Truly Global Focus.
Truly Global Delivery.

Executive Certificate in Global Leadership

Develop your understanding of global leadership success strategies and the skills to enhance your leadership effectiveness. Use these skills to define and implement strategies that will transform your business. Gain the knowledge and skills to analyze and develop a global leadership plan to inspire teamwork, leadership, and effective collaboration. The three-course online certificate program consists of:

UNDERSTANDING GLOBAL LEADERSHIP

- Discover the traits, behaviors, and values that will make you an exceptional global leader.
- Analyze how behavior affects the way a leader leads, and the necessary steps to move toward an integrative model of leadership.
- Understand the foundations that define leadership and lead across various cultures through cross-cultural intelligence.

ENHANCING YOUR LEADERSHIP STRENGTHS

- Evaluate and understand your strengths to become a better global leader by focusing on enhancing and improving your strengths.
- Understand and lead toward your team's strengths and weaknesses.
- Discover the critical concepts and application of emotional and social intelligence.

THUNDERBIRD ONLINE ELECTIVE COURSE

- Complete your Thunderbird Online Executive Certificate with our wide array of elective courses.

CERTIFICATE DETAILS
Get a world-class global education. Anytime, anywhere.

TUITION COST (USD)

$1,980 per course
$4,752 per 3-course track (a 20% savings)
Corporate pricing available for groups of three or more.

COURSE CREDIT

3 Continuing Education Units per course
9 Continuing Education Units per executive certificate

VIEW THE DEMO

Experience the certificate programs at:
online.thunderbird.edu/demo

CERTIFICATE FACULTY

Thunderbird Online's Executive Certificate in Global Leadership was developed by Thunderbird Professor Christine Pearson, Ph.D. Dr. Pearson is a business professional with over 20 years of experience, and is highly sought after for her expertise in the academic and business sectors. She is also the co-author of the book, The Cost of Bad Behavior.

Comprehensive curriculum.
Quality instruction.

WHY THUNDERBIRD ONLINE
World-class continuing education from Thunderbird, the world's #1 ranked school in international business. Professional development on your schedule with 100% online content. Access to the highest quality academic experience with no related travel expense.

CERTIFICATE FACULTY
Thunderbird's faculty are recognized for their innovative teaching methods, global best business practices, ground-breaking research and commentary, and viewpoints on all aspects of international business.

ENHANCE YOUR GLOBAL SKILL SET
Thunderbird Online's facilitated professional development programs are designed for busy professionals around the globe including:

⊕ **WORKING PROFESSIONALS:**
Improve your marketability in today's competitive global marketplace

⊕ **EXPERIENCED EXECUTIVES:**
Further expand your knowledge in a specific global business focus area

⊕ **POTENTIAL DEGREE CANDIDATES:**
Get a sample of the top-ranked Thunderbird degree curriculum

CERTIFICATE FORMAT
Each 8-week online course consists of:
- 2 - 3 hours of content per week
- Video lectures & podcasts
- Case studies & vignettes
- Interactive, multimedia activities
- Quizzes & checkpoint questions
- Facilitated discussion forums
- Global networking opportunities
- End-of-course assessment

PARTICIPANT TESTIMONIAL
"As a Thunderbird graduate, I found the online Executive Certificate in Global Leadership to be highly valuable. I was able to incorporate the knowledge gained into my daily obligations. At the same time, I was still refreshing my skills for today's global business environment. The executive certificate allowed me to gain the skills needed to stay relevant in an ever-changing world, as well as contribute to my organization."

Certificate Format

Each 8-week online course provides 2-3 hours of content per week and consists of the following methodologies.

Coursework and learning objectives:
Each weekly course segment clearly indicates the week's specific learning objectives, interactive activities, video lectures, and case studies.

Case studies:
Intensive case analyses enable you to apply the concepts learned to real-life examples.

Lecture capture software:
Thunderbird faculty lectures and presentations reinforce your weekly learning material.

Facilitated discussion boards:
Forums are facilitated by subject matter experts and are designed to promote discussion with your fellow global business professionals.

