



# Learning and Development 2009

GALLUP UNIVERSITY®

## Gallup University

The demands of leading and managing a successful organization have never been greater. Achieving success in today's dynamic marketplace requires a vision and a winning strategy — and, most importantly, the ability to effectively implement and sustain this vision and strategy. Successful leaders know that learning is essential to the achievement of professional and organizational objectives.

Gallup has studied human behavior for more than 70 years. Gallup University uses its deep understanding of human behavior to help individuals and organizations around the world maximize their performance. It's no wonder that each year more than 120,000 executives, managers, sales professionals, and employees turn to Gallup University for professional development, continuing education, and degree programs.

### What Makes Gallup University Unique?

- **Research-based learning and development.** Gallup's superior research and analysis differentiate us from every other provider of learning solutions. These programs are based on groundbreaking findings regarding human behavior.
- **Development programs that start with each person's unique talents.** Gallup recommends that each person receive learning and development that helps them maximize their enduring talents. Innovative, world-renowned tools, such as the Clifton StrengthsFinder, provide learners with insights that help them identify and apply their talents and build strengths.
- **Sustainable learning.** Gallup University recommends an ongoing sustainment strategy with every program. This strategy can include online learning sessions, performance coaching, e-mailed activities, team-meeting topics, and other activities tailored to individual or organizational needs.
- **Measurement and action improve performance.** Gallup's customer and employee engagement databases are among the largest and most robust in the world. This research helps individuals and organizations measure customer and employee engagement and benchmark their performances against those of the world's best.

Each year, Gallup University provides classroom and on-site education to more than 120,000 executives and managers.

“Gallup University provides learning opportunities that span Gallup’s three core areas of expertise: Strengths Leadership, HumanSigma, and Global Well-Being.”

— *Tim Hodges, Executive Director*  
*Gallup University*

We offer a robust and growing curriculum for individuals and client organizations.

Programs and courses include:

- Great Manager Program (Open Enrollment or Client-Specific)
- MBA/MA in Executive Leadership (Open Enrollment or Client-Specific)
- MBA/MA in Executive Physician Leadership (Open Enrollment or Client-Specific)
- Strengths Discovery (Client-Specific Program)
- The Demands of Executive Leadership (Client-Specific Program)
- Talent to Lead (Client-Specific Program)

## **Customized Learning and Development Solutions**

Gallup University partners with numerous organizations and corporate universities to create and deliver custom learning solutions designed to meet specific organizational and developmental objectives. Gallup’s strategic consultants work with key stakeholders in the organization to design and deliver these world-class, high-impact programs.

# Great Manager Program

When Gallup wanted to find out what the world's greatest managers do differently, we went right to the source. We went to large and small companies, privately held companies and public-sector organizations, and interviewed more than 80,000 top-performing managers in 400 organizations.

The Great Manager Program incorporates the findings of Gallup's extensive and ongoing research. It has become one of Gallup University's most popular programs and has been attended by thousands of managers and executives from the world's most prestigious companies.

## What You Can Expect

In this cutting-edge developmental program highlighted by a 2½ day classroom component, you will gain a greater understanding of yourself and your management style. You'll discover engaging concepts, strategies, and tools that will help you apply the Four Keys to Great Management.

*Before the program begins, you will have the opportunity to complete the following:*

- the Clifton StrengthsFinder assessment, which will provide you with insights into your areas of greatest talent
- StrengthsFinder e-learning, which will introduce you to the basics of strengths theory and strengths-based development concepts
- the Q<sup>12</sup> employee engagement survey, which is administered to team members reporting to you and will reveal how your style influences team-member perceptions and employee engagement levels

*During the program, you will learn how to increase engagement and boost team performance by:*

- developing a comprehensive understanding of your own unique strengths
- gauging how different management styles support or undermine strength-building behaviors that lead to employee engagement and performance
- assessing your workgroup's engagement levels and developing a plan to achieve crucial business outcomes
- understanding the Four Keys to Great Management and learning how to “turn the key” with each employee on your team



- a one-on-one session with a Gallup performance coach. Coaches will use your Clifton StrengthsFinder and employee engagement data and help you formulate an action plan to impact your own effectiveness and the performance of the team you manage.

