

Executive Education

# Essentials of Effective Management

Management is about getting work done through people. This course is firmly grounded in the discipline of social psychology. It will provide the frameworks and principles aimed at more effectively managing yourself and others. You will develop a better understanding of the nature and dynamics of interpersonal behavior related to organizational performance and effectiveness.

August 30–September 3, 2010

December 6–10, 2010

# CHICAGO BOOTH



The University of Chicago Booth School of Business

# Essentials of Effective Management

Success in management requires an understanding of the factors that shape individual and group behaviors and attitudes. Managers must be self aware, as well as understand others' attitudes, thoughts, and beliefs. This course provides the tools and concepts to understand why people do what they do. How do an individual's defaults systematically bias actions in the workplace? How do you improve understanding in order to change your behavior and the behaviors of others? What can be done to prepare for management challenges?

The course, grounded in social psychology, focuses on the cases of behavior, including the participant's own behavior. The course introduces frameworks and principles aimed at more effectively managing self and others. Participants examine topics such as motivation, social perception, interpersonal dynamics, influence, persuasion, group decision making, organizational culture and commitment, ethics, and leadership.

## During this seminar you will:

- Develop a framework for understanding how to effectively influence others.
- Learn to motivate and lead your team more effectively.
- Understand how your expectations of others influence the impressions you form of them.
- Become more skillful at understanding why others behave the way they do.
- Gain awareness of the impact that your behavior has on others.
- Learn the art of giving and receiving feedback.
- Understand how individuals and organizations really learn and unlearn.
- Learn frameworks that foster more effective decision making.
- Understand common systematic biases and the impact on decision making.
- Recognize and overcome flaws in negotiation strategies.
- Learn mechanisms to make decisions in times of uncertainty.
- Develop skills to influence and manage group decision making.
- Explore the relationship between personal characteristics and situational factors in ethical leadership and decision making.
- Better understand how you are perceived as a leader and how your company is perceived by customers and competitors.

For More Information Contact:

**Executive Education  
The University of Chicago  
Booth School of Business**

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Chicago, IL 60611-4316**

**[chicagoexec.net](http://chicagoexec.net)**

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# Who Should Attend

This course is beneficial for managers who seek to enhance their management skills and effectiveness within the context of their organizations and individual performances. It is ideal for anyone with current or anticipated management responsibilities, ranging from senior-level and mid-level management to people expecting to take on leadership roles.

## Program Dates and Fees

- ▶ #10C31002 Aug. 30–Sept. 3, 2010 (\$7,650)
- ▶ #10C31003 Dec. 6–10, 2010 (\$7,650)

**This course begins at 1:30 p.m. on the first day and ends at noon on the last day.**

The program fee includes tuition, lunches, coffee breaks, and all educational materials. The fee is subject to change and payable in advance upon confirmation of registration.

Chicago Booth reserves the right to cancel any program.

## The Setting

Classes are held at the University of Chicago Booth School of Business' Gleacher Center, 450 North Cityfront Plaza Drive, situated along the Chicago River (one block east of Michigan Avenue) in the heart of the downtown area known as "The Magnificent Mile." Gleacher Center is within walking distance of some of Chicago's most exciting retail and entertainment areas. Gleacher Center, which also houses Chicago's top-ranked Executive MBA, Evening MBA, and Weekend MBA Programs, provides state-of-the-art classrooms that complement the exceptional quality of the program's content and faculty.

## Accommodations

The University of Chicago Booth School of Business has reserved a limited block of rooms at the InterContinental Chicago hotel. Single or double rooms are available at a discounted rate. Contact the InterContinental Reservations Department by telephone at 801.401.5226 or 1.800.235.4670 (toll-free) or by fax at 312.321.8725. Participants must contact the hotel directly to reserve accommodations. Three weeks prior to the program's start date, or once the block is filled, the hotel cannot guarantee accommodations. Participants should identify themselves as registrants in **Essentials of Effective Management** at the University of Chicago Booth School of Business.

# About Chicago Booth

## A University Steeped in Excellence

The University of Chicago has a long history steeped in a tradition of academic excellence and innovation. That commitment to discovery has translated into enduring contributions to the world. Among its faculty, researchers, students, and graduates are 85 Nobel laureates. Current faculty include eight Nobel prize winners, 13 MacArthur Fellows (commonly known as a "genius grant"), and three Pulitzer Prize winners, among countless others.

