



LEADERSHIP GUIDE FY 2005

LEADERSHIP SUCCESSION PLANNING ★ INTERAGENCY RESIDENTIAL PROGRAMS ★ CUSTOM DESIGNED SERVICES

Seminars and Programs of the FEDERAL EXECUTIVE INSTITUTE, the MANAGEMENT DEVELOPMENT CENTERS, and the CENTER FOR LEADERSHIP CAPACITY SERVICES



UNITED STATES OFFICE OF PERSONNEL MANAGEMENT



Kay Coles James, Director

A MESSAGE FROM THE DIRECTOR OF THE
UNITED STATES OFFICE OF PERSONNEL MANAGEMENT



“True leaders have the confidence and the skills to effect change. Tomorrow's leaders must be equipped to tailor Government to the changing needs of the environments in which they operate.”

America needs leaders today, more than ever, to inspire others to learn more, do more and become more.

Welcome to a great opportunity to become one of America's new leaders. The programs and seminars offered at the Federal Executive Institute, the Management Development Centers and through one of our new succession planning programs will enable you to produce the "results" which President George W. Bush has promised the American people.

The President's vision calls for the transformation of Government guided by three principles: Government should be citizen-centered, results-oriented and market-based. To achieve this dramatic transformation, a new generation of leaders must be developed – America deserves nothing less.

America's diverse and dynamic democracy requires a special brand of leadership skilled in keeping pace with the changing needs of the society we serve and protect.

Leaders change things. Tomorrow's leaders will change the old, tired programs into a new, efficient Government. To build the strong leaders that will serve America in the future, OPM established the Center for Leadership Capacity Services. The Core Leadership Curriculum and the other programs depicted in The Leadership Journey are specifically designed to effectively serve the American people.

The new leaders will come from the succession planning programs that include a revitalized Presidential Management Fellows Program and the Senior Executive Service Federal Candidate Development Program.

The American civil service is the greatest in the world and your future as one of the leaders of this terrific team is one of the noblest vocations in our country.

America needs great leaders to help keep the nation safe and prosperous in the 21st century and to achieve real results for the American people.




Welcome to the opportunity and challenge of leadership in America!

Kay Coles James

Director, United States Office of Personnel Management

PRESIDENT'S MANAGEMENT AGENDA

President Bush launched a Management Reform Agenda targeted to “address the most apparent deficiencies where the opportunity to improve performance is the greatest.” The President’s Management Council, the Office of Management and Budget, and the Office of Personnel Management have developed standards for success in the Agenda’s five Governmentwide initiatives: **Strategic Management of Human Capital, Competitive Sourcing, Improved Financial Performance, Expanded Electronic Government, and Budget and Performance Integration.** Standards are captured in the Executive Branch Management Scorecard.

-  Green = Success
-  Yellow = Mixed results
-  Red = Unsatisfactory

As part of OPM’s leadership responsibility to train and educate Federal managers and executives, we support implementation of the President’s Management Agenda (PMA) by offering an integrated curriculum designed to assist your agency in “getting to green” on all five Governmentwide initiatives.

In the PMA curriculum, seminars provide information on how to effectively manage organizational change and integrate actions taken to implement each PMA initiative area. The full description of each program is located in the National Policy Curriculum section of this catalog.



PRESIDENT'S MESSAGE

“In the long term, there are few items more urgent than ensuring that the Federal Government is well-run and results-oriented. This Administration is dedicated to ensuring that the resources entrusted to the Federal Government are well-managed and wisely used. We owe that to the American people.”

GEORGE W. BUSH
*in his introduction to the
President's Management Agenda*

PMA seminars are highlighted with this symbol:

- Strategic Management of Human Capital
- Competitive Sourcing
- Improved Financial Performance
- Expanded Electronic Government
- Budget and Performance Integration



OVERVIEW TO THE GUIDE

Whether you are a Training Officer or a Government leader looking for development resources, OPM's Leadership Guide can help you find the right program or service to meet your needs.

The Leadership Guide is divided into the following sections:

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Presidential Management Fellows Program
SES Federal Candidate Development Program
SES and Schedule C Briefings

INTERAGENCY RESIDENTIAL PROGRAMS (PG. 13)

Core Leadership Programs
Continuing Development for Managers, Supervisors,
and Professionals *at the MDCs*
Continuing Development for Executives *at FEI*

CUSTOM DESIGNED SERVICES (PG. 76)

Custom Designed Leadership Programs
Management Conference Services
Special Services

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT

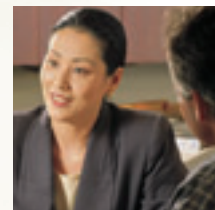
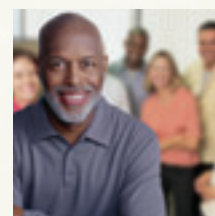


Kay Coles James, Director

The Leadership Journey

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EXECUTIVE CORE

QUALIFICATIONS (inside back cover)

OUR MISSION

Welcome to the Office of Personnel Management's (OPM's) Leadership Guide for FY 2005 developed by our Center for Leadership Capacity Services (CLCS). CLCS provides Government leaders with the tools to deliver measurable results for effectively meeting the needs of American citizens.

CLCS can help you and your organization meet your leadership and management development needs with programs, products, and services that specialize in Leadership Succession Planning, Interagency Residential Programs, and Custom Designed Services. Executives, managers, supervisors and emerging leaders who attend our national learning centers receive world-class training in leadership, management, organization development, and strategic planning.

For over 40 years, we have supported individuals in reaching their full leadership potential and partnered with organizations to help them fulfill their strategic leadership needs. Last year, more than 13,000 leaders expanded their leadership abilities through our centers: the Federal Executive Institute in Charlottesville, Virginia; the Eastern Management Development Center, in Shepherdstown, West Virginia; the Western Management Development Center in Aurora, Colorado; and at our *National CLCS Office* at OPM in Washington, DC.

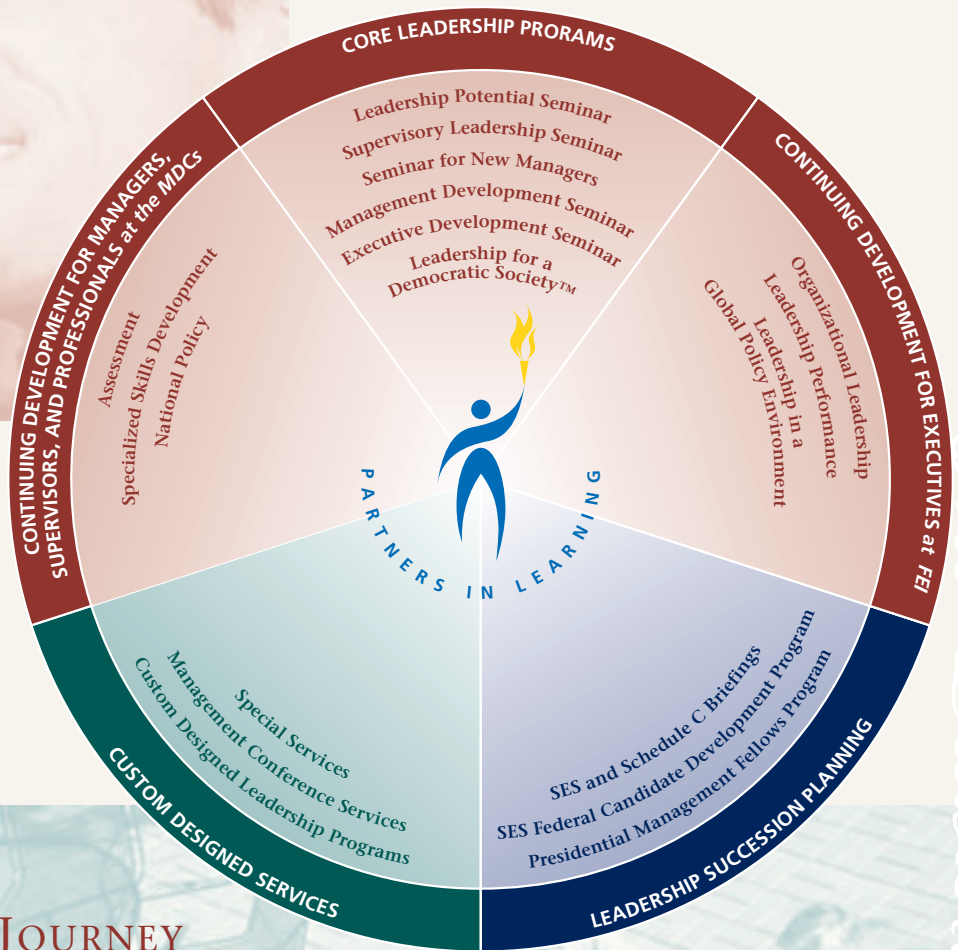
Long-term leadership development partnerships with individual agencies have resulted in measurable improvements in performance management, coaching for development, strategic planning, and teamwork. Program graduates report that their ability to meet specific leadership challenges and produce organizational results is significantly improved.

All OPM programs use a variety of effective and engaging adult learning approaches such as simulations, assessment instruments, case studies, experiential exercises, peer teams, formal presentations, and discussions. Experienced faculty, instructors, and guest speakers create an interactive learning environment that promotes active participation and the opportunity for building important interagency networks.

NATIONAL CLCS OFFICE

The newly created *National CLCS Office* is located in Washington, DC at OPM headquarters. **Leadership Succession Planning Programs** described in this Guide are managed at the *National CLCS Office*. This office partners with the Federal Executive Institute and Management Development Centers for program delivery and coordination.





THE LEADERSHIP JOURNEY

The foundation for all CLCS programs and services is OPM's Executive Core Qualifications (ECQs) and Leadership Competencies (inside back cover). The ECQs guide all of our leadership development efforts and are used by agencies as part of their selection, development, and performance management systems.