*After the program, you will have the opportunity for a post-coaching call.*

- After six-months, a follow-up session will help you maximize the momentum and energy generated during the course. Together you and your Gallup performance coach can establish a follow-up plan and track your progress as you develop, practice, and refine your Four Keys management strategy.

#### **Business Impact Reported by GMP Participants**

82 percent of the 2007 participants say they have improved their performance as a manager as a result of the program.

“Best seminar I’ve ever participated in, in 30 years!” — *Recent GMP participant*

“An absolutely breathtaking growth experience that will enable me to better utilize my strengths to make a difference in other people’s lives” — *Recent GMP participant*

“This is fantastic information, and I believe this program can be effective and successful if we put it to use. I do feel we have been inspired and motivated to engage our employees, engage our customers, and engage our mission!” — *Recent GMP participant*

88 percent of the 2007 participants could name one of their top strengths and identify how they used it in their work.

Organizations with groups of 10 or more interested in the GMP should contact Gallup University to explore client-specific course options.

**2½ Days ■ \$4,000**

Contact Gallup University at 800.720.1640 for more information.

## **Open Enrollment**

### **2009 Class Dates**

#### **Omaha, Nebraska**

January 12, 13, 14

March 9, 10, 11

May 4, 5, 6

July 13, 14, 15

September 14, 15, 16

November 9, 10, 11

#### **Chicago, Illinois**

June 8, 9, 10

December 7, 8, 9

#### **Washington, D.C.**

April 6, 7, 8

October 12, 13, 14

#### **Irvine, California**

February 9, 10, 11

August 10, 11, 12

Dates are subject to change, and new dates are often added. Visit [www.gallup.com](http://www.gallup.com) or call 800.720.1640 to check availability.

# The Gallup/UNL MBA in Executive Leadership

## What Graduates Say About Our Program

“It is my sincere belief that the Gallup/UNL MBA, together with its practical focus, is hard to match anywhere else. This program helped our business significantly, and I recommend every executive to do this program.”

— *George Borst, CEO  
Toyota Financial Services*

“I could not recommend this program any more strongly to other people. The return on investment for my company and me were both immediate and profound. It really is a life-changing program.”

— *Mark Turner, CEO  
WSFS Financial*

“The Gallup/UNL MBA program was the best leadership training and development I have ever had. It gave me the training and tools to be an effective leader at the CEO level.”

— *Rachael Calyn, CEO  
Kingdom, Inc.*

## Why Choose the Gallup MBA?

- When Gallup began designing its MBA program several years ago, one of the primary motivations was based on the belief that the current models for business and leadership education simply were not working (based on the scandals and overall lackluster performance of U.S. business in recent years).
- After thorough investigation of the state of customer and employee engagement around the world, and with heightened awareness that growth in this new millennium needs to be fueled by better management of these critical resources, Gallup settled on the answer that *the world of business needs better leaders equipped with better tools to drive organizational growth*.
- Using research and interviews with thousands of successful leaders over the past 30 years, Gallup designed the world’s first MBA program focused on creating real growth.

## Gallup MBA Graduates Achieve Extraordinary Results. How Does This Happen?

- This MBA program builds stronger management capability and gives leaders the tools they need to manage growth in a way that strengthens long-term relationships with customers and employees — all while developing their own leadership through personal coaching during the program and for three years after graduation.
- The curriculum is primarily focused on boosting organizational performance by optimizing the capabilities of leaders in our programs — and goes well beyond traditional academic theory. For that reason, organization-centered projects are the backbone of Gallup’s MBA, and the leader is graded in accordance with the impact she or he has on the organization.
- Graduates of this program have led projects that delivered as much as a \$50 million impact on organizational performance.

## Is the Gallup MBA right for you?

- If you want an MBA program focused on improving your organization's performance and boosting the capacity of its leaders, entirely based on application to your own real-world business issues, this is the program for you and other leaders in your organization.

## Schedule

Gallup's MBA program incorporates 48 credit hours, spans 18 months, and consists of three classroom modules that run ten days each. It is supplemented with virtual and online courses as well as independent-study projects. Two of the modules are taught from Gallup University's flagship campus in Omaha, Nebraska. The international module has been delivered in locations around the world. Past locations include London, Berlin, Brussels, and Beijing.

