

LEAD (Leading, Engaging, Adapting, Developing) in the New Normal Certificate Program

The Louisville chapter of the Society for Human Resource Management (LSHRM) serves human resource professionals and organizations in the Louisville community. LSHRM believes supporting the people and organizations is what matters most. One of the ways to provide that support is by transforming people and organizations through learning. LSHRM will begin offering a series of monthly professional development classes that reach across various leadership topics. Effective leaders need to be able to incorporate a positive approach to leadership, along with mastery of basic leadership skills. The classes in this program will provide learning opportunities for LSHRM's members and non-members looking to enhance their skills in leadership, communication, coaching, and many other topics valuable for professional development. The program will count for 36 recertification credits.

Program Logistics

- Main sponsors of the program, LSHRM and HOPE, LLC; HOPE will also be the lead program administrator and designer. Instructors will be listed as co-sponsors on marketing materials and website.
- Classes conducted monthly virtually via Zoom from 1-4 p.m. ET; recordings available for 30 days.
- For those participants who want to quantify the impact of the program we will offer an opportunity to participate in a pre-post-360 assessment (with a one-on-one debrief) which will provide a baseline and benchmark for their success. Additional cost would be \$600 for the pre- and \$600 for the post-).
- Cost for LSHRM or SHRM members: \$297 per class or \$2,997 upfront (\$3,564 total if participants pay as they go).
- Cost for Non-members: \$347 per class or \$3,447 upfront; bonus for paying upfront, one year membership to LSHRM (\$4,164 total if participants pay as they go).
- Program will count for 36 recertification credits.

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Class	Instructor	Date
Leading with Your BEST (includes <i>My BEST Leadership Style</i> assessment) SHRM Leadership Competency: Leading the Self	Hope Zoeller, EdD	May 7, 2024
Creating a Coaching Culture SHRM Leadership Competency: Leading the Organization & Others	Whitney Martin, MS & Hope Zoeller, EdD	June 4, 2024
Monetizing Compassion: Currency for the New Normal SHRM Leadership Competency: Leading the Self	Brayton Bowen, SHRM-SCP	July 2, 2024
Reimagining the Employee Experience: A Masterclass Workshop on Employee Engagement SHRM Leadership Competency: Leading Others	Brad Shuck, PhD	August 6, 2024
The Art and Science of Performance Management: SHRM Leadership Competency: Leading Others	Jeff Nally, PCC, SHRM-SCP	September 3, 2024
The Conflict Confident Leader SHRM Leadership Competency: Leading the Self	Courtney Emery	October 1, 2024
EI in an AI World SHRM Leadership Competency: Leading the Self and Others	Robin Hinkle, PhD	November 5, 2024
Leading a Multigenerational Workforce SHRM Leadership Competency: Leading Others	Gwen Fowler, MA	December 3, 2024
Project Management for Leaders – Part I Strategic Planning & Change Management SHRM Leadership Competency: Leading the Organization	Joe DeSensi, EdD	January 7, 2025
Project Management for Leaders Part 2 – Strategic Communication Planning SHRM Leadership Competency: Leading the Organization	Joe DeSensi, EdD	February 4, 2025
Leading Change: How to Be a Successful Change Agent in Challenging Times SHRM Leadership Competency: Leading the Organization	Hope Zoeller, EdD	March 4, 2025
Expect the Unexpected: Leading through Crisis and Disaster SHRM Leadership Competency: Leading the Organization	Shelly Trent, SPHR, SHRM-SCP	April 1, 2025

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Class Overview: Leading with Your BEST

If you Google "effective leadership skills," "developing leadership skills," "characteristics of a good leader" or anything in that ballpark, you'll notice a pattern: Almost every article, website or business leadership skills "solution" is geared toward trying harder and investing in developing weaknesses. Or trying to adopt certain leadership qualities that simply don't come naturally. When leaders do this, it doesn't produce long-lasting results and it doesn't allow them to lead with their BEST.

Great leaders actually start somewhere else: They start with an awareness, of both themselves (through strengths) and their job (their role and expectations). They should begin with a goal in mind, communicate the desired outcomes and then identify where they've had success in the past -- and then consider how they'll use those successes to help them now.

