INVESTING IN THE NEXT GENERATION OF LEADERS IS VITAL TO POSITIONING YOUR ORGANIZATION FOR LONG-TERM SUCCESS.

ACCEPTING NOMINATIONS UNTIL APRIL 19, 2019
WWW.NGAFOUNDATION.ORG/ELDP

CORNELL UNIVERSITY • JUNE 2 - 6, 2019
Outstanding leaders create a vision for others and have the ability to translate it into a lasting reality. Initiating and implementing organizational and cultural changes required to execute new strategies are imperative skills for effective leaders. The NGA Executive Leadership Development Program at Cornell University helps retailers and wholesalers develop leaders from within their organizations who can respond to business challenges in the 21st century marketplace. This program, generously supported by PepsiCo Inc., provides rising grocery industry executives with the knowledge, tools, resources and inspiration necessary to lead their companies and drive long-term success.

**THIS INDUSTRY-SPECIFIC EXECUTIVE DEVELOPMENT PROGRAM INCLUDES:**
- Four days of interactive, intensive instruction on the campus of Cornell University;
- A faculty mix of respected academic and grocery industry leaders;
- An in-depth personalized 360 degrees assessment of the participant’s personal leadership style and the development of an action plan to improve effectiveness; and
- Network with other rising grocery executives.

Program tuition: $2,850/person
Included: hotel accommodations, most meals, program materials, 360 degree assessment and action plan. Not included: travel

**PROGRAM MISSION**
To provide senior and high-potential executives of independent community-focused food retailers and wholesalers the knowledge, tools and inspiration to lead and strengthen the competitive viability of their companies.

**WHO SHOULD ATTEND**
Current mid- or upper-level executives with large spans of control and responsibilities that require the leveraging of human assets. These individuals must be rising executives who are candidates for increased “people” and general management responsibilities.

Director of Marketing  Store Director
Category Manager  District Manager
Director of Supply Chain & Logistics  Director of Private Brands
President & CEO  General Manager
Vice President  Director of Human Resources
LEADERSHIP THEORY AND PRACTICE
The four basic paradigms of leaderships are examined and discussed. Success and derailment is explored within the context of career transition.

LEADERSHIP ASSESSMENTS
The importance of feedback is explored and specific feedback instruments (Firo-B and Benchmarks) are introduced and discussed.

ONE-ON-ONE COACHING
Trained coaches answer questions regarding the Firo-B and Benchmarks 360 degree assessments.

LEADERSHIP VS. MANAGEMENT
The critical differences between Management and Leadership are detailed and discussed and the consequences of imbalance are highlighted.

LEVERAGING HUMAN ASSETS
A case study format is employed to explore the method leaders use to build followership strategies and leverage the human assets in their organizations.

TOPICS SUBJECT TO CHANGE.

RECONNECTING WITH STRATEGY
The link between leadership and strategy is discussed and the importance of strategy in adapting to a changing environment is emphasized. The critical differences between an executional focus vs. a strategic focus are explored.

LEADERSHIP CASE STUDY
An interactive case study is employed to refine participants’ thinking about personal leadership style.

GROUP THINK EXERCISE
The critical dangers of Group Think in entrepreneurial organizations are the focus of an interactive group exercise. Concrete strategies for organizational decision making and the avoidance of Group Think are presented.

DEVELOPMENT ACTION PLANNING
Participants are encouraged to “connect the dots” and begin definitive steps toward the development of a personal leadership skill development plan.
THE STATLER HOTEL
Nestled amidst the picturesque gorges and eclectic architecture of Cornell University, The Statler Hotel blends dignified Ivy League ambiance with the bustling energy of campus life. Experience the unique character of this elegant hotel. You will be welcomed by passionate, ambitious students from Cornell’s world-renowned School of Hotel Administration, working alongside seasoned hospitality professionals. Delight in the upscale accommodations and service you would expect from a first-class hotel. Overlooking the gorgeous Finger Lakes countryside – only minutes from colorful downtown Ithaca – we offer university visitors, corporate travelers, and alumni a truly unique lodging experience. The Statler Hotel offers the dedicated computer access lines/High speed internet access and a fitness center.