Interactive multimedia activities:
Interactive activities are designed to provide you with a hands-on approach to strengthen your understanding of the course material.

Quizzes and assessments: Online quizzes and checkpoint questions help to determine your understanding of the course material.

ABOUT THUNDERBIRD

Thunderbird is the world's #1 ranked school of international business with nearly 70 years of experience developing leaders with the global mindset, business skills, and social responsibility necessary to create real, sustainable value for organizations, communities, and the world. **Learn more: www.thunderbird.edu**

THUNDERBIRD
EXECUTIVE EDUCATION
A unit of the Arizona State University Knowledge Enterprise

Syllabus
Course 1: Understanding Global Leadership

Week 1: The Role of the Leader

- Identify traditional differences between leader and manager roles.
- Understand a leader's roles in today's uncertain times, including: sensemaking, visioning, relating, and inventing.
- Apply and differentiate a leader's roles in actual workplace scenarios.
- Learn how to apply a process to read like a leader, also known as "reading a business book in an hour."

Week 2: Leading with Vision

- Describe what an organizational "vision" is comprised of including those characteristics that make it compelling to stakeholders.
- Discover "BHAGs" and their importance to leadership.
- Apply "vision" and "BHAG" concepts to Thunderbird's "Vision 2020," as well as Dr. Martin Luther King's "I Have a Dream" speech.

Week 3: Leading with Cultural Intelligence

- Describe the importance of cultural intelligence to today's global leaders.
- Identify characteristics that support cultural intelligence.
- Understand ways in which individuals can enhance their cultural intelligence.
- Further identify and recognize the rules of cross-cultural engagement.

Week 4: Leading with Level 5

- Learn what it takes for leaders to ascend to Level 5, including paradoxical personality characteristics.
- Analyze the behavior of Level 5 leaders that help companies achieve greatness:
  - First Who
  - Stockdale Paradox
  - Buildup-Breakthrough Flywheel
  - The Hedgehog Concept
  - Technology Accelerators
  - A Culture of Discipline
- Identify "The Window and the Mirror" concept of Level 5 leadership.
- Understand what individuals can do to ascend to Level 5 leadership.

Week 5: Leading by Letting Go: The Pull of Leadership

- Identify the difference between 'push' and 'pull' styles of leadership.
- Describe how the location of leadership within an organization has changed in recent decades.
- Understand how the shift within an organization supports greater need for 'pull' style of leadership.
- Distinguish the four elements needed to achieve employee empowerment.
- Describe the relationship between a leader's expectations of followers, and the likely effect on the followers' career progress and performance.

Week 6: Learning to Lead through Crucibles

- Define "crucibles" as it relates to leadership development.
- Develop your understanding of the relationship between crucibles and leadership development.
- Identify how crucibles can help you grow.
- Follow the experience of three leaders who overcame crucibles in their leadership journey.

Week 7: Leading through Crises

- Identify "crisis" as related to organizations.
- Enhance your understanding of crisis management.
- Identify the 4 W's model, including the key elements of each of the 4 W's.
- Distinguish why global context creates both danger and opportunity in regard to crisis management.

Week 8: Leading Authentically

- Define the meaning and importance of "authenticity" for leadership.
- Discover the findings of five decades of leadership research regarding the skills, traits and styles common to effective leaders.
- Complete an exercise to help you better understand your authentic leadership preferences.

Syllabus
Course 2: Enhancing Your Leadership Strengths

Week 1: Leading with Focus and Balance

- Understand the importance of focus and balance as it relates to leading effectively.
- Deepen your self-awareness, including what matters most to you.
- Establish a baseline to enhance your personal focus based on your use of time.
- Determine and apply useful approaches to untangle yourself from being so busy.
- Create a personal narrative by beginning your Personal Leadership Development Journal.

Week 2: Mastering Relationship Skills, Part 1

- Understand the importance of mastering listening as it relates to leading effectively.
- Differentiate listening blocks, including the types that you are most likely to use.
- Apply concrete steps to eliminate listening blocks that detract from your leadership effectiveness.
- Understand how our body language affects others and ourselves.
- Recognize incongruence among verbal and vocal communication and body movement.