Self-awareness is key in using your strengths. It's hard to use something you're not aware that you have. In this class you will gain awareness into leadership styles that will help leaders maximize their strengths and minimize their weaknesses, so they can effectively lead themselves and their teams to perform at their BEST.

Learning Objectives

- Identify your BEST leadership style and understand your own and others' characteristics (**B**old **E**xpressive **S**ympathetic **T**echnical).
- Understand how to modify behaviors to deal more effectively with your team.
- Learn the seven expectations of leaders and how to apply those to your role using your strengths.
- Create a personal action plan to lead with your BEST.

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Class Overview: Expect the Unexpected: Leading through Crisis and Disaster

If a disaster happened in your organization, could your leaders sustain businesses processes? Could you recover from a disruption of services or a data breach? How would your business survive a total loss of your facility? Many businesses do not have a disaster plan and would be unprepared should a crisis occur. Recovery after a disaster can take months or years and could cost millions. Disasters and crises can happen unexpectedly and can alter the success and continuity of an organization; there are disasters in the news almost daily. Disasters disrupt existing systems and processes making it crucial to be prepared with a specific strategy to respond quickly and decidedly in crisis situations. In this class, we will explore the stages of crisis management and show you how to plan for emergencies and communicate with stakeholders during crises.

Learning Objectives:

- Learn key concepts for disaster recovery planning, including the benefits of pre-disaster planning; key elements of a plan; and the plan development process.
- Understand how to initiate disaster recovery plans and participate in the long-term recovery planning process in your organization.
- Learn how to create a project scope and plan, business impact analysis, testing and IT recovery strategies and business continuity planning.

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Class Overview: Creating a Coaching Culture

Facing unprecedented levels of disruption, anxiety, and ambiguity, leaders in your organization need more support and direction now than ever before. Coaching is critical. But “coaching” means different things to different people and can vary greatly in its effectiveness depending on the methods and strategies used. How can you be intentional in creating a coaching culture? How can you incorporate objective data into the coaching process to increase impact? In this class leaders will learn methods for creating a data-supported coaching culture that yields measurable results.

Learning Objectives:

- Examine what “coaching” is and is not.
- Discuss strategies for creating and sustaining an organizational culture that supports coaching.
- Explore various ways to integrate objective assessments into the coaching process to ensure development is data-driven.
- Review methods for measuring the impact of coaching.

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Class Overview: Monetizing Compassion: Currency for the New Normal

Battered by the impact of a global pandemic, worker furloughs, terminations, healthcare risks, and psychological stressors, today's organizations are being traumatized by a different form of "social distancing." It is a new kind of "distancing," one that is eroding the concepts of employee engagement, commitment, and organizational self-esteem. Call it "organizational distancing." Leadership at every juncture is being challenged to nurture and heal the "soul" of an enterprise that is being lost in the fire of economic, scientific, and tribal conflict. The question is: "How can you attract, retain, and inspire employees? The answer is by monetizing a new kind of currency: *Compassion*.

The nurturance of today's workforce is critical if it is to recover from the traumas of Covid-19 and the missteps of management. Now more than ever there is a need for "engaging the heart" of workers. It requires "kindness" and "compassion." Seven (7) competencies of compassion@work have been proven to re-engage workers and improve organizational performance significantly.

Learning Objectives:

- Learn the cultural factors contributing to the New Normal.
- Understand the cost of "low road capitalism."
- Define Apathy and "organizational distancing" – the Silent Thieves.
- Learn the Transformative Power of Stewardship.
- Understand the Compassionate Leadership as the agent of change.
- Learn the seven strategic competencies of compassion at work.
- Understand how to show the ROI (return on investment) when it comes to compassion in the workplace.
- Develop a strategy to start monetizing compassion.

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Class Overview: Reimagining the Employee Experience: A Masterclass Workshop on Employee Engagement

Driving high levels of employee engagement at all levels can propel an organization forward. The research is clear, but the implementation is often difficult. Using the latest in decision science and a story-driven framework, – instead of one size fits all strategies that rarely work – this class will dive into the behavioral economics principles that drive higher levels of employee engagement and detail how leaders at all levels can unleash the power of a highly motivated team.