The three modules:

Individual Leadership

Operational Leadership

Global Leadership

**MBA Tuition: \$68,500**

**MA in Executive Leadership: \$61,600 (36 credit hours)**

**Gallup also offers an MBA/MA in Executive Physician Leadership. Contact Gallup University for more information.**

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Programs launch in January and July each year.  
Applications typically are due in November and May.  
For more information, go to [www.gallup.com](http://www.gallup.com)  
or call 800.288.8593.

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Organizations interested in the development of groups of leaders should contact Gallup University to discuss client-specific and customized options for graduate education.

# Client-Specific Programs

Gallup University consultants are global leaders in management and leadership development who work with talented instructional designers, e-learning specialists, and world-class facilitators. Together they can create and deliver high-impact customized programs for clients.

Listed below are a few of Gallup University's programs.

## **Strengths Discovery (½ Day or 1 Full Day)**

Successful people retain the power to act, rather than surrender to forces outside their control. By focusing on your strengths, you can succeed and move ahead professionally in situations others perceive as restrictive or impossible.

### **What You Can Expect**

This course will introduce you to Gallup's strengths-based approach and will help you learn how to use your unique blend of talents to enhance your performance at work.

*Before the course begins, you will have the opportunity to complete the following:*

- the Clifton StrengthsFinder assessment, which will provide you with insights into your areas of greatest talent
- StrengthsFinder e-learning, which will introduce you to the basics of strengths theory and strengths-based development concepts

*During the course, you'll learn how to shift your focus to a strengths-based approach by:*

- identifying and building upon your greatest talents
- realizing the connection between strengths development and employee engagement
- naming your Signature Themes and describing your talents
- explaining the benefits of various themes and how they contribute to an organization
- analyzing how talents from all themes can contribute to a strength in performing one's role
- defining the concept of "lesser talents" and identifying strategies for managing them
- practicing the application of talents from various themes to specific work-related challenges

## Business Impact From Strengths Discovery

“As a management and leadership consultant, my role has been to design programs that will enhance the overall performance, productivity, and behaviors of the leaders within the organization. With that as the challenge, it was crucial to include assessments that participants could grasp and with feedback that could help leverage their development to become even more effective in their leadership role. I turned to Gallup and their strengths program, and through their consultation we were able to construct a dynamic experience that generated discussion as to the importance of self-discovery, which then moved us to the discovery of strengths within their work teams.”

— *Denny Dethlefs, B.S., M.S.*

*Client Executive and Past Strengths Discovery Participant*

## The Demands of Executive Leadership (3 Days)

After decades of research and thousands of interviews with great leaders, Gallup discovered the factors that are crucial to leadership success. The Demands of Executive Leadership is a strengths-based leadership development program based on those factors.

### What You Can Expect

This program will give you the chance to assess your own leadership style and adopt a fresh approach.

*Before the course begins, you will have the opportunity to complete the following:*

- the Clifton StrengthsFinder assessment, which will provide you with insights into your areas of greatest talent
- StrengthsFinder e-learning, which will introduce you to the basics of strengths theory and strengths-based development concepts
- the Q<sup>12</sup> employee engagement survey, which is administered to team members reporting to you and will reveal how your style influences team-member perceptions and employee engagement levels
- a one-on-one session with a Gallup performance coach, which will help you understand how you can use your greatest talents to maximize your performance level.



## Client-Specific Programs *(continued)*

*During the course, you will focus on:*

- developing a comprehensive understanding of your own talents and strengths, and how to apply them to increase your leadership impact
- examining how your leadership and management styles influence workgroup culture and employee engagement, which ultimately affect business outcomes
- assessing your leadership effectiveness across The Demands of Executive Leadership, which are: Visioning, Maximizing Values, Mentoring, Building a Constituency, Knowing Self, Challenging Experience, and Making Sense of Experience
- formulating a clear leadership strategy and presenting it to the class as a vision statement
- choosing two Demands in which you will measure and track your leadership impact over time
- developing a strategy with your Gallup performance coach to aid in achieving measurable performance improvement
- working with your Gallup performance coach to formulate a Demands of Executive Leadership strategy that fits your unique talents and strengths



*After the program, you will have the opportunity for post-coaching calls.*

- Quarterly coaching calls for the year following the program will help you maximize the momentum and energy generated during the course. During these calls, a follow-up plan is established, and you will track your progress as you develop, practice, and refine your Demands of Executive Leadership strategy.