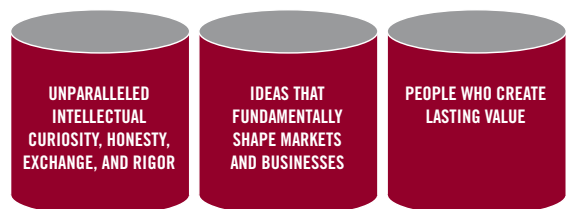
## A Leader in Business Education

The University of Chicago Booth School of Business, founded in 1898, has been a leader and innovator in the field of business research and education. It was the first business school in the country to offer a PhD program, the first business school to publish a scholarly business journal, the first to offer an executive MBA program for experienced managers, the first to have a Nobel laureate on its faculty, and the first to have six Nobel Prize winners on its faculty. Chicago's close ties with many of today's business leaders and its grounding in the real world have helped Chicago Booth maintain its reputation as one of the world's leading centers of business education and research. With its reputation, commitment to academic research, and high quality faculty, Chicago Booth carries a prestige that few can match.

## Collaborate and study at a top ranked, world-renowned global business school

- **BusinessWeek** ranked Chicago's Full-Time MBA Program first in its biennial rankings (2008), while the Executive MBA was ranked second (2009).
- **The Economist** ranked Chicago's Full-Time MBA Program fourth globally (2009).
- **U.S. News & World Report** (2009) rated Chicago Booth second in finance, fourth in accounting, and fifth overall of full-time programs, second among part-time MBA programs, and third among executive MBA programs.
- **Financial Times** ranked Chicago's Full-Time MBA Program ninth globally (2010) and Executive Education programs sixth (2008).

**We are more than a business school.  
We are a business force.**



# Program Outline

## Introduction to Essentials of Effective Management

- The importance of insight and action skills
- Key features of individual learning and unlearning
- What defines a learning organization?

## (Mis)Forming Impressions About Others

- How do we acquire and seek out information about others to form impressions?
- What is the impact of systematic biases on decision making?
- How do our expectations affect the way we interpret behavior?

## Evaluating Others

- The limitations of intuition in managing others
- What do others really think about us?
- How can you improve your ability to understand what other people are thinking?
- Can you accurately assess when people are motivated and being honest with you?

## Expectation Management

- How do our expectations of others influence the impressions we form of them?
- Employee evaluation and promotion
- Improving accuracy in decisions about others

## Persuasion

- How do leaders effectively shape the beliefs, convictions, and actions of others?
- Framework for how to effectively influence others
- Techniques for influencing difficult small group meetings

## Systematic and Critical Thinking: Decision Making

- Framing decisions and asking the right questions
- Recognizing and avoiding decision traps
- Improving the decision making process

## Competition and Cooperation: Negotiation

- What are the best ways to prepare for a complex negotiation?
- How can negotiation outcomes be improved?
- The role of creativity in reaching agreements

## Ethical Leadership: The Power of the Situation

- The relationship between personal characteristics and situational factors
- The role of leadership in ethical decision making

## Course Objectives

This course was developed to help managers become more effective leaders by understanding key dimensions of behavioral science and their important impact in the workplace. This unique program is built around cutting-edge research into human behavior. Participants will learn frameworks and principles to better communicate with and influence others. Through interactive exercises and discussions, participants will practice their new skills and gain self awareness about the way they form impressions and make decisions, as well as learn techniques to improve managerial effectiveness.

Even the most technically skilled manager must be able to persuade, motivate, and influence others including direct reports, colleagues, customers, and executive teams. To do this, it is critical to try to understand others' thoughts, goals, beliefs, and attitudes. Through a variety of interactive exercises, participants will learn the difficulty in doing this and ways to improve their ability to gain insight into the minds of others. In addition, participants will gain a better sense of how others judge them and how they may be able to shape the impressions of others around them. Participants will also develop skills that are required of every successful leader, including the ability to motivate and effectively shape other people's convictions and actions.

A manager's role is to make critical decisions, often in times of uncertainty. Managers must be able to quickly and accurately assess a situation and make sound decisions. Participants will learn how to avoid common decision traps and improve their decision making process. The course will reveal hidden biases that managers may have that limit the way they seek and receive information and eventually lead to bad decision making. Participants will engage in interactive exercises to learn how to best influence decision making within teams and business units. By improving decision making skills, managers can be more intentional in their strategy rather than relying too heavily on intuition. Participants will leave the course with plans to monitor, improve, and practice decision making skills at the job.