Through this interactive class, you'll walk away understanding how organizational culture is linked to increased levels of employee engagement and wellbeing, and how culture drives creativity, performance, and turnover, as well as physical and mental health outcomes and what you can do to be a positive influence. Using the latest in best practice, you'll collaborate with others to build proven strategies that empower a positive culture and that impact and influence employee engagement at all levels, from each individual employee to the teams they serve.

Learning Objectives:

- Explore the latest employee experience trends in human resources.
- Describe the priorities for implementing next level HR practices in their organization.
- Examine best practice strategies that engage your talent pipeline.
- Develop a plan for engaging your team by leaning into leadership.

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Class Overview: The Art and Science of Performance Management

Leaders and employees dread performance reviews and ways to check on progress to goals. What's wrong with performance management? It's not you – or the system. It's how leaders and employees gather information, data, real-work examples, and then create meaningful conversations that actually improve performance.

In this class, you will learn what makes performance management systems actually help leaders and employees improve performance, and which ones ensure employees will always underperform and fail. It's not rocket science, but simple brain science that improves employee performance. And there's an art to crafting leader/employee conversations to deepen engagement, motivate employees, and ensure peak performance. Bring your brain, your curiosity, your past experiences with failed performance management systems, and get ready to create a new, proven approach to employee performance.

Learning Objectives:

- Learn the art and brain science behind effective performance processes and conversations.
- Implement eight questions that accurately measure employee performance.
- Take the fear out of feedback by learning to give and receive the GIFT of feedback that engages employers towards greater performance.
- Discover how technology (or no technology) can simplify performance management processes and tasks.
- Craft conversations between leaders and employees that measure progress and improve performance outcomes.
- Learn how to measure employee actions and outcomes.
- Practice the eight conversations every employee needs to have to make it easy for their leader to ensure peak performance.
- Improve performance through recognition and acknowledgement approaches that spark employee motivation.
- Practice listening skills that are the leader's magic data-decoder to unlock employee performance.

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Class Overview: Creating a Culture of Conflict Resolution

Conflict in the workplace is inevitable, but it doesn't have to be all negative. When conflict is addressed and resolved it can lead to innovation, better teamwork, and a more productive workplace. As a leader it's important to create a culture that is oriented towards addressing issues through effective communication towards constructive solutions. In this training we will discover how, as leaders, you can promote a conflict resolution culture in your teams.

Learning Objectives:

- Identify the causes of conflict and how ignoring issues can lead to escalated problems.
- Understand how personality styles affect conflict.
- Discover the steps towards creating a conflict resolution culture.

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Class Overview: EI in an AI World

Emotional intelligence (EI) or emotional quotient (EQ) has become increasingly important in the age of AI. It is vital in fostering empathy, ethical decision-making, and collaboration. While AI is excellent at tasks that involve logical reasoning and data analysis, it lacks the ability to understand and respond to human emotions. EI bridges this gap by enabling individuals to recognize, understand, and manage emotions, leading to more meaningful relationships.

EI comprises a range of competencies that revolve around understanding and managing one's emotions, as well as understanding and influencing the emotions of others. Underlying these competencies include self-awareness, self-regulation, empathy, and interpersonal skills.

The importance of EI becomes more relevant in the current landscape, where technology, particularly AI, is transforming how we interact, work, and live. While AI brings advancements and efficiencies, it is unable to replicate the personal touch and the ability to connect on an emotional level. While AI excels at data analysis and task automation, it lacks true emotional understanding and the ability to navigate the complexity of human interactions. EI, on the other hand, enables us to connect, empathize, and collaborate on a deeper level. In an AI-powered world, individuals with high levels of EI possess a distinct advantage that enhances interactions, leadership, and decision-making.

Learning Objectives

- Gain an understanding of how EI translates into more effective teamwork, leadership, and organizational culture and performance.
- Learn about the opportunities and challenges that AI presents for processes and enhancing efficiencies.
- Learn ways AI can be leveraged to improve some of the interpersonal skills encapsulated by EI.

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Class Overview: Leading a Multigenerational Workforce

The “how” of effective leadership now requires a high degree of awareness of the role that age and generational dynamics may play in vital elements such as communication, learning, and decision making. Beyond this, both leaders and followers must practice ways to overcome the barriers of bias and misunderstanding that may erode trust and look to the unique opportunities inherent in a multigenerational leader-follower dynamic. In this class we will evaluate opportunities and challenges to lead multigenerational teams.