### **Business Impact of The Demands of Executive Leadership**

“Our company has made \$100,000 by bringing out the best in people.”

— *Financial Service Leader*  
*2007 Demands of Executive Leadership Participant*

## Talent to Lead (1 Day)

The Talent to Lead program helps leaders take their impact and performance to a new level. This program will introduce you to Gallup’s proven “move from strength” management approach and describes how you can apply it to attain greater success in your personal and professional lives.

### What You Can Expect

During the program, you will be introduced to factors that are crucial to leadership success. Through group discussion, insights, and activities, you will develop more clarity about your talents and use these insights to create strengths-based strategies for success.

*Before the course begins, you will have the opportunity to complete:*

- The Clifton StrengthsFinder, which will provide you with insights into your areas of greatest talent
- the StrengthsFinder e-learning pre-course, which will introduce you to the basics of strengths theory and strengths-based development concepts

*During the course, you will learn how to incorporate Gallup’s research by:*

- understanding your own talents and building on them to create strengths
- discovering the strengths-based approach to understanding, managing, and leading others
- developing strengths-based goals that will increase your leadership impact

*After the program, take advantage of the coaching component.*

- During an optional one-on-one coaching session with a Gallup performance coach, you will establish a follow-through plan and a method for tracking your progress as you develop, practice, and refine your leadership strategy.

### Business Impact From Talent to Lead

“Gallup studied leaders from a wide range of industries and sectors, including education, healthcare, the military, government, finance, insurance, and retail. Our analysis directly linked those leaders who developed their talents by encountering The Demands of Executive Leadership to significant improvements in overall leadership performance. Their companies achieved specific business outcomes such as financial growth, customer and employee engagement, employee retention, and safety. Our continued tracking of more than 40,000 leaders continues to affirm these findings.”

— Barry Conchie, Gallup Principal Leadership Consultant

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**For information about any of Gallup’s client-specific programs, contact Gallup University at 800.720.1640 or go to [www.gallup.com/university](http://www.gallup.com/university) for more information.**

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## Campuses

### Omaha, Nebraska

1001 Gallup Drive  
Omaha, NE 68102

### Chicago, Illinois

111 South Wacker Drive, Suite 4850  
Chicago, IL 60606

### Washington, D.C.

901 F Street, NW  
Washington, D.C. 20004

### Irvine, California

18300 Von Karman, Suite 1000  
Irvine, CA 92612

### London, United Kingdom

The Adelphi  
1-11 John Adam Street  
London WC2N 6HS  
United Kingdom

### Berlin, Germany

Berliner Str. 62  
14467 Potsdam  
Germany

### Singapore

20 Raffles Place  
#23-03 Ocean Towers  
Singapore 048620

## 2009 Courses Offered

### Great Manager Program

Open Enrollment or  
Client-Specific

### MBA/MA in Executive Leadership

Open Enrollment or  
Client-Specific

### MBA/MA in Executive Physician Leadership

Open Enrollment or  
Client-Specific

### Strengths Discovery

Client-Specific Program

### The Demands of Executive Leadership

Client-Specific Program

### Talent to Lead

Client-Specific Program

### Great Manager Program Dates

- January 12 - 14 (Omaha)
- February 9 - 11 (Irvine)
- March 9 - 11 (Omaha)
- April 6 - 8 (D.C.)
- May 4 - 6 (Omaha)
- June 8 - 10 (Chicago)
- July 13 - 15 (Omaha)
- August 10 - 12 (Irvine)
- September 14 - 16 (Omaha)
- October 12 - 14 (D.C.)
- November 9 - 11 (Omaha)
- December 7 - 9 (Chicago)

**Additional courses leveraging Gallup research can be created to meet the needs of your organization.**

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Contact Gallup University at 800.720.1640

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