



The American Payroll Association and American Accounts Payable Association



Advance yourself and your organization with strong leadership skills when it matters most

2010 Leadership Certificate Program



*Building Leadership Skills
for the 21st Century*

Develop your leadership skills with hands-on training and learn:

- The concept of leadership and four distinct leadership styles
- How to align vision with organizational goals
- How to build effective relationships with different personality types
- How to motivate teams through change
- The eight-step decision making process
- How emotional intelligence impacts working teams

Receive a
**FREE Webinar
On Demand**
when you register
by 12/31/09!
See page 5
for details

Register online at www.americanpayroll.org or www.americanAP.org

5 Programs Nationwide in 2010!

Earn up to 18 RCHs, 1.8 CEUs, or 21 CPE credits
Field of Study: Personal Development

Building Leadership Skills for the 21st Century

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A healthy organization stems from professionals who understand how true leadership fits into their work. Like technology and legislative issues, leadership ebbs and flows, changes and stays the same.

The Leadership Certificate Program embraces the world that leaders work in today, with specific concentration in fostering growth in the 21st century. This unique program focuses on many qualities of effective leaders including awareness of self and others, effective communication, and relationship building.

Expand your personal leadership skills by completing the goals for each of the 10 learning modules. Learn and interact with leadership experts who are payroll professionals in order to broaden leadership experience and achieve the program goals.

Upon completion of this course, you'll receive a Leadership Certificate, a bona fide credential for advancing your career.

Attendees from the previous program have come from companies such as Ceridian, ADP, Lowe's, Chevron, Sprint, Microsoft, and Nike.



Featured Speaker

*Senior Director, Payroll
Shared Services
Time Warner Cable*

Martin Armstrong has an extensive background in leadership, management, benchmarking, process improvement, change management, and best practices. He has completed all of his doctoral coursework in Argosy University's Doctor of Business Administration (DBA) program. His dissertation titled "Organizational Change Leadership" is currently in progress. Martin has received the APA's Meritorious Service Award in 2002, a Special Recognition Award in 2006, and was named Payroll Man of the Year in 2008.



Session Facilitator

*Director of Learning
Development &
Administration
American Payroll Association*

Kelly Bailey has 15 years of training and development experience with a concentration in course development and delivery. She has led teams of instructors, course developers, and education consultants. Kelly currently directs the team that designs and develops courseware for APA educational events as well as speaker administration.

What Kind of Leader Are You? Core Leadership Competencies

Program level: Basic

- What makes a person an effective leader – learn from some of the best leaders in history.
- What are the differences between a leader and a manager – examine the traits and characteristics that separate these roles.
- Where are your own leadership skills and characteristics – develop these to become an authentic leader.

An overview of leadership including historic leaders, styles of leadership, and characteristics/traits/competencies of leaders. Discover the answers to key questions that leaders ask. Learn to see leadership in yourself and others and to develop your authentic leadership style.

Seeing Things Differently: Building Vision

Program level: Basic

- Leaders see the world from new perspectives – challenge your own vision to build a better environment.
- Leaders understand their organization and how to view change from a total picture – do you know your organization?
- Leaders share their vision with others to create a team for change – can you influence others to help build a vision?

Explore the big picture of leadership by building a vision, being innovative, and understanding an organization's culture. Discover the importance of a long-range view, using creativity, and having external awareness.

It's the People: Developing Leadership Relationships

Program level: Intermediate

- First know yourself so you can know others using the Enneagram tool.
- Leaders set the tone – understand how to inspire others and coach followers to excellence.
- No one stands alone – create a team that follows where you lead.

Realize the importance of self awareness and awareness of others, how the follower impacts the ability to lead, and setting expectations. Get tips on coaching, gaining buy-in, inspiring, and mentoring.

Stop, Look, Listen: Influential Communication

Program level: Intermediate

- Words make all the difference – are you using the right words to be an effective leader?
- Feedback from the right people is key to successful leadership – do you know where to listen for your feedback?
- What to do when the team says “no” – negotiating to “yes.”

Do you know what continual and focused listening consists of? What is the importance of speaking and writing clearly and presenting yourself effectively? This workshop covers these topics as well as how to present both positive and negative ideas, look for feedback in all places, and negotiate or get to “yes.”

* Learning Modules subject to change without notice.



Learning Modules

Nothing's the Same: Motivating Teams Through Change

Program level: Advanced

- Leaders create change – learn to engage followers to embrace change.
- Leaders and followers make mistakes – learn how to evaluate mistakes and grow from making them.
- Change will never cease – learn how to build a team that actively seeks change.

Get tips on employee engagement and motivation. Learn how to build a team, influence performance, develop individuals, and encourage flexibility.