Learning Objectives:

- Recognize generational identities.
- Identify roadblocks to close the generational divide.
- Create strategies to reduce assumptions.

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Class Overview: Project Management for Leaders Part 1 – Strategic Planning and Change Management

Strategic Planning and Change Management look at the idea of project management (and specifically the initiation and project planning phases) from a leader's perspective. One of the places where teams spend the least amount of time is in the actual planning of work at the behest of jumping right in to doing the work. The larger the project, the larger the risks are of going over budget, not meeting the quality originally desired, or missing key dates for completion. In this class, leaders will learn an approach that they can use to strategically plan a new project. Many core project management principles will be covered including tools that participants can use to start putting some of the ideas into practice right away.

Learning Objectives:

- Review the Project Management Lifecycle.
- Understand Project Chartering.
- Learn how to convert simple goals into SMARTer objectives.
- Understand the importance of Chunking.
- Calibrate metrics of success.

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Class Overview: Project Management for Leaders Part 2 – Strategic Communication Planning and Project Rollout

Having a project or change management plan is great in a boardroom. The designers of the plan may understand the nuances of what is expected and what different groups and different individuals' specific contributions will be as well as the effort that's required. In this class, leaders will learn best practices in corporate communication, methods of communicating, and integrating their communication efforts by how much is understood rather than by how much is said. Several models as well as tools that can help put these ideas into practice immediately will also be covered.

Learning Objectives:

- Review the concept of “tactical empathy.”
- Understand sender-based vs. ends-based communications.
- Learn some key bidirectional communication tools.
- Discover tools that can aid in strategic communication.

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Class Overview: Leading Change: How to Be a Successful Change Agent in Challenging Times

Rosalynn Carter said, “A leader takes people where they want to go. A great leader takes people where they don’t necessarily want to go, but ought to be.” Successful organizational change requires great leaders as they steer the transformation from a difficult journey into a smooth ride. Harvard Business Review identified five key competencies for change management: demonstrating flexibility and resilience; recognizing growth opportunities; striving for results; leading courageously; gaining buy-in. This class will provide tools and resources necessary to be an effective change agent in challenging times.

Learning Objectives:

- Explain five key competencies for effective change management.
- Define Emotional Intelligence (EI) and understand its importance when leading an organization through change especially in challenging times.
- Identify six traits of successful change agents.
- Identify personal areas of strengths and opportunities for leading change.
- Create a personal GAME Plan for Leading Change.

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Instructors

Hope Zoeller, EdD



Dr. Hope Zoeller is Founder and President of HOPE (Helping Other People Excel), LLC, a firm that specializes in facilitating leader success at every level of an organization. For over 15 years of her professional career, Dr. Zoeller worked at UPS in various roles including Customer Service, Training and Development and Employee Relations. For the past 18 years, she has been consulting with organizations on leadership development. Dr. Zoeller was also a Professor at Spalding University instructing in the Master of Science in Business Communication program. She has a Doctorate in Leadership Education from Spalding University, a Master of Education in Training and Development from the University of Louisville and a Bachelor of Arts in Communications and Psychology from Bellarmine University. Hope co-authored with Dr. Joe DeSensi *HOPE for Leaders Unabridged Volume 1* and *HOPE Leaders in the 2020s...New Issues to Face, New Problems to Solve, New Hope for the Future Volume 2*.

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Shelly Trent, SPHR, SHRM-SCP



IRM-SCP, CAE, CDF, CMCS is an HR and career development professional who has spent her life guiding others toward lifelong learning, career growth, and personal enrichment. Shelly worked for the Society for Human Resource Management (SHRM) for over 16 years. Shelly's background includes association management, human resources, college career services, corporate employee career development, and business and industry training.

Shelly first became interested in disasters when her hometown was destroyed by an F5 tornado in 1974. She saw the tornado close up when she was ten years old, and it affected her deeply. Shelly has been involved in creating disaster management plans and training others on the value and importance of having them for the workplace. She speaks on disaster planning and recovery frequently.

