and seeking new approaches are elements of effective leadership. This workshop starts with a definition of "leadership" itself: how leadership *requires* innovation. Barry Posner's *The Leadership Challenge* provides a framework for understanding how effective leaders motivate others and create the "solutions to problems that haven't been solved before" that Ronald Heifetz describes in his business school classic, *Leadership Without Easy Answers*.

The session will differentiate between leaders and managers, and explore cross-cultural approaches to "defining the problem" that lead to innovation. Looking at the historical growth of environmental awareness—and laws—will set the stage for our on-going exploration of the interconnection between economics and ecology; and point to the growing usefulness of sustainability analysis as a source of economic value. You will come away understanding the critical elements of sustainability ("people, planet and prosperity") and how they can interact to enhance your business success.

- Definitions of leadership
- Leadership vs. management
- Innovation and leadership
- Defining the problem: cross-cultural approaches to innovation
- The history and growth of environmental awareness
- An emerging definition of sustainability: "people, planet and prosperity"

Leadership Intelligence

What is the relationship between leadership and intelligence? In the early days of leadership research, leaders were defined as the company heroes. They were charismatic extroverts who tended to dominate their subordinates and competitors. Today, leadership is cast in a somewhat different light, with emphasis on the social and emotional intelligence of leaders. Rather than relying mainly on the force of their personality, today's leaders achieve strategic goals by attracting and nurturing talent, and by building collaborative teams that engage the best thinking of all participants.

A 21st century leader also recognizes the significance of the larger social and environmental context in which the enterprise operates. Stakeholders both within and outside the organization can impact business success. For example, a wise leader recognizes that employees at all levels may have good ideas to contribute. Similarly, ignoring the impact of operations on the local community can lead to new restrictions imposed by a local government responding to agitated neighbors. Analyzing your various stakeholders and learning to work with them is essential for effective leadership.

In this session, you will learn how to reinforce your emotional and social intelligence, exploring traits that can lead to greater career success. You will learn to use this intelligence in building strong teams and supporting their collaboration. You will identify and analyze the stakeholders who can have a significant effect on your business. By studying case studies of effective "green teams," you will also learn how to organize a multi-stakeholder approach to moving your business along the path of sustainability.

- Leadership intelligence
- Building collaborative teams
- Creating and managing successful "green teams" (case studies)
- Stakeholder analysis

Ecology and Systems Thinking

How do ecological concepts such as "carrying capacity" and the "threshold effect" relate to business in the 21st Century? In a world with growing population and intensifying resource constraints, business leaders can benefit from understanding the basic concepts of ecology. Chief among these concepts are the principles of systems thinking, which John Muir characterized as "everything is hitched to everything else." Creating a successful business requires creating a robust ecosystem of suppliers, producers, product users, and waste handlers. Studying ecology also provides us with metaphors that offer wisdom in regard to supply chains, networks and the diffusion of innovation.

This session, which includes a field trip to a local nature preserve, will heighten your understanding of the natural world and point to parallels between how nature operates and how human systems function. You'll see how biodiversity provides the resilience that enables an ecosystem to survive a challenge such as drought—and how tapping into the diversity of your workforce can enable your business to respond effectively to an economic challenge.

- Ten concepts of ecology for decision-makers
- Looking at an ecosystem: outdoor experience
- Watersheds, habitats and a sense of place
- Biodiversity, workplace diversity and resilience
- Lessons from ecology: Supply chains, networks, diffusion of innovation

Leadership, Technology and Sustainable Businesses

What is the connection between technology and successful leadership? New technologies continue to be the hallmark of Silicon Valley, and both large and small businesses can benefit from the strategic use of technology to enhance business growth. How can you best evaluate new technology and determine its potential for improving your company? How can you ensure successful adoption of new technology?

Using the lens of sustainability, a future-oriented leader not only thinks about the immediate profitability of adopting new technology, but will also consider the long-term implications. For example, companies that have successfully implemented "triple bottom line" (TBL) practices have found that new technology can be successfully adopted when the "people" aspects of the technology rollout are kept in the forefront.