# Comments from Past Participants

*"Good information and insight. I look forward to implementing some of these concepts and techniques into my work and personal interactions."*

**Vanessa Kellogg**, Director of Development, Horizon Wind Energy

*"It is really amazing how a one week program can create a huge improvement in the way to be an effective manager."*

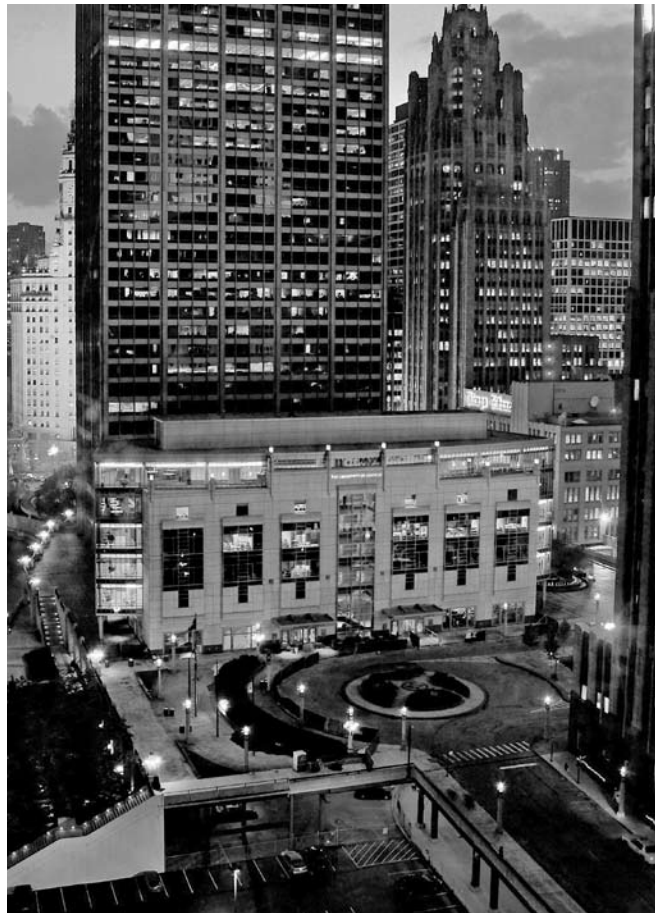
**Humberto de La Vega**, VP of Sales Latin America, HID Global

*"This was a challenging and fulfilling program that provided me an opportunity to personally investigate my style of management."*

**Joanne Benrud**, Director of Professional Services, Apple Home Healthcare Ltd.



Portraits of the 85 Nobel laureates who were or are students, researchers, or faculty at the University of Chicago are displayed in Gleacher Center.



Gleacher Center is part of the University of Chicago Booth School of Business. Overlooking the Chicago River, its state-of-the-art classrooms are only steps away from Chicago's "Magnificent Mile."

## Learning, Reflection, and Action (LRA)

Transform knowledge gained at Chicago Booth into results for you and your company.

Chicago Booth's programs provide a web tool that's easy to use, intuitive, and encourages participants to:

- articulate their goals,
- specify implementation plans, and
- track their progress toward meeting these goals.

Extend learning beyond the classroom and turn your learning goals into concrete results.

## Custom Executive Education Programs

Chicago Booth creates custom executive education programs that capitalize on the "Chicago Approach," which is the very best disciplined approach to conceptual knowledge and academic theory with practical, real world application delivered by faculty of one of the world's top business schools. These components of Chicago's programs are all keys to driving your corporate competitive advantage through effective human capital investments. Through deep thinking and high impact results, Chicago Booth writes the rules that business follows. Partnering with us today will drive your business success tomorrow!

# Outstanding Booth Faculty

**The University of Chicago Booth School of Business has one of the most highly regarded faculty of any business school in the world and the most productive researchers in the country.**

Rigorous, interactive, and dynamic, they present topics in a variety of ways, including lectures, case studies, and small group discussions, using a range of media. Accomplished teachers and active consultants, this program's faculty offer a blend of academic excellence, rigorous scholarship, real-world relevance, and practical application that provide participants with unparalleled opportunities to expand their horizons.

## Nicholas Epley

**Professor of Behavioral Science and Neubauer Family Faculty Fellow  
The University of Chicago Booth School of Business**

Nicholas Epley has been a member of the Chicago Booth faculty since 2005, conducting research in the areas of experimental study of social cognition, perspective taking, and intuitive human judgment.

Most of his research investigates people's abilities to read others' minds, from knowing how one is being judged by others to predicting others' attitudes, beliefs, and underlying motivations, and the implications of systematic mistakes in mind reading for everyday social interactions.