Shelly has been interviewed for and quoted in publications such as *Essence Magazine*, *Workforce Magazine*, *Pittsburgh Business Times*, and *Kansas City Business Journal*, and is a frequent writer and contributor on various HR and career management topics for books, magazines, and other HR and association publications. She is a contributing author to the anthologies [Humans@Work](#) and [Compassion@Work](#).

Shelly is married to her high-school sweetheart, has a dog and a cat, collects Beatles memorabilia, is a seasoned cookie baker, and is certified by the National Weather Service as a volunteer storm spotter.

Whitney Martin, MS

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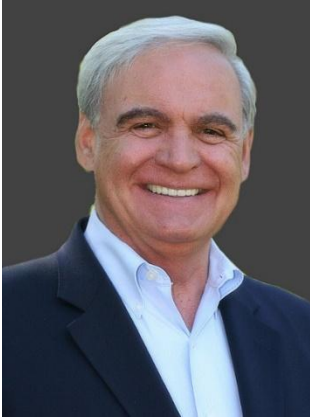


As a measurement strategist, Whitney’s passion and expertise lies in the field of surveys and assessments. A self-professed “data nerd,” Whitney has a master’s degree in the area of Human Resources Measurement and Evaluation and has conducted extensive research on the predictive validity of various hiring assessment strategies.

Whitney has been a highly rated speaker at several National HR Conferences and has authored articles on assessments for several books and publications, including *Harvard Business Review*. She is a member of the Society for Industrial & Organizational Psychology (SIOP) and has two decades of experience working in the assessment industry.

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Brayton Bowen, SHRM-SCP



Brayton Bowen, SHRM-SCP, consultant, speaker, author, and educator, is the author of numerous works, including *Recognizing and Rewarding Employees* (McGraw-Hill). He leads The Howland Group®, a strategy consulting and change management firm. As Compassion Advocate and CEO for Building Better Worlds of Work, LLC, he manages a consultancy committed to developing leaders and organizations for the new millennium. His most recent work is available on Amazon – *Engaging the Heart for People, Performance, and Profit: Seven Competencies of Compassion@Work* (BBWW Press). He received his undergraduate and graduate degrees from Brown University. His advice and opinions have been featured in nationally recognized publications, and he has spoken before prominent trade associations and professional organizations. Brayton co-produced and hosted the five-part documentary series *Anger in the Workplace*, distributed to national public media. He was featured with professor Rosabeth Moss Kanter of the Harvard Business School in an executive videotape series, *Management Speaks*. He is also a contributing author to *Back to a New Normal: In Search of Stability in an Era of Pandemic Disruption* (IAP, Inc.) and has been invited to teach at Indiana University Southeast, McKendree University, and Northwood University.

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Brad Shuck, PhD



Brad Shuck is one of the most recognized experts on employee engagement, organizational culture, and employee health and wellbeing in the world. He is a sought-after international keynote speaker, entrepreneur, and global consultant to some of the most admired companies across the globe. Shuck is the most published and widely recognized expert on employee engagement and organizational culture in the United States. An award-winning speaker, author, and thought leader, Brad is a skilled and artful group facilitator for audiences of all sizes. Shuck seamlessly transitions between large formats such as opening and closing keynotes to executive and smaller group breakout sessions that drive discussion and engage participants at deep, personal levels that provide immediate impact. He commands the stage through inspiring presentations and deep dive internal workshops that shift behavior and motivate change. Having worked in virtually every industry – hospitality, logistics, construction and manufacturing, higher education, healthcare, finance, technology and communications, and many others – Brad connects authentically with his clients to create truly exceptional experiences. His approach is grounded in research, but his solutions are tailor-made for the unique challenges each organization faces.

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Jeff Nally, PCC, SHRM-SCP



Jeff Nally is the Chief Human Resources Officer and Chief Coaching Officer at CoachSource, the world's most experienced leadership coaching company. He is the president of Nally Group, a practice that helps leaders use the science of human interaction in the workplace to increase performance and engagement. Jeff has 28 years of professional experience in human resources, performance management, executive coaching, and leadership development in manufacturing, healthcare, and non-profit organizations. Jeff created and led the Executive Coaching Practice at Humana.

