

UNIVERSITY *of* HOUSTON

Continuing Education



Corporate Training Solutions

**Straight to the very heart of business—
serving customers, generating revenues,
and saving on costs to enhance profit
and return on investment**

Change Leadership

CERTIFICATE

**Four practical, how-to, performance
enhancing courses in Change Leadership:**

- Leading Revenue Growth
- Leading Cost Savings
- Five Secrets of Implementing Revenue/
Cost Savings
- Engineering Change for Results...
and Rewards



*New half-day program format to
accommodate busy schedules*

2004–2005 Program Schedule

Change Leadership

CERTIFICATE PROGRAM



Course Descriptions

The Change Leadership series is about the **BOTTOM LINE!**—serving customers, generating revenues, and saving on costs to enhance profit and return on investment. Managers who want to succeed in business will either master revenue growth and cost savings—and how to implement the changes required to achieve these results—or they will not prosper (or even survive) in the real world of business.

Leading Revenue Growth

This class covers the three most important ideas and approaches for internal growth in companies available to managers in today's hyper-competitive world:

1. Direction for growth comes best from the Voice of the Customer. Continental Airlines, Pulte Homes, and USAA Insurance are great examples of Texas-based companies that have received a J.D. Power and Associates #1 customer satisfaction rating in their industry. Leaders who want to grow their businesses know the first place to look to increase the top line: *the customer*. While everyone buys that idea, the actions needed to *hear* and *interpret* the voice of the customer are just now being defined...and the best practices to *design* for the customer are coming hot off the presses.
 - *You will learn what the voice of the customer means for you.*
2. Growth is best achieved when growth processes are defined, optimized, and managed for optimum performance. Recognition of growth processes and the application of "process optimization" techniques are a company's best changes to internally grow the business.
 - *You will learn the growth processes and how to manage them.*
3. People really count for growth—the right people in the right places at the right times. "Growing a business" is a definable set of competencies that first must be found in employees...and then be developed so that the right people get the right information to act on.
 - *You will learn the key growth competencies and how to find them in and for your company...and see a proven tool for finding and developing the right people the right way.*

Five Secrets of Implementing Revenue/Cost Savings

Great ideas about growing revenues and saving costs are frequently "left on the cutting room floor"—all talk and no action. This course will show you five secrets to turn "great ideas" on revenue and cost into tangible, well-planned projects that really can make a difference in both your performance and your company's performance.

1. Great ideas put into action mean "changes" in the way a company does its business. A company must be able to continue running its business while changing its business.
 - *You will learn how to allocate resources (people, time, focus, money) for both running and changing the business.*
2. Changes in a business must be converted into discrete initiatives that can be managed like business projects. Business Project Management is an "already available capability" that you can master to move initiatives along on target, on time, and on budget.
 - *You will learn the key ideas and actions behind Business Project Management and the tools that enable successful change.*
3. Changes in the way a company does its business depend on both clear communication about change as well as change engineering. Great communication is more than "bullet points on a page," and change engineering takes complicated changes and turns them into finite, manageable activities.
 - *You will learn how to communicate dramatic change.*

Leading Cost Savings

This class tackles managing costs as a required management competency. The theme of the course is to look at costs as "investments in products and services" and managing costs as "designing optimum processes and resources" for those products and services—a very useful change in perspective. Three key concepts for "resource engineering" (or reengineering) are covered:

1. "If you can't measure it, you can't manage it," goes an age-old saying in management. Companies must be able to measure and manage beyond a general level.
 - *You will learn the value of Activity Based Costing in optimizing costs and how to use it, plus see a tool that gives you actionable information and not just data.*
2. Once costs can be measured, cost savings can only be driven by the management and continuous improvement of work processes and the resources needed to supply those processes, including both raw materials and labor.
 - *You will learn the key concepts behind process and resource reengineering.*
3. The use of Information Technology is key to cost optimization. And yet many companies fail to make maximum use of IT as a "real production asset."
 - *You will learn to look at IT as a business friend, not a foe.*

Engineering Change for Results...and Rewards

Change is difficult to accomplish by anyone's definition, but all managers must do it and do it well. Success in business careers these days will be determined by a manager's flexibility and competence in leading change. Three key elements are covered in this course:

