

**Picker Center for Executive Education**  
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## LEADING WITH IMPACT

### Skills for Complex Challenges

#### Executive Education

#### Overview

In today's interconnected world, leaders face a number of global crises, disasters, and funding constraints. Leading with Impact equips participants with the practical frameworks and tools to effectively prepare for, adapt to, and manage these complex challenges.

#### Course Objectives

This two-day intensive course offers a unique opportunity for mid-and senior-level leaders from government agencies, as well as the private and non-profit sectors, to gain an in-depth understanding of complex organizational challenges and opportunities. Participants will learn and develop their professional skills in crisis leadership, effective negotiation, strategic communications, critical decision-making, risk management, cross-sector collaboration, political strategy, and policy influencing.

The program will enhance participants' ability to appreciate the complexity of managing large-scale and extreme events, not only from an operational viewpoint but also from an interagency and strategic perspective.

#### Professional Benefits and Skills



**Cross-Sector Collaboration** – Develop effective organizational partnerships across sectors through interactive exercises to evaluate collaborative impact.



**Crisis Leadership** – Examine human performance in a crisis and how leaders influence others to adapt to extreme events in an interconnected world.



**Effective Negotiation** – Improve negotiation skills by learning and practicing a five-point negotiation framework that turns emotional obstacles into assets.



**Skillful Communication** – Identify core messages to communicate to various audiences and practice delivering them in challenging circumstances.



**Policy Influencing** – Learn how to influence policy discussions and decision-makers for complex challenges.



**Managing Extreme Events** – Discover how organizations manage risk and prepare for dealing with novelty for greater resilience.

#### WORLD RENOWNED FACULTY

**Joann Baney** teaches in the Executive MPA program at Columbia SIPA and Executive MBA program at Columbia's Graduate School of Business.

**Howard W. Buffett** is an Adjunct Associate Professor of International and Public Affairs and an Adjunct Research Scholar at Columbia SIPA.

**Steven Cohen, Ph.D.** is the Senior Vice Dean of the School of Professional Studies; Professor in the Practice of Public Affairs, and the Director on Sustainability Policy and Management at the Earth Institute.

**Joseph Pfeifer** is an Adjunct Associate Professor at Columbia SIPA and a Senior Fellow at the Harvard Kennedy School. He is retired from the Fire Department of New York City (FDNY) as an Assistant Chief.

**Reid Sawyer** leads the strategy and delivery of Marsh's cybersecurity consulting. He spent 20 years in the army and taught at Columbia SIPA and the U.S. Military Academy.

**Daniel L. Shapiro, Ph.D.** is the founder of the Harvard International Negotiation Program, serves as Associate Professor in Psychology at the Harvard Medical School and is on the faculty at Harvard Law

#### COURSE DETAILS

- **Dec 11-12, 2025, 8:30am-5:30pm**
  - **Format:** In-person on campus
  - **Fee:** \$2,995; \$2,700 for Columbia alumni, groups, and corporate partners
  - *Certification of Participation* awarded
- [For More Information & Registration](#)