Jeff is a past chair of the Kentucky SHRM State Council and a past president of Louisville SHRM. Jeff volunteered as a board member at The Society for Human Resource Management Foundation and is president of the board of directors at the Gay Coaches Alliance. He volunteers to coach veterans and active-duty military service members as they transition into the civilian workforce through the nonprofit organization, Stand Beside Them Incorporated. Jeff was named one of the top Twenty People to Know in Human Resources by Business First of Louisville and is the 2021 recipient of the Thomas J. Leonard Coach Humanitarian Award.

Courtney Emery

DRAFT 02.20.24

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Courtney Smith, HRM, is a dynamic HR Manager and Career Strategy Coach with 12+ years of experience in progressive HR roles. As an HR practitioner she is passionate about building an effective workforce, employee relations, conflict resolution, championing DEI in the workplace and implementing impactful HR strategies. In addition, as a Career Strategy Coach Courtney leverages her HR knowledge and personal experience navigating a successful career in corporate America to help others achieve their career goals. Courtney helps high-achieving professionals get noticed by employers and land their dream opportunity through tailored career coaching and personal brand development.

Robin Hinkle, PhD



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Dr. Hinkle is the Program Chair for the Doctor of Business Administration at Franklin University. Previously, she served as Associate Professor and Director of the Master of Science in Business Communication (MSBC) program at Spalding University in Louisville, Kentucky. In addition to teaching in the MSBC program, she oversaw the promotion and day-to-day operations of the program. During her 10 years in that position, she developed and implemented four new concentrations, as well as certificate programs. She is accustomed to working with adjunct teaching faculty. A large part of her role was interacting and recruiting the proper talent for each course, training, maintaining positive relationships with each one, and monitoring their performance.

Dr. Hinkle previously taught at the University of Louisville. In addition, she brings a wealth of business, marketing, consulting, and human resource experience. She has worked for various organizations, including Humana and the US Army Research Institute. Her research areas are organizational leadership, self-awareness, and business ethics. Apart from academics, Robin is a board member of A Hand Up, a local non-profit that teaches financial literacy. She has also served as Regional President for the Great Lakes Region of IACBE, to which Franklin University belongs.

She is a certified Genos Emotional Intelligence practitioner. She holds a B.A. in Government, an M.B.A. in International Business, and an M.S. in Organizational Behavior—all from The University of Texas at Dallas. She also holds a Ph.D. in Leadership and Organizational Development from the University of Louisville.

Gwen Fowler, MA



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Gwendolyn Fowler, MA is founder of Glo Development. She retired from United Parcel Service as an instructional designer where she created and facilitated web-based and classroom training. She has been an OSHA Outreach trainer for over 10 years and currently works as an adjunct professor at Northwood University. She has also taught at Indiana Wesleyan, Ottawa University, and Ivy Tech Community College. Gwendolyn earned her bachelor's degree in occupational training and development from the University of Louisville and a master's degree in computer resources and information management from Webster University. She is married and has two adult children and six grandchildren. Reading and traveling is what she enjoys doing in her spare time.

Joe DeSensi, EdD



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Dr. Joe DeSensi is the president of Educational Directions, LLC (www.eddirections.com), an educational consulting firm helping schools around the Southeast for over 20 years. He has an undergraduate degree from Bellarmine University, a graduate degree in computer-resource management from Webster University, and a doctorate in leadership education from Spalding University. Dr. DeSensi has worked with Fortune 500 companies, federal and local government, and school districts across the Southeast and Midwest. He developed custom and enterprise software to help districts track data and target students' needs, and he holds patents in school data-management software and database integration. Dr. DeSensi has also taught graduate classes in leadership, ethics, and strategic planning at Spalding University and Webster University.

Dr. DeSensi is an engaging and informative speaker that has presented on a range of topics from professional and leadership development to education reform, school improvement, and the breakthrough learning methodology called the Rhythm of the Learner Year. Dr. DeSensi has written 2 books in education (Turning Around Turnaround Schools, Volume 1: What to Do When Conventional Wisdom and Best Practice Aren't Enough 2ed and Turning Around Turnaround Schools, Volume 2 – Embracing the Rhythm of the Learner Year) and co-authored with Dr. Hope Zoeller HOPE for Leaders Unabridged Volume 1. Dr. DeSensi will publish his sixth book, Project Management for Artists in 2024.