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Business Leadership: Creating a Sustainable Enterprise

This session will examine case studies of successful TBL companies, and how using both old and new technology in innovative ways can increase profitability. You'll understand the meaning of "waste equals food" and learn how architect and industrial designer William McDonough and his company are making money by eliminating the concept of waste.

- Case studies of successful "triple bottom line" companies
- "Waste equals food: New profits from old waste"
- Strategic use of technology for business growth
- Evaluating new technology and successful adoption of technology

Leading in an Era of Limited Resources: Materials

With supplies of essential materials such as copper constrained by resource limits and even by monopolistic hoarders, 21st century business leaders will need to pay close attention to their raw materials. Increasingly, waste products are being seen as a "new" source of materials, and combined with public concern about toxics in the water and air and the closure of landfill sites, the "three R's of conservation"—reduce, reuse and recycle—can guide business leaders to new sources of economic value.

Laws regulating the flow of material resources also affect business operations. Which is better for Silicon Valley companies: California's Advanced Disposal Fee for electronics, or a European-style Extended Producer Responsibility "take back" law? How might the "Precautionary Principle" and "Right to Know" laws apply to new biotech enterprises?

Starting with an eye-opening tour of a local recycling plant, you'll learn about the number one export from California. It isn't wine or computers! You'll explore the concept of "cradle to cradle," a new approach to product life cycles that forward-looking business leaders are already using to unearth new profits.

- Tour of recycling facility
- Three R's of conservation: reduce, reuse, recycle
- Challenges: landfills and toxics
- Health and environmental justice: "right to know" laws and the precautionary principle
- "Cradle to cradle": a new approach to product life cycles
- Extended Producer Responsibility and Advanced Disposal Fees

Leading in an Era of Limited Resources: Energy

Can Silicon Valley maintain its global leadership if its business leaders fail to appreciate the importance of energy? Although in the past business leaders may have taken energy resources for granted, understanding energy is vital for a successful business leader today. Significant fluctuations in the cost of energy can cause havoc for a company's economic models. However, there are major opportunities for the growth of new clean tech industries that a savvy business executive can tap into as innovative sources of energy are developed.

This session will examine the importance of "negawatts" and conservation as an intermediate step in the development of a secure energy future. You'll learn the science behind the climate change challenge created by reliance on fossil fuels, and you'll explore the implications of "peak oil" for energy costs in the future. You'll hear expert opinions of how fast we can achieve a "post-carbon" world, and you'll contemplate subsidiary industries, such as the "smart grid," that will emerge as our energy systems diversify and become distributed.

- Energy: conservation and future supplies
- Fossil fuel challenges: peak oil and climate change
- A post-carbon world: How fast can we get there?
- Interconnections and implications of changing energy systems
- Clean tech business successes



Leading in an Era of Limited Resources: Water

Do you fully appreciate the relationship between water supply and economic growth? How much have water quality regulations impacted the development of Silicon Valley industry and its global expansion? Silicon Valley's evolution from an agricultural region has been framed and affected by where water comes from, how businesses use it and where it ends up when it goes "down the pipe." Understanding the interconnections between water supply, housing, employee costs and the outsourcing of manufacturing operations can help you to foresee the future of industry around the globe, as a thirsty planet requires ever more careful stewardship of this precious resource.

Providing water to a thirsty planet also offers many new opportunities for business. Learning about pollution prevention techniques developed in Silicon Valley, along with methods that reduce the use of processed water, can lead to successful new enterprises throughout the world. A tour of a local water treatment plant lead by its professional operators will offer new insights into the relationship between water use and economic vitality. You'll also learn about techniques for protecting water quality, how water use regulations developed in Silicon Valley are spreading around the planet, and consider the implications of future water resources in California and around the world.

- Water — Where it comes from and where it goes
- Tour of local water treatment plant
- Sources of water in Silicon Valley
- Future water resources, in California and the world
- Protecting water quality: Storm-drains and sanitary sewers
- Water use regulations

Courses continue on reverse...

"Change does not necessarily ensure progress, but progress implacably requires change. Education is essential to change, for education creates both new wants and the ability to satisfy them."