Yes? No? Maybe? Being a Decision Maker

Program level: Advanced

- Leaders can't do it alone – how to delegate for team growth.
- Leaders aren't always "missus nice guy" – learn how to make the tough business decision.
- It's the facts – learn how to build your own decision making matrix using the data you have.

The leader as the decision maker: empowering people, delegating, and problem solving.

From Plan to Project: The Results Driven Leader

Program level: Advanced

- Projects have a life of their own – learn how to tame and manage your projects.
- Project teams don't always follow the same path – learn how to create a plan your team will follow.
- It's not done yet – learn how to manage time for yourself and your team.

Uncover the skills behind effective project and time management. Learn to run effective meetings, process and prioritize projects, and measure results.

Happy or Sad, Excited or Mad: Understanding Emotional Intelligence

Program level: Advanced

- The leader's done everything right, why isn't everyone happy – seeing team members from an emotional perspective.
- The leader as the referee – understanding how to resolve (and avoid) conflicts.
- The leader and the people – leading each person as an individual and as a total team.

Understand the total person – not just the nine-to-five employee – that you are leading.

Staying Sharp: Embracing Intellectual Curiosity

Program level: Advanced

- Where does a leader go to grow and develop – building your intellectual curiosity IQ and being a forever learner.
- Can a leader be wrong – how to recover from mistakes, or make mistakes work for you.
- Are a leader's hands ever clean – the value of hands-on work to know what's happening.

Explore the importance of intellectual curiosity, "sharpening the saw," recovering from mistakes, and resilience.

Values, Ethics, Passion: The Authentic Leader

Program level: Advanced

- What kind of leader are you – knowing your personal leadership style.
- When a leader has to say "no" – understanding your personal values, ethics, and integrity and when they can't be compromised.
- Why leaders have passion – identifying your drive and purpose.

Hone your ethics, strengths, passions, and purpose.

“While I have attained CPP certification, achieving my certificate in leadership will further substantiate my value to upper management as a qualified leader in my area of expertise. This new program gives me the confidence that my leadership skills are equal to those of other leaders in the payroll and disbursements industries.”

—Linda Obertin, CPP
Vice President, Fidelity Investments

Course Information and Policies

Your registration includes:

- The course workbook, *Building Leadership Skills for the 21st Century*
- Networking continental breakfast and luncheon each day with your instructor and class attendees
- Refreshments during morning and afternoon breaks
- Up to 18 RCHs, 1.8 CEUs, or 21 CPE credits

Receive a **FREE Webinar On Demand – What Best Practices Are Found in Payroll Organizations – when you register by 12/31/09!**

The Leadership Certificate Program will also be offered at the 2010 Fall Forum in Las Vegas in September.

Visit www.fallforum.org for more details.

Leadership Certificate Program Information

Schedule: You will receive e-mail confirmation of your registration and class date after your completed form and payment have been received and processed. Registration begins at 8:00 a.m. on the first day. The course is scheduled from 8:30 a.m. to 4:00 p.m.

Travel Arrangements: Attendees are responsible for their own travel arrangements to and from the seminar.

Hotel Accommodations: Room reservations and hotel charges are the responsibility of the individual. Specific class locations will be listed on APA's website, www.americanpayroll.org, or AAPA's website, www.americanAP.org, at least 30 days before the seminar date.

Class Transfers and Substitutions: Class transfers will be accepted depending on seating availability. If a participant substitution is needed, please contact Membership Services at (210) 224-6406 to receive a Transfer/Substitution form. Each transfer/substitution is subject to a \$45 administrative charge.



Credit for Recertification and Continuing Education:

The APA is registered with the National Association of State Boards of Accountancy (NASBA) as a sponsor of continuing professional education on the National Registry of CPE Sponsors. State boards of accountancy have final authority on the acceptance of individual courses for CPE credit. Complaints regarding registered sponsors may be addressed to the National Registry of CPE Sponsors, 150 Fourth Avenue North, Suite 700, Nashville, TN, 37219-2417. Web site: www.nasba.org. APA's sponsor

identification number is 103152. No prerequisites required. Advance preparation includes basic and intermediate learning modules and a survey that will be sent by e-mail prior to the course. Course level: See individual Learning Modules. Delivery method: Group-live. CPE Field of Study: Personal Development = 21

CPE Complaint Resolution Policy: The APA will make every effort to resolve complaints regarding NASBA compliance within a reasonable amount of time and in a confidential manner. A formal complaint must be submitted in writing and must set forth a statement of the facts and the specific remedy sought.

Submit CPE complaints to: American Payroll Association, Attn: Director of Certification, 660 North Main Avenue, Suite 100, San Antonio, TX 78205-1217. Director of Certification: (210) 226-4600.