The Leadership Journey encompasses the comprehensive set of CLCS services that addresses the ECQs and Leadership Competencies required for high performance. These CLCS services can be assembled in a variety of ways to provide tailored approaches to building supervisory, managerial, and executive excellence.

The Leadership Journey

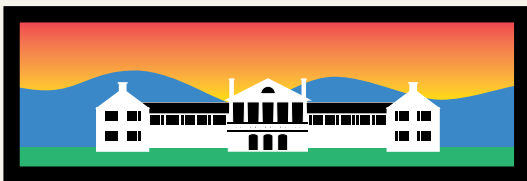
FEDERAL EXECUTIVE INSTITUTE (FEI)

Charlottesville, Virginia

The FEI in Charlottesville, Virginia is a campus setting near the University of Virginia and the Blue Ridge Mountains. Located approximately two hours southwest of Washington, DC, FEI is removed from the constant interruptions of daily work. The modern 14-acre campus is in the heart of a bustling university community surrounded by beautiful woods and rolling hills.

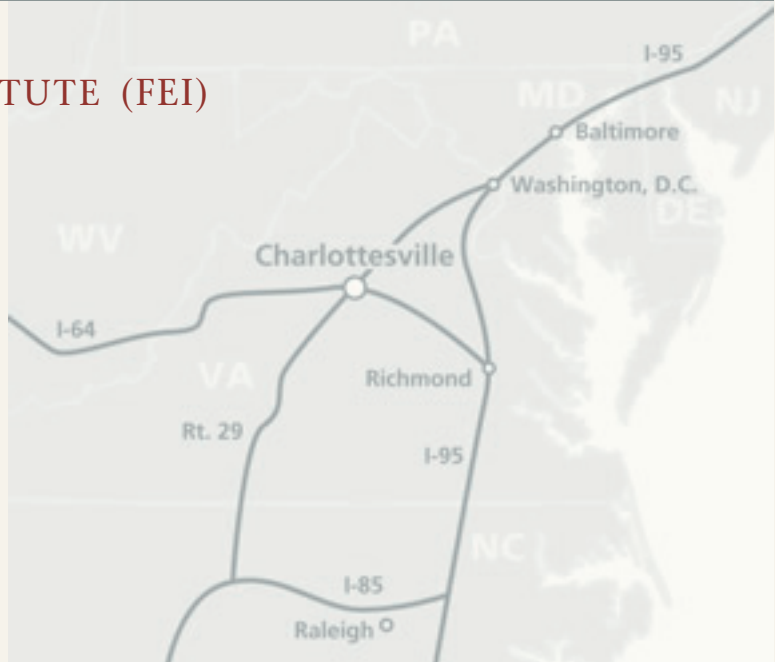
Participants stay in comfortable private guest rooms and enjoy complete food and beverage services. Programs are presented in fully equipped, on-site classrooms. Recreational amenities include the Alumni Fitness Center and basketball and volleyball courts. In addition to the Susan B. Anthony Library, there is quiet space for walking, relaxing, and conversing. All facilities used for programs are accessible to persons with disabilities. Charlottesville is surrounded by natural and historic attractions and is the home of three of the nation's first five presidents: Thomas Jefferson, James Madison, and James Monroe.

For more than 35 years, FEI has been known for the personal attention given to every executive who attends. FEI is designed to effectively meet the learning and lodging needs of all executives attending programs.



Federal Executive Institute

1301 Emmet Street
Charlottesville, VA 22903
Voice: 434-980-6200
TDD/TTY: 434-980-6299
Fax: 434-979-3387
email: fei@opm.gov

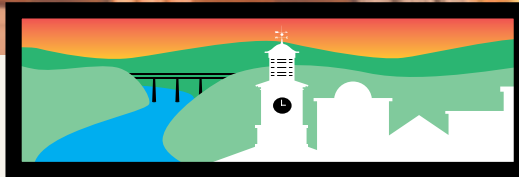


EASTERN MANAGEMENT DEVELOPMENT CENTER (EMDC) *Shepherdstown, West Virginia*

The EMDC in Shepherdstown, West Virginia, is a self-contained residential training facility. It is located 70 miles from downtown Washington, DC.

Nestled in the Blue Ridge Mountains above the Potomac River, Shepherdstown, once considered as a site for the nation's capital, balances its past with the future by blending history, education, culture, and recreation in a way that attracts a diverse and vibrant population. Having been dubbed "Georgetown West," this small cosmopolitan community, with many amenities, meets the needs of the metropolitan area while still maintaining a cozy and quaint atmosphere for the state's oldest town. More recently, Shepherdstown was the focus of world attention as the site for peace talks between Israel and Syria.

The EMDC combines 168 comfortable private rooms, complete food and beverage services, office space, a fitness center, and 14,000 square feet of training space. The state-of-the-art classrooms are equipped with ergonomic chairs and tables, video/computer monitors, and built-in white boards. The classrooms are also equipped with networked computers, and have breakout rooms.



Eastern Management Development Center

101 Lowe Drive
 Shepherdstown, WV 25443
 Voice: 304-870-8000
 TDD/TTY: 304-870-8066
 Fax: 304-870-8001
 email: emdc@opm.gov

WESTERN MANAGEMENT DEVELOPMENT CENTER (WMDC) *Denver, Colorado*

The WMDC is a campus-style learning environment convenient to both the Denver metropolis and the vast natural and recreational resources of the majestic Rocky Mountains. It is 30 minutes from Denver International Airport in Aurora, Colorado, a suburb of Denver.

The WMDC campus is a self-contained center for living and learning. Participants stay in comfortable private rooms and enjoy complete food and beverage services. Classrooms and breakout rooms are spacious, comfortable, and well-equipped. The Center offers computer facilities, a full-service fitness center, and places for informal gathering to foster reflection, conversation, and networking.

Additionally, the town of Aurora offers challenging golf courses, recreational areas such as the Aurora and Cherry Creek Reservoirs, and community parks with extensive interconnecting trails and open space systems for hiking and aquatic pursuits. Aurora also boasts a mild and dry climate with more than 310 days of sunshine a year.



Western Management Development Center
Cherry Creek Place
3151 South Vaughn Way, Suite 300
Aurora, CO 80014
Voice: 303-671-1010
TDD/TTY: 303-671-1041
Fax: 303-671-1018
email: wmdc@opm.gov



LEADERSHIP SUCCESSION PLANNING

Effective management of an agency’s human capital assets is critical to preparing for the challenges confronting 21st century leaders. It is not enough to simply identify talented individuals to fill an organization’s mission-critical vacancies, but high-potential leaders also need development. A strategic approach—one that aligns the mission with an organization’s workforce planning and requirements—makes it possible to build leadership capacity now and for the future. Successful leadership succession planning strategically creates a pipeline of leaders that gives organizations the assurance that they can fulfill their leadership needs at every level. To have the best qualified leadership talent in the right positions at the right time, leadership development programs effectively prepare current and emerging leaders.

OPM offers **Leadership Succession Planning** programs designed to build an agency’s leadership capacity by focusing upon recruitment and development. The **Presidential Management Fellows (PMF) Program** recruits men and women with graduate degrees from a wide variety of academic disciplines who have an interest in, and commitment to public service. Once hired by a Federal Agency, participants receive training and development over a two-year period to quickly advance and more effectively meet public service leadership challenges. OPM plans to announce a **Senior PMF Program** for individuals with graduate degrees and leadership experience. This new recruitment and development program is for high potential candidates aspiring to the Senior Executive Service.

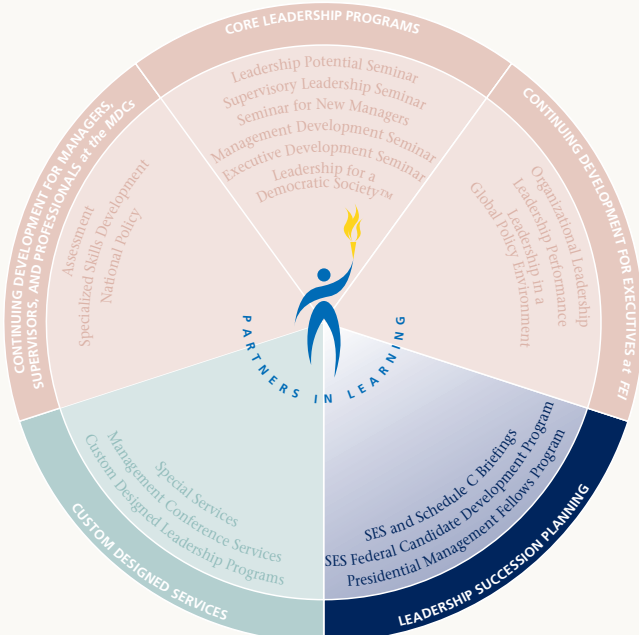
The **Senior Executive Service (SES) Federal Candidate Development Program (Fed CDP)** recruits candidates from the agencies, the private sector, and academia into a Federal Government position with the goal of developing the executive leadership of each candidate. Once Fed CDP candidates successfully complete a 14-month developmental program, based on OPM’s Executive Core Qualifications (ECQs), and obtain certification by a

Qualifications Review Board, they can be appointed to an executive-level leadership position. OPM plans to design an **Executive Readiness Program** to prepare mid-career Federal employees to meet future executive-level challenges. This 12-18 month developmental program is for individuals preparing to assume SES responsibilities within three years.

The **SES and Schedule C Briefings** are offered to new Federal executives, appointed as new Administration appointees or to the SES. Briefings highlight Administration priorities and major issues impacting Federal Government executives, and are presented by key Administration and Cabinet-level officials.