1. People can and will change if they know the direction of change in enough detail to "get the picture." Change leadership of a business initiative starts with the development of a clear business case for change and/or blueprint of life (vision) after the revenue/cost improvement is successfully in place.
 - *You will learn how to build a case for change.*
2. Change only appears in real life if work processes and tools are altered to fit the picture. Making those alterations can be planned and executed by managers if they know how to gather the best ideas of their people and put them into play as process changes.
 - *You will learn how to alter a process to fit the blueprint.*
3. Real change only appears if the people in the organization understand their new roles and agree to play them...for their compensation. Managers must be able to contract one-on-one with each employee to ensure that changes get made, whether for revenue growth or cost savings.
 - *You will learn how to "contract for change."*

Online registration available:

www.uh.edu/continuingeducation



The four classes in the Change Leadership Certificate Program are:

- **“HOW TO...NOW”**—Instructors will focus exclusively on mission-critical “MUST DO” actions and activities to implement successful change.
- **Immediately useful**—Each class gives participants practical, proven tools and actions that can be immediately used to improve results.
- **Easy to understand**—Using simple mechanics for engineering organizational change, participants learn how to effectively transfer current knowledge and skills to big change situations.
- **Career enhancing**—Classes are very interactive and structured to promote dynamic interaction among participants, who will learn from the experiences of others and establish relationships with a wide variety of accomplished peers.



Highly Qualified, “Been There, Done That” Instructors



W. E. “Dutch” Holland, Ph.D., is chairman of The Institute for Change Leadership and Holland & Davis, LLC, author of *Red Zone Management*, *Change Is the Rule* and *Engineering Organizational Change*, and veteran emeritus of the organizational change wars.



G. Michael Campbell, MA, PMP, is director of The Institute for Change Leadership, Managing Director of Holland & Davis, LLC, a veteran trainer, and author of *Bulletproof Presentations* and *The Complete Idiot’s Guide to Project Management*.



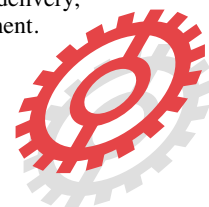
George Dempsey, Ph.D., has more than 25 years experience as a successful entrepreneur, clinical and corporate psychologist, and is an expert on relationship dynamics, relationship asset development, teambuilding, and creating cultural excellence.



Cindy Sepety, MBA, has 20 years experience, including full P&L responsibility, in operations management, with special expertise in analyzing and resolving difficult business situations, improving operations, and building and motivating high-performance teams.



Gay Sickles, BA, is a dynamic business development specialist with professional qualifications in organizational development, business needs analysis, intervention design, change management, multi-level training development and delivery, systems evaluation and process improvement, and project management.



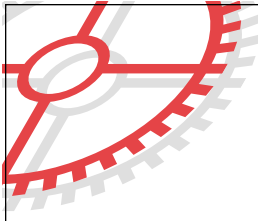
The Value of Certification

The Change Leadership Certificate Program is designed for executives, line managers, and professionals who are responsible for driving major change initiatives, and people with key roles in project teams.

A Certificate in Change Leadership from the University of Houston signifies to current and future employers that you are knowledgeable about the requirements for successfully implementing organizational change. Attendees who have successfully completed the four core change leadership courses will receive an exclusive **University of Houston Change Leadership Certificate**.

In addition, HR and training managers will find the Change Leadership classes are a highly value-added complement to your company’s existing executive development programs. *Imagine the impact on your company’s next major implementation if everyone on the team had a Certificate in Change Leadership hanging on their wall!*

BOTTOM LINE: For people who value action-oriented dialogue with professionals who have worked on hundreds of big change projects across many industries, the CHANGE LEADERSHIP CERTIFICATE PROGRAM will meet your needs like no other learning forum!



Action Services: In-House and Customized Training for Your Team

The **Change Leadership Certificate Program** is an exclusive offering from the University of Houston and The Institute for Change Leadership. You can arrange for one course—or the entire Change Leadership Certificate Program—to be conducted for members of your organization.

Many companies find that in-house and customized workshops are a very effective solution for kicking off big projects. Workshops help executive sponsors, project managers, and teams build critical competencies in change leadership and change mechanics, integrating company-specific situations and best practice examples and using experienced guides to help you set and maintain the right direction. This approach helps coordinate and jump-start projects...and ensures that all key elements for planning and executing big change are in place.

Results Oriented: Action Services workshops can be tailored to unique specifications that allow your organization to:

- Achieve across-the-board results
- Realize immediate impact since classroom work is focused on your chosen project(s)
- Save time and money
- Choose the subject focus, schedule, and location of training

When Action Services programs are finished, your project will be launched and under way.

Conducted by Experts: Our instructors are experts in their fields and have extensive practical business experience. They are veterans of hundreds of big change projects and have, quite literally, written the books on engineering successful change.