—Henry Steele Commager

Cultivating Leadership

Can leaders be made? The definitive answer is yes. Leaders can be nurtured and trained. Discover the key relationships that must work well in every person's life and how they connect to create successful leaders. We will explore how leadership is woven into every facet of our lives and in everything we do. Channel your life's lessons into a deeper understanding of how leadership plays a role in your personal and professional worlds.

This session is highly interactive. Be prepared to engage in a working lab environment. You will work independently, and with small and large groups to explore how communication plays a part in developing stable relationships. You will master the art and science of managing your relationships at home and at work. Through hands-on activities, you will engage in a learning experience that positions you for leadership in all aspects of your life.

- Leadership assessments
- Developing successful leaders
- Relationships and communication skills
- Leadership style and efficacy

Ethical Leadership and Corporate Social Responsibility

In today's era of instant information, ethical leadership is not only a moral imperative, but a practical one as well. The media is full of examples of ethical challenges faced by business leaders, and those who respond based on a strong sense of personal ethics find that their reputation enhances business success. Seen through the lens of sustainability, ethical choices regarding human resources and external stakeholders also create a positive business model, while understanding that "Mother Nature bats last" can support the long-term financial viability of an enterprise.

In this session, you will learn key principles for establishing a climate of trust and commitment among employees and other stakeholders. You'll discuss the pros and cons of regulation and de-regulation, and learn how, in today's information-rich society, externalizing costs onto communities and ecosystems can create short-term as well as long-time financial problems. You'll also learn about new business structures, such as the "multiple benefit corporation," that promise to spur the growth of flourishing businesses that are both ethical and profitable.

- Ethical dilemmas in today's business
- Externalization of costs onto ecosystems and communities
- Pros and cons of regulation and deregulation
- Impact of free market ideology: "Mother Nature bats last"
- Personal ethics
- Establishing a climate of trust and commitment
- Restoring corporate social responsibility: multiple benefit corporations



Organizational Leadership and Development

What is the link between organizational development and leadership? Leaders need to align their organizations to the values and visions that exist in the company. The most successful organizations in the world concentrate the team effort on achieving this alignment. It's important to ask questions such as: What are our core values? What are our aspirations? What do we want to achieve? The answers to these questions help us define our visions and missions.

Every organization, and hence, every leader needs to examine the organizational structure of its institution. They must learn to address the cultural needs and deficiencies of that organization, and develop a comprehensive plan that evaluates the organizational structure and leadership potential within it. Leaders must strengthen relationships, improve communication, and learn how to develop a succession plan for future leaders.

These are just a few of the topics this session will cover in investigating the impact of leadership on the evolution of an organization. Moreover, by learning to incorporate sustainability into your business planning, you will discover new ways to align the values of your organization with the drivers of current global needs and harness that knowledge to steer your company to its true potential.

- Organizational development
- Designing a sustainable organizational culture
- Succession planning
- Incorporating environmental concerns and laws into your business

Leading Change for a Resilient Enterprise

Successful organizations continually adapt to new business conditions and seize opportunities to outpace their competitors. They strive to maintain effective, efficient operations, while aiming for breakthroughs in innovation. Major innovations don't just happen. Savvy leaders who understand the significance of leading change have launched the greatest innovations in Silicon Valley.

This session will prepare you to lead an agile organization — one that merges innovation with best practices. You'll analyze the successes and failures of Silicon Valley companies and discover the factors that make great organizations stand out amongst their competitors. You'll also learn how to foster change within your company, using social norms to create more effective working teams, unleashing creativity and generating positive change throughout your organization. Applying the principles of ecology, you'll learn the parallels between the concept of resilience in the natural world and the hallmarks of an agile organization. In identifying the factors that contribute to an evolving, agile organization, you'll understand how to create a business fit to survive in the 21st century.

- Agile organizations
- Successes and failures in Silicon Valley companies
- Influencing behavior change within organizations: creating social norms
- Ecological adaptation and resilience

Enrollment Information

Visit ucsc-extension.edu/leadership, for the most up-to-date information about our courses and programs, including textbooks, instructors, schedules and locations.

Enroll online at ucsc-extension.edu.