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PRESIDENTIAL MANAGEMENT FELLOWS PROGRAM

The **Presidential Management Fellows (PMF) Program** has a rich history of attracting outstanding individuals from a variety of academic disciplines and career paths who are interested in, and committed to, excellence in the leadership and management of public policies and programs. By drawing graduate students from diverse backgrounds, the PMF Program develops talent to meet the future challenges of public service.

PMF Program applicants go through a rigorous assessment to determine if they will become PMF Finalists. If selected, applicants may be appointed to a Federal Agency at the GS-9, GS-11 or GS-12 level, or equivalent, depending upon experience and the needs of the hiring agency. Once appointed, PMFs participate in developmental activities such as on-the-job-training, formal classroom training, developmental assignments, and rotational opportunities. The PMF Program Office also provides an annual job fair orientation, graduation, and peer learning and networking through action learning teams.

Complete program details can be found at www.pmf.opm.gov

Key Results

- Complete a two-year excepted service appointment that provides an opportunity for rotational assignments, developmental experiences, and formal training programs designed to expand the incumbent's understanding of the Federal civil service
- Gain an awareness of Federal Government operations, including an understanding of agency obligations under the President's Management Agenda
- Assess strengths and weaknesses and create an individual development plan to guide career growth
- Enhance leadership potential and prepare for future opportunities

Who Can Apply?

Applications are accepted annually from individuals completing their last year of a graduate-level program from an accredited college or university. To be eligible for the Class of 2005, potential applicants must complete graduate-degree requirements no earlier than September 1, 2004, and no later than August 31, 2005. Applicants must also be nominated by their school.

Applicants can apply online at the PMF Program Web site, starting September 1, 2004, thru October 15, 2004. Schools have until October 31, 2004 to nominate applicants.



Leadership Competencies

- Conflict Management
- Continual Learning
- Flexibility
- Influencing and Negotiating
- Interpersonal Skills
- Problem Solving
- Strategic Thinking
- Team Building

LENGTH: THE FELLOWSHIP OFFERS A PAID TWO-YEAR POSITION, FOLLOWED BY PERMANENT APPOINTMENT TO THE FEDERAL SERVICE.

COST: PARTICIPATING AGENCIES PAY A FEE FOR EACH FELLOW THEY HIRE. SEE WEB SITE FOR CURRENT FEE STRUCTURE, WHICH COVERS PMF RECRUITMENT AND SELECTION, ORIENTATION, GRADUATION, AND ADMINISTRATION.

Contact:

**National CLCS Office
PMF Program Office**
1900 E Street, NW, Room 1425
Washington, DC 20415
Phone: 202-606-1040
TDD/TTY: 202-606-2532
Fax: 202-606-3040
email: pmf@opm.gov
Web site: www.pmf.opm.gov

SENIOR EXECUTIVE SERVICE FEDERAL CANDIDATE DEVELOPMENT PROGRAM

The SES Federal Candidate Development Program (Fed CDP) provides a “best in class” development experience that prepares high-potential leaders for the Senior Executive Service. This 14-month program is designed to draw upon the latest research in the field of executive development and builds leadership capacity in the five Executive Core Qualifications (ECQs), critical for success in the SES. Following completion of the development program, candidates must be certified by a Qualifications Review Board (QRB) for entry into the SES.

Interested program candidates complete a formal application and participate in a multi-phase selection process. Once selected in the Fed CDP, participants complete a personal assessment battery to highlight strengths and developmental opportunities. Participants join an executive learning team that addresses significant leadership issues that cut across Government. While in the program, participants benefit from the support of an executive mentor and a team coach.

The program consists of three one-week programs of interagency-residential executive training, seminars with Cabinet-level and White House speakers, and forums with celebrated authors on leadership and executive development. Participants have an opportunity to apply learning through an executive-level assignment of at least four months and engage in field experiences to explore leadership from unusual vantage points, such as “Leadership at Gettysburg” or “Succession Planning at GE.” Development is further expanded through professional reading and discussion of cutting-edge leadership literature as well as participation in Web-based learning that provides readings, links to other sources, and chat rooms for participant-led discussions. The program focuses on developing the ECQs necessary for entry into the SES.

Key Results

- Experience the challenges of acting in an executive assignment for four months or more
- Benefit from feedback-intensive learning opportunities with an executive mentor
- Develop and hone executive core skills
- Engage in a collaborative high-level team assignment
- Participate in three one-week development programs in a residential classroom environment
- Discuss leadership concepts with celebrated authors
- Prepare for the QRB and possible entry into the SES

Who Should Apply?

Fed CDP applications will be accepted from individuals both inside and outside Government. Fed CDP participants are selected by agencies at the GS-14 and GS-15 grade level or equivalent in partnership with OPM. A Fed CDP Web site is being developed where specific details on the application and selection process will be described.

www.leadership.opm.gov

Executive Core Qualifications

- Leading Change
- Leading People
- Results Driven
- Business Acumen
- Building Coalitions/Communications

LENGTH: THE EXECUTIVE DEVELOPMENT PROGRAM SPANS A 14-MONTH PERIOD.

COST: PARTICIPATING AGENCIES PAY A FEE FOR EACH FED CDP PARTICIPANT THEY HIRE. TOTAL PROGRAM COST IS \$25,000, WHICH INCLUDES BOTH THE APPLICANT SCREENING AND SELECTION PROCESS, AND EXECUTIVE TRAINING AND DEVELOPMENT.

Contact:

National CLCS Office

1900 E Street, NW, Room 1453

Washington, DC 20415

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TDD/TTY: 202-606-2532

Fax: 202-606-7979

email: leaders@opm.gov

Web site: www.leadership.opm.gov



SENIOR EXECUTIVE SERVICE AND SCHEDULE C BRIEFINGS

The **Briefing Programs** are for Senior Executive Service (SES) members and SES–equivalent members, and Schedule C appointees. Participants receive an overview of executive branch priorities and have a unique opportunity to interact with a broad range of policymakers. Briefings normally include presentations from Cabinet secretaries and top advisors to the President, including the National Security Advisor and the Vice President. SES Briefings are designed for newly appointed members of the SES, and Schedule C Briefings are designed for Administration appointees.

SES Briefing participants benefit from a one-day program by learning about how the Congress works, the President’s vision and mission, key Administration priorities, and other executive branch initiatives.

Key Results

- Learn and understand how to work with the Congress
- Enhance understanding of the President’s vision
- Gain a broader perspective of executive branch initiatives and priorities
- Increase understanding of the relationship between agency initiatives and domestic and foreign policy issues
- Learn how to effectively work with the various branches of the Federal Government

Who Should Attend?

Recently appointed SES members and SES–equivalent members.

SES BRIEFINGS

LENGTH: 1 DAY

LOCATION: WASHINGTON, DC

Contact:

National CLCS Office

1900 E Street, NW, Room 1453

Washington, DC 20415

Voice: 202-606-2100

TDD/TTY: 202-606-2532

Fax: 202-606-7979

email: leaders@opm.gov

Web site:

www.opm.gov/SES/orientation.html

Schedule C Briefing participants benefit from a one-day program by learning about the President’s vision, and the core values and key initiatives of the executive branch.

Key Results

- Enhance understanding of the President’s expectations
- Gain a broader perspective of executive branch initiatives and priorities
- Increase understanding of the relationship between agency initiatives, and domestic and foreign policy issues
- Learn how decision-making activities impact the successful implementation of initiatives

Who Should Attend?

Recently appointed Schedule C appointees.

SCHEDULE C BRIEFINGS

LENGTH: 1 DAY

LOCATION: WASHINGTON, DC

Please see Web site for briefing cost, dates, and specific location:
www.opm.gov/SES/orientation.html



INTERAGENCY RESIDENTIAL PROGRAMS

Great leaders are made, not born. For a new supervisor or a seasoned executive, leadership and management skills can be learned. Our **Interagency Residential Programs** offer the opportunity to do so, over the full course of each individual's career.

Through CLCS's **Core Leadership Programs**, participants follow a sequenced, integrated, research-based curriculum, covering all OPM leadership competencies from exploring the nature of leadership before a first supervisory position on through full preparation for the Senior Executive Service. Also, the **Interagency Residential Programs** are designed to support continuous development and learning. CLCS offers **Continuous Learning for Managers, Supervisors, and Professionals** in our **Assessment** programs for examining skills needed at various leadership levels, as well as strengths and areas for development; **Specialized Skills Development** seminars for addressing specific needs as they arise at points during an individual's career; and **National Policy** programs for covering broad national and international issues impacting an agency's mission. CLCS offers **Continuous Development for Executives** through a range of seminar themes: improving leadership skills, organizational performance, and leading in a global environment.

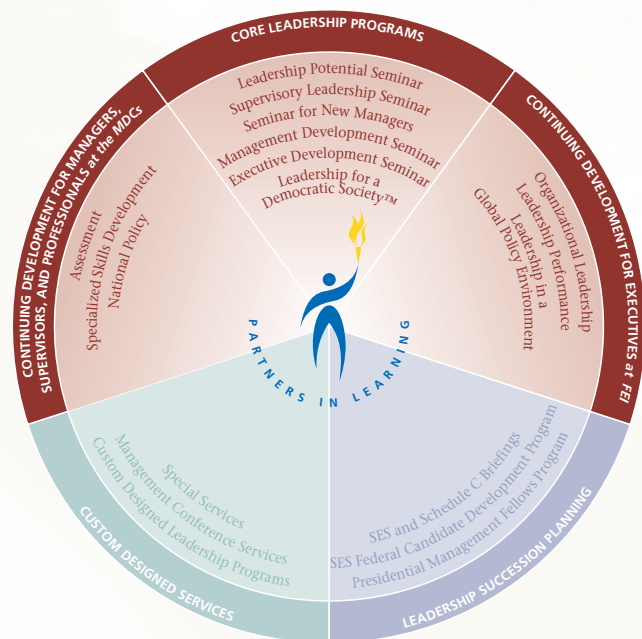
CLCS's **Interagency Residential Programs** offer a unique environment for learning leadership and management skills. Programs are conducted at our Federal Executive Institute and Management Development Centers where participants interact daily with colleagues from many other government organizations. Participants benefit from the broad perspec-

tives and experiences of classmates and form career-long relationships that enhance work and career development. Program attendees live and learn in a setting where every aspect of the day has been meticulously considered, from health-conscious meals to well-appointed classrooms, to fitness facilities and after-hours lounges and study spaces that encourage networking as well as quiet reflection.