After receiving his PhD in psychology from Cornell University, he served as an assistant professor in the Psychology Department at Harvard. He now teaches MBA courses in management and behavioral science at Chicago Booth.

He has published articles in many leading journals, such as *Journal of Personality and Social Psychology*, *Psychological Review*, and *Psychological Science*.

## Linda E. Ginzel

**Clinical Professor of Managerial Psychology  
The University of Chicago Booth School of Business**

Linda Ginzel is a clinical professor of managerial psychology at the University of Chicago Booth School of Business, where she has been a member of the faculty since 1992.

Professor Ginzel founded Corporate Education at the University of Chicago. For nearly a decade, she was responsible for leading customized executive education. The Financial Times recognized her success in 2002, when the custom-designed programs she created were rated among the top 10 in North American and European business schools. Ginzel has partnered with a wide range of client companies.

In addition to creating customized educational programs and teaching executive education for corporate clients, Professor Ginzel is a frequent speaker who teaches MBA courses in leadership, managerial psychology, and negotiation skills to students in both the international and domestic MBA degree-granting programs at Chicago Booth.

Dr. Ginzel received her MA and PhD from Princeton University in social psychology and a BA in psychology from the University of Colorado. She held previous faculty appointments at both Stanford University Graduate School of Business and Northwestern University Kellogg Graduate School of Management.

Professor Ginzel's research has centered on interpersonal dynamics, especially regarding the social psychology of organizational behavior. Her scholarly research has appeared in a number of top-tier academic journals, including *Organizational Behavior and Human Decision Processes*, *Social Cognition*, *Training and Development Journal*, and *Research in Organizational Behavior*. Her more recent interests involve business ethics and leadership development. Ginzel is the two-time winner of the James S. Kemper prize in business ethics.

## Boaz Keysar

**Professor of Psychology  
The University of Chicago**

Boaz Keysar is a professor of psychology and chair of the Cognition Program at the University of Chicago. He received his PhD from Princeton University in 1989 and was a visiting scholar at Stanford University before joining the faculty at the University of Chicago in 1991.

Professor Keysar's research centers on the psychology of communication, investigating how people communicate and why they miscommunicate. His research has been published in the major scientific journals, such as *Psychological Review*, *Psychological Science*, *Journal of Personality and Social Psychology*, *Organizational Behavior and Human Decision Processes*, and *Journal of Experimental Psychology*. Professor Keysar's research has also received substantial interest in the media, both domestic and international press. Reports about Keysar's research have appeared in media outlets such as the *Science Magazine*, *Los Angeles Times*, *Chicago Tribune*, *San Francisco Chronicle*, *National Post* – Canada, *Der Spiegel* – Germany, *China Daily* – China, *Smart Money* – Russia, *Science Daily*, LiveScience.com, MSNBC, and others.

Dr. Keysar's teaching experience spans three educational institutions—Princeton, Stanford, and the University of Chicago—as well as seminars provided to industry. He is among the most popular teachers at the University of Chicago. His classes on decision making and communication, as well as the psychology of negotiation receive top ratings from students and are among the most sought-after courses on campus.

Though the majority of Professor Keysar's effort is devoted to research and teaching, he has also consulted with corporations in the legal industry and the transportation industry. He is routinely invited to present his work at universities and conferences around the world.

## Bernd Wittenbrink

**Professor of Behavioral Science  
The University of Chicago Booth School of Business**

Bernd Wittenbrink has been a member of the faculty at the University of Chicago Booth School of Business since 1996. He teaches courses on organizational behavior, management, and behavioral science.

Professor Wittenbrink's primary research interest is in the psychology of person perception and social judgment, specifically the impact that stereotypes and group attitudes may have on people's decisions and behaviors. His research has been published in the premier journals of social psychology, such as the *Journal of Personality and Social Psychology*, the *Journal of Experimental Social Psychology*, and *Social Cognition*. His book on recent developments in attitude measurement, "Implicit Measures of Attitudes," is coauthored with N. Schwarz (Guilford Press).

His research also has been featured by *The New York Times*, NBC, and National Public Radio, among others, and has received funding through the Russell Sage Foundation.

Since 2005, Professor Wittenbrink has served as an associate editor of the *Journal of Personality and Social Psychology*. He is a member of a number of professional organizations, including the American Psychological Association, Society of Personality and Social Psychology, and the European Association of Experimental Psychology.

Professor Wittenbrink received his undergraduate education in Germany and completed a master's degree and PhD in social psychology at the University of Michigan.