Week 3: Mastering Relationship Skills, Part 2

- Define the six elements of "paralanguage."
- Identify the use and abuse of paralanguage in naturally occurring conversation.
- Define "metamessages" and provide hypothetical examples.
- Describe how to cope with metamessages as the sender and receiver.
- Uncover at least four common hidden agendas.
- Track and analyze personal use of hidden agendas.
- Identify and create self-instructions that can help in overcoming the use of hidden agendas.

Week 4: Leading with Emotional and Social Intelligence

- Define emotional and social intelligence (ESI).
- Understand how mood contagion affects organizations and how emotions affect your ability to lead.
- Define what "amygdala hijacking" is and how it relates to performance.
- Determine how stress links to sub-par performance.
- Analyze the cross-cultural implications of ESI.
- Enhance your understanding of how ESI can distinguish leadership effectiveness.

Week 5: Leading from your Strengths

- Differentiate the costs and values of criticism versus praise.
- Understand the value of developing personal strengths.
- Apply concrete steps to gather personal strengths feedback from selected others.
- Evaluate a synergy between a personal strengths description and current workplace needs.
- Understand the costs of trying to repair personal weaknesses.
- Create additional avenues for shaping workplace behaviors to better align your personal strengths and workplace needs.

Week 6: Leading Others from Their Strengths

- Define the "Pygmalion Effect."
- Describe how a leader's expectations are key to the follower's performance and development.
- Explain how even subtle cues, such as body language or tone of voice, from bosses can send messages about their expectations of subordinates.
- Understand how a bosses high or low expectations affect performance and development.

Week 7: Leading from your Emotional and Social Intelligence

- Differentiate how patterns can vary in Emotional and Social Competencies Inventory, Version 2 (ESCI2) according to gender, hierarchy, and self-scores versus other individual's scores.
- Understand each of the four primary ESCI2 results: self-awareness, self-management, social awareness, relationship management.
- Analyze how each of the four primary ESCI2 results leads to leadership effectiveness.
- Describe how ESI is essential to understanding and controlling mood, as well as how a leader's mood affects organizational performance.
- Apply ESCI2 results to create a development profile addressing at least one ESI competence that you would like to improve.

Week 8: Leading as a Way of Life

- Characterize Friedman's four domains of total leadership.
- Illustrate how a "trade-off" mentality can be replaced by an "all-dimensions" perspective.
- Describe how to design a personal experiment that can improve all domains of your life.
- Apply the total leadership concept to evaluate gaps in your satisfaction and productivity across all four domains.
- Engage the total leadership concept to your own life by selecting, refining, and acting on three carefully selected changes that will enhance your leadership strengths, satisfaction, and productivity.

The Enhancing Your Leadership Strengths course also includes the Hay Group Emotional and Social Competency Inventory 2.

*Emotional and social intelligence makes the difference between a highly effective leader and an average one. The real benefit comes from this unique 360° view into the behaviors that differentiate outstanding from average performers. It will help you create a competitive advantage for your organization by increasing your performance, innovation and teamwork, ensuring your time and resources are used effectively, and build motivation and trust.

*Inventory developed by Daniel Goleman, Richard Boyatzis and Hay Group.

Syllabus
Course 3: Elective Course

Elective Course Options

- Advanced International Credit & Trade Finance
- Applied Financial Management
- Applied Marketing Strategy
- Business Analytics & Strategy
- Corporate Environmental Sustainability & Innovation
- Cross-Cultural Communication
- Data Mining & Predictive Analytics
- Enhancing your Leadership Strengths
- Enterprise Analytics & Big Data
- Essentials of Global Negotiations
- Essentials of International Credit & Trade Finance
- Integrated Marketing Brand Strategy
- Integrated Supply Chain Management Strategies
- Managing Conflict with a Global Mindset
- Multinational Financial Management
- Operations of Supply Chain Management
- Principles of CSR & Sustainability
- Social & Voluntary Sector Leadership
- Strategic Applications of CSR
- Understanding Global Leadership