Please join us on a leadership journey. We know the work our participants do makes a difference to the citizens they serve. We want to support them in that important mission.

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Many of our programs are certified by the **American Council on Education** for college or graduate credit. See page 81 for more information.



CORE LEADERSHIP PROGRAMS

Seminars in the Core Leadership Curriculum develop the competencies of high-performing leaders needed to produce results in 21st century Government. These competencies, comprising the Executive Core Qualifications (ECQs), are research-based and have been developed by OPM for use throughout Government.

The curriculum provides a developmental pathway from the pre-supervisory to the executive level. The ECQs and their associated competencies enable the developing supervisor, manager, and executive to continually and sequentially prepare for higher levels of responsibility, and the seminars thus offer agencies a method of providing for the succession planning so essential to the strategic management of human capital.

Participants in our **Core Leadership Programs** develop competencies essential to the new leadership culture in the Federal Government. They learn to drive organizational results; serve customers; and build teams, partnerships, and coalitions in and outside Government.

Seminars in this section are listed in a recommended progression for maximum development throughout an individual's career leadership path. Core Leadership Seminars are:

- *Leadership Potential Seminar* for emerging leaders
- *Supervisory Leadership Seminar* for new supervisors
- *Seminar for New Managers* for new managers
- *Management Development Seminar* for mid-level and experienced managers
- *Executive Development Seminar* for senior leaders and SES Federal Candidate Development Program participants
- *Leadership for a Democratic Society* for SES and leaders at the executive level

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LEADERSHIP POTENTIAL SEMINAR: A PERSONAL PERSPECTIVE

Developing Future Leaders

This seminar assists agencies in their leadership succession planning through early development of current and future managers and leaders. Set in the context of peer-to-peer leadership, this seminar first helps participants find and define a mandate for leadership within themselves.

Through assessment, reflection, discussions, and demanding application, participants discover and practice the skills and insights that foster effective and legitimate leadership. The experience establishes strong foundations in self-awareness, continual learning, building and sustaining relationships, and creative problem solving that are the prerequisites for increasing levels of organizational responsibility. Participants use the insights gained over the two weeks to outline and implement a strategic action plan that will enhance their potential for leadership and link personal strengths, talents, and objectives to the Government's mission of service.

Agencies will increase their potential for success in a future that may be ill-defined by sending high achievers to this dynamic seminar where they will find the commitment, the energy, and the skills to adapt to changing needs and to work toward continual improvement. The seminar is appropriate for those in or transitioning into the supervisory/management pipeline, as well as for those whose contributions will come from outside traditional positions of authority.

Key Results

- Discover the mandate to lead
- Develop increased awareness of self and others
- Develop skills in effective communication and feedback
- Understand and enhance capacity for self-authorship and sense of personal authority, and learn the traits necessary for long-term leadership growth
- Learn to lead others without relying on traditional authority, i.e., when you're not in charge
- Understand the President's Management Agenda as context and opportunity for individual leadership within Government today
- Learn and practice leadership's strategic skills in influencing, negotiating, goal setting, and problem solving

Who Should Attend?

High-performing technical specialists, project managers, and professionals, such as lawyers and engineers. Presidential Management Fellows Program participants are encouraged to attend.

"I had the wonderful experience of attending one of your seminars. I never miss an opportunity to tell people to take advantage of any course you offer."

Claire Goodell
Department of the Navy

Leadership Competencies

- Continual Learning
- Creativity/Innovation
- Emotional Intelligence
- External Awareness
- Flexibility
- Influencing/Negotiating
- Interpersonal Skills
- Oral Communication
- Partnering
- Problem Solving
- Service Motivation
- Team Building

LENGTH: 2 WEEKS

COST: \$4,000

LOCATION: WMDC/EMDC

COLLEGE CREDIT:

4 HOURS/UNDERGRADUATE (UPPER)
3 HOURS/GRADUATE

SUPERVISORY LEADERSHIP SEMINAR: LEARNING TO LEAD

Gaining Fundamental Tools and Techniques

This seminar provides the new Government supervisor with basic administrative, human resources management, and leadership knowledge and skills to become highly successful. The course is designed for first-line supervisors. Seminar topics include: Managing within the Merit System; Performance Management; Principles and Styles of Leadership; Effective Communication; Building Successful Teams; Managing Conflict; Delegation and Accountability; Coaching, Feedback, and Counseling; and Creativity.

Attendees participate in a variety of activities including case studies, small group discussion, personal and group assessments, and directed study to maximize their learning experience. Participants will understand the hiring process and the various options available to insure proper hiring. Participants will develop skill in giving and receiving feedback, as well as in recognizing and resolving conflict. Additionally, participants will learn to resolve employee performance and conduct problems effectively. Finally, creativity and teamwork are emphasized throughout the seminar as new supervisors learn the skills necessary to create an effective and energized workplace that encourages peak performance.

Key Results

- Know the appropriate personnel actions for recruiting, hiring, evaluating, disciplining, and terminating employees
- Learn the elements important to successful coaching, giving feedback, and resolving conflict
- Understand performance management from a systems approach and know how to diagnose and address poor performance
- Know how to delegate effectively and insure proper accountability and control
- Develop basic project management skills to organize for task success with effective time management skills
- Manage and value diversity
- Learn to communicate effectively
- Evaluate supervisory strengths and how best to use them

Who Should Attend?

This course is designed for first-line supervisors in the Federal Government.

Leadership Competencies

- Accountability
- Conflict Management
- Continual Learning
- Human Resources Management
- Influencing/Negotiating
- Interpersonal Skills
- Oral Communication
- Problem Solving
- Team Building
- Technical Credibility

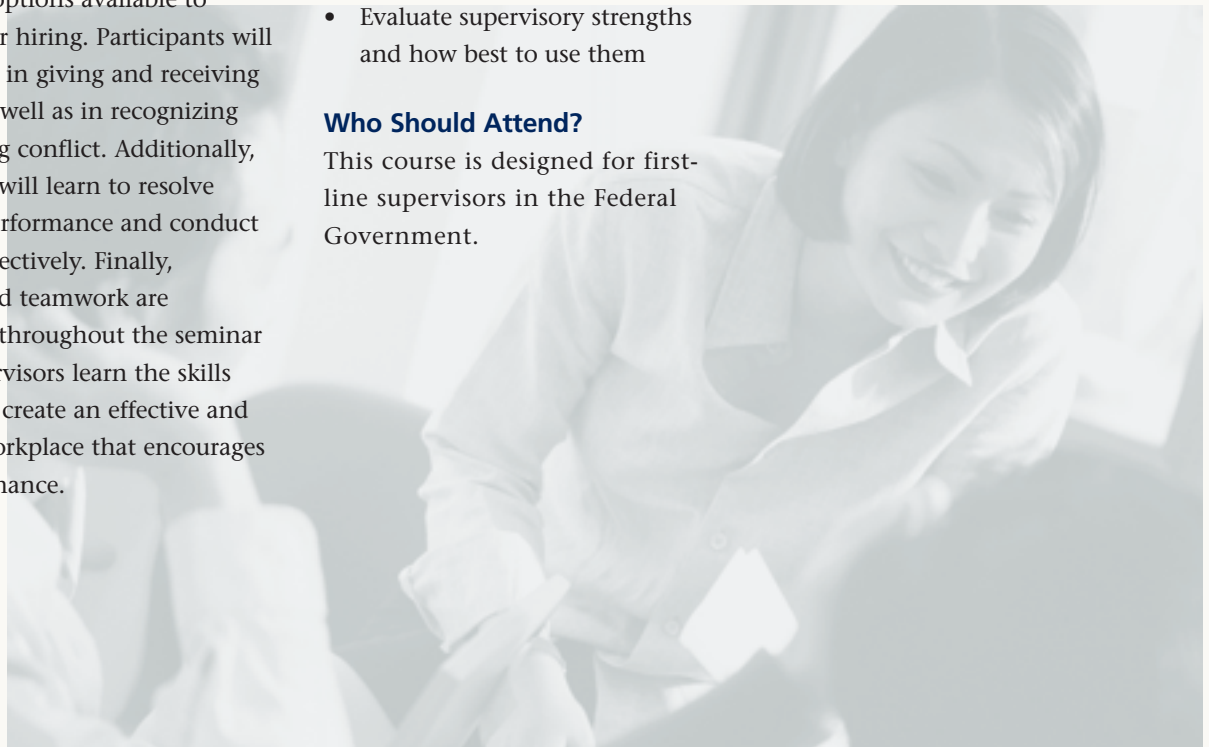
LENGTH: 2 WEEKS

COST: \$4,000 INCLUDES TUITION, MATERIALS, MEALS, LODGING

LOCATION: WMDC/EMDC

COLLEGE CREDIT:

3 HOURS/UNDERGRADUATE (LOWER)
3 HOURS/UNDERGRADUATE (UPPER)



SEMINAR FOR NEW MANAGERS: LEADING PEOPLE

A Powerful Learning Experience for New Managers

As a highly motivated new manager, take the opportunity to learn the essential leadership competencies necessary for successful transition from line supervision into management. This course is also appropriate for more experienced managers who have not yet had the opportunity for formal development of these competencies.