# Register Today!

WEBpdf 10C31002 A

## How to register.

Mail Chicago Booth Executive Education  
450 N Cityfront Plaza Drive, Suite 514  
Chicago, Illinois 60611-4316

Call 312.464.8732  
Fax 312.464.8731

Register online at  
[www.chicagoexec.net](http://www.chicagoexec.net)

### YES, I will attend the Essentials of Effective Management program.

#10C31002 August 30–September 3, 2010 \$7,650

#10C31003 December 6–10, 2010 \$7,650

Fee includes tuition, books and instructional materials, lunches, and coffee breaks.  
Fee is subject to change and payable in advance.

### NO, I am unable to attend.

Please provide information regarding future sessions of the program.

### Payment

- Check enclosed  
(payable to Chicago Booth Executive Education).  
 Check to follow.  
 Please invoice.  
 Charge to my:  Visa  MasterCard  Discover  AMEX

Account number

CVV code (3-digit code on back of card)

Exp. date

Signature

Please print clearly or type on line above:

Name:  Mr.  Ms.  Dr.

Name desired on name tag

Title

Company

Preferred mailing address:  Home  Business

City

State

Zip code

Daytime phone

Fax

E-mail

### What is your primary responsibility?

- General Management  Operations/Production  Administration  
 Financial/Accounting  Technical/R&D  Logistics  
 Human Resources  Marketing/Sales  Other \_\_\_\_\_

### Company Information

Approximate number of employees:

Annual sales or budget:

Is your company a subsidiary/division of another company?  Yes  No

Name of parent company:

Number of employees in parent company:  Under 1,000  1,000 to 5,000  5,001 and above

#### Industry Classification:

- |                                     |  |                                     |   |                                       |   |                                |
|-------------------------------------|--|-------------------------------------|---|---------------------------------------|---|--------------------------------|
| <input type="checkbox"/> Accounting | <input type="checkbox"/> Chemical          | <input type="checkbox"/> Electrical | <input type="checkbox"/> Insurance      | <input type="checkbox"/> Publications | <input type="checkbox"/> Telecommunications | <input type="checkbox"/> Other |
| <input type="checkbox"/> Aerospace  | <input type="checkbox"/> Computer          | <input type="checkbox"/> Energy     | <input type="checkbox"/> Mining         | <input type="checkbox"/> Retail       | <input type="checkbox"/> Textiles           | _____                          |
| <input type="checkbox"/> Automotive | <input type="checkbox"/> Consumer Products | <input type="checkbox"/> Financial  | <input type="checkbox"/> Nonprofit      | <input type="checkbox"/> Service      | <input type="checkbox"/> Transportation     | _____                          |
| <input type="checkbox"/> Bank       | <input type="checkbox"/> Education         | <input type="checkbox"/> Government | <input type="checkbox"/> Pharmaceutical | <input type="checkbox"/> Steel        | <input type="checkbox"/> Utilities          | _____                          |

Persons in charge of executive development for your organization:

Name	Title	Company		
Mailing address	City	State	Postal code	Country
Telephone	E-mail			

Program fee is payable upon notice of acceptance. The following **must** be dated and signed in order to validate application.

Name of applicant (please print)	Signature of applicant	Date
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**Program cancellation** – Chicago Booth reserves the right to cancel any program.

**Cancellations and transfers** are accepted without charge if written notification is received at least 30 days prior to the program's starting date. Cancellations received after that time will be charged 25 percent of the total program fee.

**Transfer requests** received within 30 days of the program start will be subject to a \$200 transfer fee to cover administrative costs. Any late transfers followed by a cancellation will be charged 25 percent of the program fee. Transferees will have a period of one year from the date of their transfer to attend a subsequent program offering. After a one-year period, tuition fees will be forfeited. Transferees will be required to pay fee increases, should any take place.

**Substitutions** of registrants in a session may be made, without penalty, any time prior to the program's commencement.

**Photo rights** – The University of Chicago reserves the right to use photos taken during program activities for promotional purposes.

# Essentials of Effective Management

August 30–September 3, 2010

December 6–10, 2010

- ▶ Cutting-edge content
- ▶ World-class faculty
- ▶ State-of-the-art facilities

*“What an amazing experience! This course embodies the high and low points of what’s necessary to be an effective manager.”*

Robert Sluss, Product Manager, Hip & Knee Division, Arthrex, Inc.

**We are more than a business school. We are a business *force*.**

**Become a more effective leader and learn frameworks and principles to better communicate with others. Register for this course today!**

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