- *Change Is the Rule: Practical Actions for Change On Target, On Time, On Budget*
- *Red Zone Management: Project Management for the Executive Suite*
- *The Change Management Toolkit: A Step-by-Step Methodology for Successfully Implementing Mission-Critical Change*
- *Engineering Organizational Change: The “How to” Manual*
- *Bulletproof Presentations: No One Will Ever Shoot Holes in Your Ideas Again!*
- *The Complete Idiot’s Guide to Project Management*



For customized Action Services, contact Mercedes Suraty-Clarke at 713-743-1185 or msclarke@uh.edu.

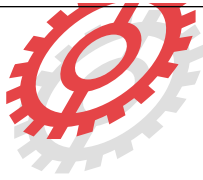
Some of our corporate clients include:

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Sysco Corporation

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Reliant Energy
Wang Global

**Your challenges
become our goals.**



Change Leadership Certificate Program Class Schedule, Fees, Location, and Registration

Four practical, how-to, performance enhancing courses in change leadership:

(Check class choices below)

All classes meet 7 a.m.–1 p.m.	Fall 2004 Schedule	Spring 2005 Schedule	Fee
Leading Revenue Growth	<input type="checkbox"/> Wed., Oct. 6 04FSUP0401C	<input type="checkbox"/> Wed., Mar. 30 05SSUP0401C	\$595
Leading Cost Savings	<input type="checkbox"/> Wed., Oct. 20 04FSUP0402C	<input type="checkbox"/> Wed., Apr. 13 05SSUP0402C	\$595
Five Secrets of Implementing Revenue/Cost Savings	<input type="checkbox"/> Wed., Nov. 3 04FSUP0403C	<input type="checkbox"/> Wed., Apr. 27 05SSUP0403C	\$595
Engineering Change for Results...and Rewards	<input type="checkbox"/> Wed., Nov. 17 04FSUP0404C	<input type="checkbox"/> Wed., May 11 05SSUP0404C	\$595
Sign me up for all four classes in the Change Leadership Certificate Program	<input checked="" type="checkbox"/> Fall '04 04FSUP0400C	<input checked="" type="checkbox"/> Spring '05 05SSUP0400C	Special Pricing: \$2150

Fees, Certification, and CEUs

Fee includes instruction, CEUs, comprehensive materials, continental breakfast, and lunch. Attendees who have successfully completed the Change Leadership Certificate Program will receive a framed Certificate of Change Leadership from the University of Houston.



Time and Location

Scheduled from 7 a.m. to 1 p.m., the Change Leadership classes are designed to allow you to attend class...and still get back to the office for afternoon meetings and work. Continental breakfast and a working lunch will be provided. Classes are conducted at the Conrad N. Hilton Hotel & Conference Center, UH main campus, at 4800 Calhoun Road off I-45 South—two miles south of downtown Houston. For directions, call 713-743-1060 or visit our web site at www.uh.edu/continuingeducation.

Cancellations, Refunds, and Transfers

Your registration will be refunded in full if you cancel more than 10 working days before the course. If you cancel within 10 working days, you may send a replacement or transfer to another date, otherwise you will be charged \$300. Confirmed registrants who fail to attend and do not cancel their reservation in advance are liable for the full fee.

Don't miss this career and skill-building opportunity. Register today by:

Phone: 713-743-1060 or 1-800-687-5465 **Fax:** 713-743-1203 *Credit card payments only*

Web: www.uh.edu/continuingeducation

Mail: Make check, money order or P.O. payable to the University of Houston (UH Federal Tax ID #74-600-1399W) and send to:
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University of Houston
Houston, Texas 77204-3027



Name		Social Security #	E-mail Address	
Company		Title	Approving Manager's Name	
Address		City	State	ZIP
Phone (day)		(evening)	Driver's License No. (if paying by check)	
Credit Card Information: <input type="checkbox"/> Visa <input type="checkbox"/> MasterCard <input type="checkbox"/> American Express				
Signature (name on card)		Card Number	Expiration Date	

**For more information, call UH Continuing Education
at 713-743-1060.**

*The University of Houston is an affirmative action/equal opportunity institution.
Persons with disabilities requiring special accommodations may call 713-743-1060.*

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Change Leadership CERTIFICATE

The required credential to be
a successful manager in the
twenty-first century!

Sign up today to get your
Certification in Change Leadership!
713-743-1060

For more information on the Change Leadership
Certificate Program, visit our web sites:
www.uh.edu/continuingeducation
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