Seminar faculty is drawn from the Management Development Centers, the Federal leadership community, universities, and the private sector. The faculty uses scenario thinking, case studies, role plays, group exercises, and other adult learning methods. Current information on leadership theory and practice is applied to participants' real organizational problems.

The seminar uses tested methods to diagnose participants' preferred leadership styles and their appropriate use. Each participant also develops skills in conflict resolution, human resources management, leveraging diversity, emotional intelligence, problem solving, and communication.

Key Results

- Acquire new skills to use in accomplishing work through peers and subordinates
- Develop an enhanced sense of how to adapt leadership styles to diverse groups
- Learn to apply new conflict management tools to resolve organizational challenges
- Understand better the flexibilities available in managing human resources
- Gain an increased commitment to and understanding of the leadership role
- Learn the role emotional intelligence plays in managerial effectiveness

Who Should Attend?

New managers typically in the early stages of their management position.

Leadership Competencies

- Conflict Management
- Continual Learning
- Human Resources Management
- Interpersonal Skills
- Leveraging Diversity
- Oral Communication
- Problem Solving
- Resilience
- Service Motivation
- Technical Credibility

LENGTH: 2 WEEKS

COST: \$4,000

LOCATION: WMDC/EMDC

COLLEGE CREDIT:

3 HOURS/UNDERGRADUATE (UPPER)
2 HOURS/GRADUATE

“I just wanted to let you know that the Seminar for New Managers far exceeded my expectations of a Federal training session. It was professional and interesting. I will recommend this session to all first-line supervisors I talk to.”

Virginia Pollard
Equal Employment Opportunity Commission

NEW SEMINAR FOR NEW MANAGERS: LEADING PEOPLE *Blended Course, Online and Residential*

The Seminar for New Managers (SNM) Blended Course presents the popular two-week, traditional SNM curriculum in a blended format, where half of the course content is delivered through a cohort online, distance-learning format, paired with a one-week, intensive, in-residence experience. During the seven-week online portion, participants read books, interact with instructors, complete assessments, do Web research and work on group projects. This is the perfect opportunity for highly motivated new managers to learn the skills necessary for successful transition from first-line supervision into management, while spending only one week away from home. The actual time online varies from 30 minutes, when a majority of the assignments are individualized, to several hours, when group work, research, and interaction are necessary. Students are required to log in to the virtual classroom twice each week. After seven weeks of preparation, the participants arrive in the classroom, meet their team members, and complete the remaining SNM experience in a one-week, intensive, interactive in-class format. The online portion is academic and rigorous and must be successfully completed before attending the classroom portion.

The in-residence, one-week portion provides highly interactive sessions, led by Federal executives, academics, and consultants. The faculty use scenarios, case studies, role plays, group exercises, and other adult learning methods. Current

information on leadership theory and practice is applied to participants' real organizational problems.

The seminar uses tested methods to diagnose participants' preferred leadership styles and their appropriate use. Each participant also develops skills in conflict resolution, human resources management, leveraging diversity, emotional intelligence, problem solving, and communication.

Key Results

- Acquire new skills to use in accomplishing work through peers and subordinates
- Develop an enhanced sense of how to adapt leadership styles to diverse groups
- Understand better the flexibilities available in managing human resources
- Gain increased commitment to and understanding of the leadership role
- Learn the role emotional intelligence plays in managerial effectiveness

Who Should Attend?

New managers typically in the early stages of their management position.



Leadership Competencies

- Conflict Management
- Continual Learning
- Human Resources Management
- Interpersonal Skills
- Leveraging Diversity
- Oral Communication
- Problem Solving
- Resilience
- Service Motivation
- Technical Credibility

LENGTH:

1 WEEK RESIDENTIAL SESSION

ONLINE COURSEWORK BEGINS
7 WEEKS PRIOR TO RESIDENTIAL
SESSION

COST: \$3,300

LOCATION: WMDC

MANAGEMENT DEVELOPMENT SEMINAR: LEADING ORGANIZATIONS

Unleashing the Full Potential of Organizational Performance

In this seminar, experienced mid-level managers step into the world of dynamic thinking, creativity, and innovative, results-producing performance. The seminar consists of two exciting weeks of sessions that expose managers to new approaches and processes. Participants are shown ways to achieve superior levels of organizational excellence and to deal with the day-to-day challenges of their workplace. Managers bring real problems to the seminar. These “live case studies” are used to develop the skills and knowledge needed to deal more effectively with the rapidly changing Federal environment.

Learning techniques include practical exercises, case studies, experiential activities with facilitated debriefings, and discussions and presentations with real-time feedback. There are also opportunities for the exchange of ideas with colleagues from other agencies. Assessment instruments that provide 360-degree feedback are used to develop information on how the participants are perceived by their customers, peers, employees, and superiors. The assessments and feedback provided throughout the course strengthen the ability of managers to negotiate, exert influence, gain cooperation from others, and create a work environment that values diversity.

Key Results

- Acquire new approaches to managing that can lead to greater organizational efficiency
- Learn approaches to increasing accountability within the organization
- Prepare to initiate and manage innovation in a team-based environment
- Foster originality, flexibility, and reasonable risk taking while remaining accountable for results
- Learn to manage technology to enhance organizational performance
- Develop concepts and skills for partnering and building more effective teams
- Enhance influence and negotiation skills
- Examine core value issues and their impact on the Federal manager
- Explore ways to promote a culture that supports entrepreneurship and innovation

Who Should Attend?

Mid-level managers typically with two or more years of management experience.

Leadership Competencies

- Accountability
- Creativity/Innovation
- Entrepreneurship
- Flexibility
- Influencing/Negotiating
- Leveraging Diversity
- Partnering
- Team Building
- Technology Management

LENGTH: 2 WEEKS

COST: \$4,000

LOCATION: WMDC/EMDC

COLLEGE CREDIT:
3 HOURS/UNDERGRADUATE (UPPER)
2 HOURS/GRADUATE

“The Management Development Seminar has had a profound effect on my Federal career. I have received world-class management learning opportunities in dealing with employees in achieving the mission of the National Cemetery Administration.”

William L. Livingston
Department of Veterans Affairs

EXECUTIVE DEVELOPMENT SEMINAR: LEADING CHANGE

Getting the Big Picture for Tomorrow Right—Today

The Executive Development Seminar is aimed at highly effective managers: those considered by their agencies to have the potential to transition to the Senior Executive Service (SES). The seminar focuses on developmental activities designed to strengthen the ability of senior managers to make that transition.

The seminar approaches leading change from a high level—involving structure, strategy, and policy. During the course, participants actually design or redesign an agency, select mission-critical goals, and complete a results-oriented strategic plan that is aligned with the President's Management Agenda. The participants write a leader's vision, define mission-related goals, and determine which governmental agencies, Congressional committees, and special interest groups are appropriate partners. This interactive process requires the executives to act strategically, communicate orally in a variety of settings, and interact positively with external constituencies.

Sessions are highly interactive and led by hands-on experts and skilled academics. Content covers relevant issues and policy directions. Media and press conference exercises allow executives to learn the ins and outs of oral communication, building alliances, and improving political savvy. The participants also discuss leadership in the context of today's realities and examine the responsibilities necessary to maintain an ethical environment.

As a prerequisite, this course assumes that the participant has had previous leadership training. Participants have the opportunity during the course to hone their leadership skills in several experiential activities, simulations, and group projects.

Key Results

- Demonstrate and acquire new techniques and approaches for leading change within the Federal Government
- Construct a map of the political environment addressing the various constituencies involved in a given policy
- Enhance skills in planning and delivering results-oriented performance
- Improve political savvy by identifying valuable partnerships and coalitions
- Better understand the interrelationship of the legislative and executive branches
- Deal effectively with external constituencies
- Improve executive communication skills
- Understand the leader's responsibility for managing an ethical organization

Who Should Attend?

Experienced managers. The seminar is specifically designed to meet the interagency training requirements for SES Federal Candidate Development Program enrollees.

Leadership Competencies

- Accountability
- Decisiveness
- External Awareness
- Integrity/Honesty
- Oral Communication
- Partnering
- Political Savvy
- Strategic Thinking
- Vision

LENGTH: 2 WEEKS

COST: \$4,000

LOCATION: EMDC/WMDC

COLLEGE CREDIT:
4 HOURS/GRADUATE



EXECUTIVE DEVELOPMENT SEMINAR: LEADING CHANGE

Blended Course, Online and Residential

The Executive Development Seminar (EDS): Blended Course presents the popular two-week traditional EDS curriculum in a blended format, where half of the course content is delivered through an online, distance-learning format, paired with a one-week intensive in-residence experience. The seminar approaches leading change from a high level—involving structure, strategy, and policy. During the course, participants actually design or redesign an agency, select mission-critical goals, and complete a results-oriented strategic plan that is aligned with the President's Management Agenda. The participants write a leader's vision, define mission-related goals, and determine which governmental agencies, Congressional committees, and special interest groups are appropriate partners. This interactive process requires the executives to act strategically, communicate orally in a variety of settings, and interact positively with external constituencies.

During the seven-week online portion, participants read books, interact with authors, complete a 360-degree assessment, conduct research and create a "new agency." The online workload should average about six hours per week. The actual time online varies from 30 minutes, when a majority of the assignments are individualized, to several hours, when a group project is completed. After seven weeks of preparation, the participants meet their team members and complete the remaining EDS experience in a one-week, intensive, interactive classroom format. The online portion is academic and rigorous and must be successfully

completed before attending the classroom portion.

The in-residence week provides highly interactive sessions, led by hands-on experts and skilled academics, on hot issues and policy directions. Media and press conference exercises allow executives to learn the "ins and outs" of oral communication, building alliances, and improving political savvy. The participants also discuss leadership in the context of today's realities and examine the responsibilities necessary to maintain an ethical environment.