Hotel accommodations and most meals are included in your tuition. Hotel registration information/forms will be provided in confirmation materials.

TRANSPORTATION
Cornell University is located in the Finger Lakes region of Upstate New York. Jet service to/from the Ithaca Tompkins Regional Airport in Ithaca is provided by Delta, American Airlines, and United. The airport is located only 10 minutes away from the Cornell campus. To get from the airport to campus, call the Statler front desk at 607-254-2500 to arrange a courtesy shuttle ride. You may also fly into the Syracuse Hancock International Airport. This airport, which is serviced by several major airlines, is located approximately 65 miles from Ithaca.

Transportation to the Cornell campus can be arranged by contacting Ithaca Airline Limousine at least 48 hours in advance by calling 855-349-0084 or 607-273-3030. The cost is $85 one-way, $130 round-trip. Alternatively, you can rent a car in Syracuse and drive to Ithaca. If you drive, please keep in mind that there is a hotel parking fee of $12.00 per day.

THE STATLER HOTEL
130 STATLER DRIVE
ITHACA, NY 14853
607-257-2500
www.statlerhotel.cornell.edu
To nominate a candidate for this program, please go to: [www.ngafoundation.org/eldp](http://www.ngafoundation.org/eldp) to download the PDF nomination form. Hard copy forms should be submitted via email attachment to: nga-foundation@nationalgrocers.org.

Once nominees are reviewed and approved, confirmed program attendees and nominators will receive official correspondence from the NGA Foundation with a link for registration and payment.

Attendees will be asked to complete a self-assessment and a 360 degree assessment to be completed by supervisors, peers, and subordinates. Trained coaches will help participants develop an action plan based on the evaluations.

Please contact the NGA Foundation at nga-foundation@nationalgrocers.org or call 703.516.0700 with any questions regarding the nomination or registration process.

Nominations will be accepted through April 19, 2019 on a rolling basis. Cancellations accepted through April 19, 2019 will be subject to a $150 cancellation fee. No refunds, cancellations or transfers to another candidate will be provided after April 19, 2019. The NGA Foundation must receive full payment by April 19, 2019 or registration will be automatically canceled.

**SUNDAY, JUNE 2**

- 6:00 PM - 9:00 PM  Dinner and Orientation

**MONDAY, JUNE 3**

- 8:00 AM - 12:00 PM  Leadership Theory and Practice
- 12:00 PM - 12:45 PM  Lunch
- 12:45 PM - 4:45 PM  Leadership Assessments
- 5:15 PM - 6:45 PM  One-On-One Feedback and Coaching Sessions

**TUESDAY, JUNE 4**

- 8:00 AM - 9:45 AM  Leadership vs. Management
- 10:00 AM - 11:30 AM  The Laws of Leadership
- 11:30 AM - 1:00 PM  Lunch and One-On-One Feedback and Coaching Sessions
- 1:00 PM - 3:00 PM  The Laws of Leadership
- 3:15 PM - 4:00 PM  Case Study
- 4:00 PM - 5:30 PM  One-On-One Feedback and Coaching Sessions
- 6:00 PM - 8:00 PM  Dinner

**WEDNESDAY, JUNE 5**

- 8:00 AM - 9:30 AM  Reconnecting With Strategy
- 9:45 AM - 11:30 AM  The Leadership Team: Datavision
- 11:30 AM - 1:00 PM  Lunch and One-On-One Feedback and Coaching Sessions
- 1:00 PM - 4:00 PM  Strategic Decision Making
- 4:00 PM - 4:45 PM  One-On-One Feedback and Coaching Sessions
- 5:30 PM - 8:00 PM  Dinner

**THURSDAY, JUNE 6**

- 8:30 AM - 10:45 AM  Development Action Planning
- 11:15 AM  Awarding of Certificates

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**SCHEDULE SUBJECT TO CHANGE**