We have registered with the Texas State Board of Public Accountancy to meet the requirements of the continuing professional education rules covering maintenance of attendance records, retention of program outlines, qualifications of instructors, program content, physical facilities and length of class hours. This registration agreement does not constitute an endorsement by the Board as to the quality of the program or its contribution to the professional competence of the licensee.



Recertification Credit Hours (RCH) are awarded by the APA for pre-approved payroll learning events.

Leadership Certificate Program — 2010 Registration Form

Register online at: www.americanpayroll.org or www.americanAP.org

Please register me for this Leadership Certificate Program:

Please check the class you wish to attend:

City	Date	Course Code
<input type="checkbox"/> San Antonio, TX	February 10 – 12	100731
<input type="checkbox"/> Los Angeles, CA	March 24 – 26	100732
<input type="checkbox"/> Chicago, IL	April 21 – 23	100733
<input type="checkbox"/> Dallas, TX	June 16 – 18	100734
<input type="checkbox"/> Philadelphia, PA	October 27 – 29	100735

I am an APA or AAPA MEMBER \$1,015

Member's ID #: _____
(Update your contact information at www.americanpayroll.org or www.americanAP.org)

I am a COLLEAGUE of an APA or AAPA Member
(at the same street address) \$1,060

Colleague's ID #: _____

Member's Name: _____

Member's ID #: _____

I want to JOIN APA or AAPA now and register at the member rate. (Circle one column.)

	APA	AAPA
Class Registration at Member Rate	\$1,015	\$1,015
Annual Membership Dues*	\$ 219	\$ 185
One-time Enrollment Fee	\$ 35	\$ 35
TOTAL....	\$1,245	\$1,235

I am NOT an APA or AAPA Member or Colleague.....\$1,190

Registrant's Primary Address

Ms. Mr.

First Name: _____ Middle Initial: _____

Last Name: _____

Title: _____

Organization: _____

Chapter: _____

Street Address: _____

City: _____

State/Province: _____ Country: _____

Zip + 4-digit/Postal Code: _____ + _____

Phone: _____ Fax: _____
(Area/Country Code) (Area/Country Code)

E-mail: _____
(For official APA communications, registration confirmations, and *Payroll Currently*, or *AP Journal Online*)

Please indicate if you are: CPA PA (For NASBA reporting purposes)

Needed for new member enrollment

Birth date: _____ / _____ / _____

* Dues are subject to change without notice and are nonrefundable. Membership is on an individual basis; corporate memberships are not available. Members of the American Payroll Association receive PAYTECH magazine as part of their annual dues of \$219, \$50 of which is allocated for their subscription to PAYTECH, which is nonrefundable there from. Members of the American Accounts Payable Association will receive AP Journal Online as part of their annual dues of \$185. 100% of APA and AAPA membership dues are deductible as an ordinary business expense.

Special Dietary Request:

Vegetarian Gluten-free Kosher

Registrant's Secondary/Home Address

Street Address: _____

City: _____

State/Province: _____ Country: _____

Zip + 4-digit/Postal Code: _____ + _____

Phone: _____ Fax: _____
(Area/Country Code) (Area/Country Code)

E-mail: _____

Payment Information

Payment in U.S. dollars must accompany registration form.

Currency Converter: www.americanpayroll.org or www.americanAP.org

Three Enrollment Options:

- Online Fax Mail
www.americanpayroll.org (210) 224-6038 To address
www.americanAP.org (210) 630-4410 below

I authorize the API Fund for Payroll Education, Inc. to **CHARGE** my:

-    

Card #: _____

Exp. Date: _____ Card is: Corporate Personal

Name on Credit Card: _____

Signature of Cardholder: _____

Purchase Order #: _____
(government agencies/universities only)

Make **CHECK** payable and mail to:

API Fund for Payroll Education, Inc.
c/o American Payroll Association
660 North Main Avenue, Suite 100
San Antonio, TX 78205-1217

M - F, 8 a.m. - 6 p.m. CT

☎ APA: (210) 224-6406 ☎ AAPA: (210) 630-4373

apa@americanpayroll.org Membership@americanAP.org

Registration Confirmation & Specific Seminar Locations

You will receive an e-mail confirmation of your registration and class date after your completed form and payment have been received and processed. Specific class locations will be listed on APA's website, www.americanpayroll.org, or AAPA's website, www.americanAP.org, at least 30 days before the seminar date. If you have not received a confirmation e-mail one week prior to your seminar, please contact Membership Services at the number above.

Last updated December 2009

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For Office Use Only:

Date: _____ Order #: _____ Batch #: _____

Group#: _____ Check #: _____ C/P: _____ Total: \$ _____