As a prerequisite, this course assumes that the participant has had previous leadership training. Participants have the opportunity during the course to hone their leadership skills in several experiential activities, simulations, and in the group projects.

Key Results

- Demonstrate and acquire new techniques and approaches for leading change within the Federal Government
- Construct a map of the political environment addressing the various constituencies involved in a given policy
- Enhance skills in planning and delivering results-oriented performance
- Improve political savvy by identifying valuable partnerships and coalitions
- Better understand the interrelationship of the legislative and executive branches
- Deal effectively with external constituencies

- Improve executive communication skills
- Understand the leader's responsibility for managing an ethical organization

Who Should Attend?

Seasoned managers who can commit to an online learning experience with an academic format. In the virtual classroom, all participants are required to contribute, complete assignments, and participate in the group work before the classroom experience. The seminar is specifically designed to meet the interagency training requirements for SES Federal Candidate Development Program enrollees.

Leadership Competencies

- Accountability
- Decisiveness
- External Awareness
- Integrity/Honesty
- Oral Communication
- Partnering
- Political Savvy
- Strategic Thinking
- Vision

LENGTH:
1 WEEK RESIDENTIAL SESSION

ONLINE COURSEWORK BEGINS
7 WEEKS PRIOR TO RESIDENTIAL
SESSION

COST: \$3,300

LOCATION: WMDC

LEADERSHIP FOR A DEMOCRATIC SOCIETY AT FEI

FEI: A UNIQUE APPROACH TO LEARNING

Throughout its 35-year history, the Federal Executive Institute has been known for the personal attention it gives to every executive who attends. The **Leadership for a Democratic Society** (LDS) program is custom-fit to each participant through individual instrumented feedback, the ability to choose from a variety of small group courses and large group plenary sessions, one-on-one coaching from a faculty facilitator, and assistance from program colleagues in a small Leadership Development Team.

FEI is also known for its strength in building lasting relationships among program executives, who then help each other advance their careers and meet agency goals after graduation.

FEI's Wellness Program is another special feature that helps executives balance career and health needs. Beginning with a computer-based Health Risk Appraisal, FEI provides personal data, a physical screening, and presentations on health risks, nutrition, and stress management. Optional daily aerobics and walking sessions as well as nutritional information on FEI's menus support executives in living healthy lives.

FEI is also unique in using the U.S. Constitution as an overarching theme and governing process to blend the diverse talents, needs, perspectives, and professional goals of participants, their agencies, and the citizens they serve. FEI fosters executives who excel in a 21st century world but remain connected to the Constitutional principles forged in the 18th century. We invite you to join both worlds at FEI.

PROGRAM THEMES

The themes of FEI's **Leadership for a Democratic Society** program reflect and enhance the Constitutional underpinning of Federal Government work and the common culture of senior Federal executives. At FEI, executives explore and build their knowledge and skills in personal leadership, transforming public organizations, the policy framework in which Government leadership occurs, and the global context of both U.S. and international trends and events that shape our Government's arena and agenda for action.

The **Leadership for a Democratic Society** program addresses all of the Executive Core Qualifications required by the Office of Personnel Management for entry and success in the Senior Executive Service: Leading Change, Leading People, Results Driven, Business Acumen, and Building Coalitions/Communication. It also assists executives in addressing the five major initiatives in the President's Management Agenda.



WHY ATTEND FEI'S LEADERSHIP FOR A DEMOCRATIC SOCIETY PROGRAM?

This four-week program brings together executives from 25 to 30 domestic and Defense agencies for a unique, residential learning experience. Benefits reported by graduates of FEI's **Leadership for a Democratic Society** program include:

- Keen insights into their leadership strengths and areas for development
- Improved leadership and management skills, especially in such areas as team building, influencing/negotiating, strategic thinking, political savvy, and external awareness
- Improved organizational performance as a result of what was learned and later applied back on the job
- Dramatically larger networks for enhanced problem solving
- Increased appreciation for the importance of Federal service and increased understanding of the diverse talents of Federal executives
- Broader understanding of the Constitution, the policy framework in which executives must lead, and the interplay among major stakeholders at the national level
- Improved personal wellness and balance in one's life

College Credit

The Leadership for a Democratic Society program has been approved for 12 graduate credit hours by the American Council on Education. Graduates may be able to obtain credit from their college or university, depending on the institution's policy.

PROGRAM DESIGN

FEI's approach builds a learning community where Federal executives and faculty are both teachers and learners.

The Leadership Development Team is the cornerstone of the FEI experience. Teams of eight to nine executives and a faculty facilitator build a supportive learning climate and create lasting relationships that enable executives to work with each other across organizational boundaries, both during and after the program.

During the first week of the program, each executive explores the nature of leadership and uses data from



personal assessments and the team experience to assess leadership strengths and identify areas for development.

Courses and Plenaries appeal to a variety of learning styles and executive needs. Participants choose a different course each week during their last three weeks from a selection based on the program themes. Courses are small and use a wide mix of interactive methods, including group exercises, case studies, simulations, skill practice, instruments, and a variety of instructional technologies. The plenary sessions bring the entire class together to focus on the program themes and current policy issues.

Field Experiences allow participants to explore leadership issues and practices in a wide variety of settings away from the FEI campus. Trips to private, nonprofit, and public organizations are scheduled in most programs.

Executive Forums invite participants to deliver presentations on topics of interest to their peers and thus help colleagues learn about other Government agencies.

As they prepare to graduate, participants also work on a **Leadership Challenge** to present to their organization back home. This activity helps executives synthesize their learning around the key leadership question: *Where do they want to lead their organization in facing the challenges of the future?*

Each executive departs FEI with a **Personal Development Plan** to continue her or his leadership learning. Crafted at FEI, the plan and the executive's Leadership Challenge are the focus of coaching from the Leadership Development Team and the faculty facilitator during a post-graduation follow-on group conference call.

TYPICAL COURSES AND PLENARY SESSIONS

FEI offers a wide range of courses and shorter sessions to address the four program themes and give executives choices to match their individual learning needs. The table below gives typical choices. Not all choices are available in all programs.

PROGRAM THEME	TYPICAL COURSE OFFERINGS	TYPICAL SHORTER SESSIONS
PERSONAL LEADERSHIP IN GOVERNMENT	<ul style="list-style-type: none"> ★ The Science of Leadership and the Art of Gaining Followers ★ Power and Influence ★ The Aspen Institute Executive Seminar 	<ul style="list-style-type: none"> ★ Executives and the News Media ★ Leadership at Gettysburg ★ Wellness and Nutrition
TRANSFORMING PUBLIC ORGANIZATIONS	<ul style="list-style-type: none"> ★ Building High Performing Organizations ★ Collaborating Across Organizations ★ Creativity in Organizations 	<ul style="list-style-type: none"> ★ The Leadership Challenge ★ Managing Organizational Change ★ Leading Across Generations
POLICY IN A CONSTITUTIONAL SYSTEM	<ul style="list-style-type: none"> ★ Working with Congress ★ Thank You, Mr. Madison! ★ Justice and Individual Rights 	<ul style="list-style-type: none"> ★ The Supreme Court ★ Political Management and the Federal Executive ★ Washington Leadership Workshop
GLOBAL PERSPECTIVES AND PUBLIC ACTION	<ul style="list-style-type: none"> ★ The USA and the Global Economy ★ Critical Issues in American Foreign Policy ★ From Bosnia to Bin Laden: Ethnic, Cultural and Religious Conflict in World Affairs 	<ul style="list-style-type: none"> ★ Global Leadership ★ Crime and Punishment in America ★ Leadership Lessons from the Holocaust

THE APPLIED LEARNING PROGRAM

The **Applied Learning Program** model of the Leadership for a Democratic Society program also addresses the main program themes but uses an approach especially suited to executives who prefer not to attend four consecutive weeks and who wish to blend learning with on-the-job application. The first two-week residential segment focuses on the personal leadership theme. Next is a three-month “back home” intersession during which participants apply skills learned at FEI in an Executive Learning Project. The second two-week residential segment draws lessons from an Executive Learning Project experience and focuses on organizational leadership.



A TYPICAL DAY AT FEI

6:30-8:00 am	Breakfast
8:15-12:00 noon	Classes or Leadership Development Team Activities
12:00-3:00 pm	Lunch, Fitness Activities (optional), and Study Time
3:00-5:30 pm	Classes or Plenary Sessions
5:30-6:00 pm	Social Interaction Period
6:00-7:00 pm	Dinner
7:15-8:45 pm	Leadership Development Team Activities, Executive Forum, or Plenary Sessions

FY 2005 PROGRAM CALENDAR

Program 303	October 24 – November 19, 2004
Program 304 <i>Applied Learning Program</i>	November 28 – December 10, 2004 and February 27 – March 11, 2005
Program 305	January 3 – 28, 2005
Program 306	January 30 – February 25, 2005
Program 307 <i>Applied Learning Program</i>	March 13 – 25, 2005 and June 5 – 17, 2005
Program 308 <i>Applied Learning Program</i>	April 3 – 15, 2005 and June 19 – July 1, 2005
Program 309	April 24 – May 20, 2005
Program 310	July 10 – August 5, 2005
Program 311	August 7 – September 2, 2005
Program 312	September 11 – October 7, 2005

Who Should Attend?

The LDS program is for members of the Senior Executive Service and GS-15s (or equivalent in other pay systems). Selected senior State, local, and international governmental executives also participate.

Special Note:

The Registrar for the **Leadership for a Democratic Society** program may be reached through email at fei@opm.gov or by phone at (434) 980-6200.

