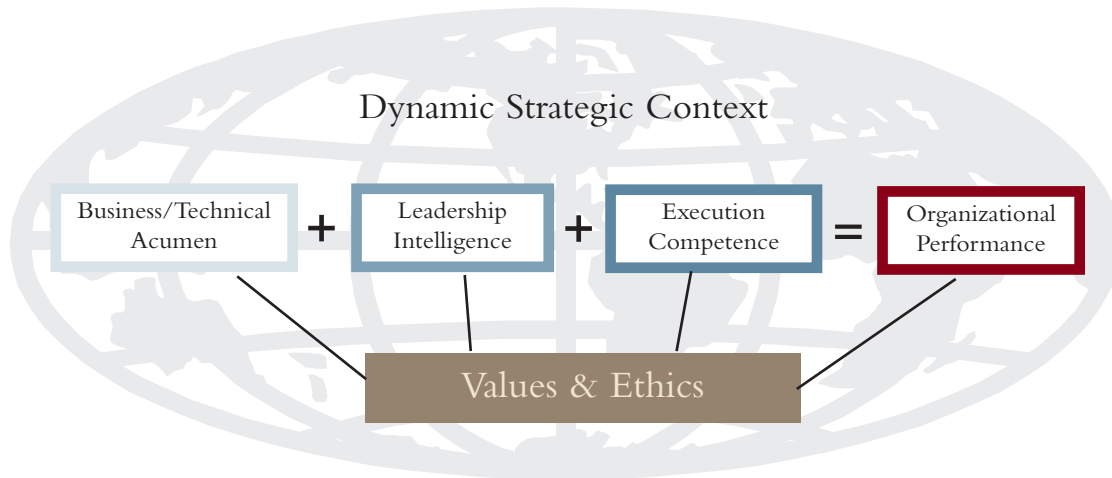


DANIELS APPROACH TO ORGANIZATIONAL PERFORMANCE



Organizational Performance

When working with organizations, we consider the last element of the equation, Organizational Performance, first. What performance results do you require – how do you want your employees to behave differently as a result of their involvement with Daniels? Our approach is to reverse engineer the curriculum so each element of the program is relevant and immediately applicable.

Values & Ethics

A foundation of values and ethics is essential at the Daniels College and we have been teaching business ethics as a core component in all of our graduate business degree programs since the early 90s. For our efforts, we were recognized in 2005 by the *Wall Street Journal* as one of the world's top-five schools for producing graduates with high ethical standards.

Business/Technical Acumen

Business/Technical Acumen refers to the knowledge of a specific company, industry, or job function that an individual must possess in order to perform their job. Business and technical knowledge is a threshold requirement for an individual to be successful in a leadership role in a company.

Leadership Intelligence

The heart of the equation is Leadership Intelligence, specifically focused on developing emotional intelligence. According to Daniel Goleman in his book *Primal Leadership*, "Emotional Intelligence contributes 80 to 90 percent of the competencies that distinguish outstanding from average leaders, and sometimes more. To be sure, purely cognitive competencies, such as technical expertise, surface in such studies, but often as threshold abilities, the skills people need simply to do an *average* job."

Execution Competence

Execution simply refers to the ability to get things done. As simple as it sounds, it is not always easy to accomplish. We believe that execution must be added to business knowledge and leadership intelligence in order to achieve positive business results.

Dynamic Strategic Context

Context must be considered in order to design an effective leadership development program. For example, is your company in a growing market or a mature market? Is the culture entrepreneurial or process driven? What does the global competitive landscape look like? Knowing the answers will lead you to better business decisions.