Executive Core Qualifications

- Leading Change
- Leading People
- Results Driven
- Business Acumen
- Building Coalitions/Communications

PROGRAM COST

Leadership for a Democratic Society
\$11,850

Leadership for a Democratic Society
Applied Learning Program
\$12,350



CONTINUING DEVELOPMENT FOR MANAGERS, SUPERVISORS, AND PROFESSIONALS AT THE MDCs

An important element of effectively leading change and people, getting results, and building communication and partnerships is continuous learning. Continuing education and development focuses on personal, work-related, and organizational issues.

Personal learning concentrates on helping leaders seek and interpret feedback and implement personal development strategies. CLCS's **Assessment** programs support individual leader growth to better meet organizational goals. Preparing leaders to meet work-related challenges often requires developing focused skills and abilities in special areas. The **Specialized Skills Development** programs prepare leaders to become more competent in a special leadership dimension. Government leaders broaden their effectiveness by gaining knowledge of administrative, local, national, and international issues affecting their organization. The **National Policy** programs help leaders stay current on relevant and emerging administrative, political, social, economic, and cultural issues that affect their organizations, programs, and functions. In this area, CLCS offers a series of seminars covering implementation strategies for the President's Management Agenda.

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CONTINUING DEVELOPMENT FOR MANAGERS, SUPERVISORS, AND PROFESSIONALS AT THE MDCs

Assessment

Assessment programs help leaders seek feedback, understand it, and implement appropriate individual development plans. Using a variety of excellent assessment instruments and feedback tools, participants look at themselves, see the perceptions of others, and develop action plans for personal and organizational growth. In addition to enhancing awareness, participants gain overarching insights into the importance of continuous learning for leadership effectiveness and the role of diversity in building high-performing teams and organizations. Participants can use the grid below to help decide which program is right for them.

Special Note

Several feedback instruments must be completed before attending an assessment program. We must receive individual nominations with complete participant information, along with a document obligating funds, no later than eight weeks prior to the seminar start date so that scoring and analysis can be completed.

The Assessment Programs include individual consultation with an assessment professional, based on test results and classroom activities.

Follow-on Coaching

Participants may want to register for three sessions of follow-on coaching to take place after they complete an assessment program. Follow-on coaching helps solidify participants' learning and helps them facilitate change in their work environment. It also provides support and assistance in practicing new behaviors developed in response to program insights. Cost for follow-on coaching sessions is \$600, which can be added at registration.

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DYNAMICS OF DEVELOPMENT: AS JOBS CHANGE, SKILLS MUST CHANGE		
POSITION/TITLE	FOCUS OF YOUR WORK	POSSIBLE COURSES
Team Leader Technical/Professional Expert	Increasing responsibilities for getting work done through others	Leadership Assessment Program
Supervisor/New Manager	Formal responsibilities for getting things done through others	Management Assessment Program Leadership Assessment Program
New/Experienced Mid-level Manager	Managing multiple projects and/or people	Management Assessment Program
Senior Managers/Senior Administrators	Managing multiple/complex functions and/or subordinate(s)	Executive Assessment Program

LEADERSHIP ASSESSMENT PROGRAM ★ *Planning for Leadership Excellence***The Leadership Assessment**

Program (LAP) is an intensive, five-day program designed to meet the needs of individuals who wish to move into leadership roles or who are in the initial phases of management careers. Students complete personal assessment inventories, personality/temperament profiles, a case study analysis, and participate in various problem-solving activities.

Multi-rater feedback (360-degree feedback) and feedback from assessment professionals, combined with opportunities for self-observation (via videotaped sessions), are integral aspects of the program. These activities are set in the context of a broad range of Leadership Competencies, as assessment center specialists assist participants in identifying strengths, opportunities for improvement, and areas for continued learning.

At the program's end, participants use new insights to create a personal learning plan for continued leadership growth.

Key Results

- Develop a personalized Leadership Development Plan
- Complete individual assessment of Leadership Competencies
- Receive multi-rater feedback using 360-degree feedback instrumentation
- Receive personalized feedback from assessment specialists, superiors, peers, and subordinates
- Assess individual skills such as problem solving, critical thinking, conflict management, interpersonal relations, and oral communication
- Enhance understanding of personal behaviors as they relate to effectively managing workplace interactions

Who Should Attend?

High-performing career specialists, team leaders, and recently appointed managers in the earliest stages of their positions who have the oppor-

tunity to move into management positions. Individuals in career development programs and potential managers benefit greatly.

Leadership Competencies

- Conflict Management
- Continual Learning
- Creativity/Innovation
- Decisiveness
- Flexibility
- Interpersonal Skills
- Oral Communication
- Problem Solving
- Written Communication

LENGTH: 1 WEEK

COST: \$4,600

LOCATION: EMDC/WMDC

COLLEGE CREDIT:
2 HOURS/UNDERGRADUATE (UPPER)
2 HOURS/GRADUATE

MANAGEMENT ASSESSMENT PROGRAM ★ *Insights and Guidance on Personal Strengths***The Management Assessment**

Program (MAP) is an intensive, six-day program that allows mid-level managers to gain insight into their leadership strengths and weaknesses. Participants are evaluated in several leadership and personal competency areas and coaching is provided to help build individual development plans. Individuals attending this program receive multi-rater personalized feedback from several sources: 360-degree multi-rater feedback instrumentation, assessment specialists, peer feedback, experimental exercises, and personality assessments. Through lectures, exercises, assessment questionnaires, and individual feedback, the MAP assists mid-level managers in developing new strategies to improve their personal performance and have greater impact on organizational effectiveness and success.

Key Results

- Gain a candid appraisal of your leadership style and behaviors from a wide group of observers
- Develop an Individual Development Plan for personal and professional growth
- Receive personal assessment of leadership and management competencies
- Receive individual feedback from superiors, peers, and subordinates through 360-degree assessment tools
- Learn the major reasons leaders are successful and what derails them
- Gain insight into understanding the importance of succession planning
- Work extensively with a personal assessment specialist
- Learn how to lead through change

Who Should Attend?

New or experienced supervisors and managers will benefit most from this program. Individuals in agency management development programs will also want to attend this program.

Leadership Competencies

- Continual Learning
- Creativity/Innovation
- Decisiveness
- Flexibility
- Influencing/Negotiating
- Interpersonal Skills
- Oral Communication
- Service Motivation

LENGTH: 1 WEEK

COST: \$4,600

LOCATION: WMDC/EMDC

COLLEGE CREDIT:
2 HOURS/UNDERGRADUATE (UPPER)
2 HOURS/GRADUATE

EXECUTIVE ASSESSMENT PROGRAM ★ *Personalized Appraisal of Leadership Competencies*

The **Executive Assessment Program (EAP)** is an intense, dynamic, five-day program that allows senior leaders and executives to evaluate their current effectiveness as organizational leaders and develop a plan for improvement in the future. Attendees are assessed in several leadership areas using 360-degree multi-rater feedback, group feedback, confidential one-on-one personalized feedback and coaching, leadership style and preference inventories, and individually focused instrumentation.

Current research suggests that executives at the highest level can become isolated from opportunities for personal assessment, simply by virtue of their positions. This program gives top executives a comfortable, secure environment in which to evaluate their leadership style and effectiveness, and focus on high-level challenges in the company of their peers.

Key Results

- Receive personalized assessments of executive Leadership Competencies
- Receive feedback from superiors, peers, subordinates, and customers
- Assess individual participant potential for higher level opportunities
- Evaluate individual potential for career derailment
- Develop a tailored individual development plan based on executive competencies
- Receive a thorough fitness evaluation, with an emphasis on how to handle stress and workplace health issues
- Discuss the importance of mission and vision to the development of your leadership style
- Develop a clear picture of how character development affects leadership

Who Should Attend?

Senior managers and executives will benefit most from this program. Individuals enrolled in an SES Federal Candidate Development Program should also attend this program.

Leadership Competencies

- Continual Learning
- Creativity/Innovation
- Decisiveness
- Flexibility
- Influencing/Negotiating
- Interpersonal Skills
- Oral Communication
- Service Motivation
- Strategic Thinking
- Team Building

LENGTH: 1 WEEK

COST: \$4,600

LOCATION: WMDC/EMDC

COLLEGE CREDIT:
3 HOURS/UNDERGRADUATE
2 HOURS/GRADUATE

WOMEN'S ASSESSMENT PROGRAM ★ *Relevant Issues and Perspectives*

The **Women's Assessment Program** is an intensive, six-day program that provides insight into strengths and weaknesses, with a focus on challenges for women. Participants are evaluated in several management and personal competency areas.

Individuals attending this program receive personalized feedback from several sources, including: 360-degree multi-rater feedback instrumentation, assessment specialists, peer feedback, experiential exercises, and personal inventories. Through lectures, exercises, assessment questionnaires, and individual feedback, the seminar assists participants in developing new strategies to improve personal performance and have greater impact on organizational effectiveness and success. The program is similar to the **Management Assessment Program** with a more focused view of women's issues.

Key Results

- Create an Individual Development Plan for personal and professional growth
- Receive personal assessment of management and executive competencies
- Receive individual feedback from superiors, peers, and subordinates through 360-degree assessment tools
- Increase understanding of personal behaviors and how they impact organizational success
- Learn the major reasons managerial and executive careers are often derailed, and what can be done to prevent it
- Gain insight into understanding the importance of succession planning in organizational leadership positions
- Work directly with a personal assessment specialist

Who Should Attend?

Individuals interested in challenges for women in the workplace.

Leadership Competencies

- Continual Learning
- Creativity/Innovation
- Decisiveness
- External Awareness
- Flexibility
- Influencing/Negotiating
- Interpersonal Skills

LENGTH: 1 WEEK

COST: \$4,600

LOCATION: WMDC



CONTINUING DEVELOPMENT FOR MANAGERS, SUPERVISORS, AND PROFESSIONALS AT THE MDCs

Specialized Skills Development

Successful 21st century Government agencies must be highly adaptive and their leaders prepared for rapid, continuous change. New problems call for renewed vision. **Specialized Skills Development** programs prepare individuals, teams, and organizations to meet the challenges of the new workplace. Managers and leaders interested in continuous learning and development find that specialized skills programs help them focus on expanding their abilities.

These specialized programs provide building blocks for the organization of the future.



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ALTERNATIVE DISPUTE RESOLUTION ★ *Innovative Conflict Management*

Many organizations today are emphasizing the use of consensual methods of dispute resolution instead of litigation or administrative procedures. This course explores a variety of alternative dispute resolution (ADR) techniques and current dispute applications.

Participants actively engage in a series of workgroup exercises using real-world dispute scenarios. A variety of innovative conflict-resolution techniques and methods are proposed, evaluated, and put into practice.

Specific emphasis is placed on the effective use of alternate methods of resolving disputes in the workplace, presentations before third parties, and conflicts that develop between parties to a contract.

Key Results

- Understand ADR procedures and their applications
- Recognize sources of conflict
- Learn principles and importance of interest-based negotiating
- Understand merits of different dispute resolution processes
- Recognize when to use ADR and how to overcome these problems

Who Should Attend?

Managers and program staff whose positions require dispute resolution skills, either internal or external to their agencies. This introductory seminar is not recommended for agency personnel who work regularly with labor and/or employee relations program issues.

Leadership Competencies

- Conflict Management
- Creativity/Innovation
- Influencing/Negotiating
- Interpersonal Skills
- Oral Communication

LENGTH: 1 WEEK

COST: \$2,700

LOCATION: EMDC

NEW COACHING FOR EXCELLENCE ★ *Maximizing Employee Development and Performance*

Coaching for Excellence is an intense course that emphasizes building a coaching relationship to more effectively develop others, strengthen leadership skills, and enhance a climate of learning in teams, agencies, or groups. The practical approach used in the classroom allows participants to accurately assess their coaching styles and abilities and build new skills to employ in the business environment.

The training is highly interactive and offers a personalized learning environment. The course includes a dynamic combination of classroom instruction, small group interaction, videotaped practice sessions, and peer coaching. Approximately one-half of the classroom time will be spent in a videotaped learning lab. Participants will use a 360-degree assessment centering on coaching skills. They will also have two follow-up sessions with a coach, conducted by telephone, to allow them to experience a coaching relationship first-hand and to reinforce the learning from the course. This program can be delivered exclusively to groups within an organization, wherever they reside, and can be modified to meet particular organizational challenges.

Key Results

- Understand the relationship between coaching and leadership, and model behaviors that exemplify both
- Learn about the relationship between coaching and succession planning
- Learn the essentials of coaching using a framework that is easy to use and adaptable to individual styles
- Learn and practice feedback skills
- Gain self-awareness of personal preferences and styles that affect coaching techniques and how those influence coaching outcomes
- Gain knowledge of how others see your coaching skills
- Practice effective listening and facilitative skills
- Discuss current theories of employee development
- Apply increased understanding of others' personalities and learning styles to enhance coaching effectiveness
- Learn skills to manage the coaching relationship

- Practice a new skill that can immediately assist the team
- Practice effective inquiry and probing skills
- Build a results-driven development plan using a powerful coaching process facilitated by experienced MDC staff

Who Should Attend?

This course is open to anyone who is in position to coach other employees in his or her agency, formally or informally.

Leadership Competencies

- Continual Learning
- Decisiveness
- Flexibility
- Human Resources Management
- Influencing/Negotiating
- Interpersonal Skills
- Team Building

LENGTH: 1 WEEK

COST: \$4,600

LOCATION: WMDC

CONFLICT RESOLUTION SKILLS ★ *Positive Approaches to Difficult People: A Practical Course toward Positive Outcomes*

Uncomfortable and tense situations often wreak havoc in the workplace. When people in the workplace disagree, the strategies discussed in this course can help transform even the most difficult circumstances into satisfying, win-win experiences. Learn about what motivates difficult people and ways to handle their behavior by using skillful questioning and active listening techniques. Gain control over difficult situations quickly by taking this practical course that will help find positive approaches and outcomes.

Key Results

- Identify and resolve conflict in a variety of situations through the use of case studies and simulations
- Practice getting control of tense situations before they get out of hand
- Practice and use proven approaches to resolve conflicts

- Learn to create workplace conditions that promote cooperation
- Move beyond emotions to win-win situations
- Learn how to build and mend relationships after a lose-lose or win-lose conflict has occurred
- Maintain your composure around difficult people
- Reach a workable compromise without backing off
- Motivate others to take positive action
- Minimize the negative impact of difficult personalities

Who Should Attend?

Employees who want to better manage workplace conflict, learn practical ways of handling challenging personalities, and create a positive outcome and work environment.

Leadership Competencies

- Conflict Management
- Continual Learning
- Flexibility
- Integrity/Honesty
- Interpersonal Skills
- Leveraging Diversity
- Political Savvy
- Problem Solving
- Resilience
- Team Building

LENGTH: 1 WEEK

COST: \$3,100

LOCATION: WMDC



NEW CRISIS MANAGEMENT SKILLS FOR EXECUTIVES AND MANAGERS ★ *Leadership Under Pressure*

Despite great improvements in crisis-prevention and strategic-management capabilities, actual crises often elude the best of strategic plans. *How do individuals lead when plans are insufficient, when the unexpected occurs, and when core values are threatened? How do people respond to unanticipated situations when time is of the essence, and planned approaches don't work?* At such times, there is a premium on flexibility, effective delegation, and rapid marshalling of resources.

In this seminar, participants will develop and hone key crisis leadership skills. Attendees learn how to identify a crisis, how to assess biases in high-pressure situations, how to manage overwhelming amounts of information that crises generate, how to organize for effective decisions, and how to create and lead an effective crisis team.

Learning is supported through case studies, films, interactive exercises, and a simulated international crisis that puts participants in a pressure-cooker situation in which their best crisis management skills will be tested. Opportunities abound

throughout to share experiences in crisis leadership with others and to develop an invaluable network for ongoing support.

Key Results

- Understand the range of crisis management approaches and tools available to leaders
- Assess different models of decisionmaking for appropriateness to resolving crises in different settings and contexts
- Hone skills in formulating objectives and strategies under pressure and for complex situations
- Learn to organize and lead a crisis management team, marshal resources, and develop effective and ethically sound decision-making and implementation processes
- Develop strategic approaches for managing and analyzing information in high-pressure situations
- Reinforce team-building, development, and decision-making abilities

Who Should Attend?

Executives and managers from all departments and agencies who face rapidly changing situations and want to develop their skills at leading under pressure.

Leadership Competencies

- Accountability
- Decisiveness
- Flexibility
- Influencing and Negotiation
- Integrity/Honesty
- Interpersonal Skills
- Partnering
- Political Savvy
- Problem Solving
- Resilience
- Strategic Thinking
- Team Building

LENGTH: 1 WEEK

COST: \$2,700

LOCATION: EMDC

DEVELOPING AND COMMUNICATING LEADERSHIP COMPETENCIES ★ *Use the Concept, Practice, Application (CPA) Model to Incorporate Six Essential Competencies into Your Leadership Style*

The **Developing and Communicating Leadership Competencies Seminar** is a five-day program that develops the six competencies emphasized in this seminar.

For each competency presented in this seminar, participants are provided with a full concept of the competency. Participants are then provided with an opportunity to practice demonstrating the competency in a wide variety of learning activities, and practice communicating the competency as it pertains to their performance.

Key Results

- Assess individual Leadership Competencies
- Receive multi-rater feedback using a 360-degree feedback instrument targeted on course competencies
- Demonstrate individual Leadership Competencies in a range of learning activities
- Develop a strategy to communicate your Leadership Competencies to others

Who Should Attend?

Team leaders, managers, and senior level professionals or equivalent level of responsibility.

Leadership Competencies

- Continual Learning
- Entrepreneurship
- Flexibility
- Oral Communication
- Partnering
- Strategic Thinking

LENGTH: 1 WEEK

COST: \$2,700

LOCATION: EMDC/WMDM

DEVELOPING CUSTOMER-FOCUSED ORGANIZATIONS ★ *Achieving Excellence in Customer Service*

This seminar is critical if customer service is important to your agency. One of the most dramatic impacts of Government reform has been agency movement toward greater responsiveness to customer needs. Today, agency success and viability is based in large part on customer satisfaction.

This seminar provides public sector managers with the special knowledge and skills they need to provide services more efficiently to their customers and to inspire customer-responsive behavior throughout their organizations.

Special emphasis is placed on preparing managers for the consequences of organizational change, and the resulting problems that can adversely affect customer service. Participants leave this program with a roadmap for improving their organizational systems and customer service skills.

Key Results

- Gain and understanding of how to develop and lead customer-driven organizations
- Improve customer service support systems
- Manage customer expectations
- Balance competing/conflicting customer needs
- Develop plans for customer service improvement
- Track performance and improve quality of service
- Improve customer service skills
- Avoid customer service pitfalls resulting from organizational change

Who Should Attend?

Managers, project leaders, and others who are accountable for achieving excellence in customer service.

Leadership Competencies

- Accountability
- Creativity/Innovation
- Customer Service
- External Awareness
- Flexibility
- Influencing/Negotiating
- Partnering
- Problem Solving
- Service Motivation
- Strategic Thinking

LENGTH: 1 WEEK

COST: \$2,700

LOCATION: WMDC/EMDC

COLLEGE CREDIT:
2 HOURS/GRADUATE

DEVELOPING HIGH-PERFORMING TEAMS ★ *New Methods, Approaches, Techniques, and Assessment Tools*

This seminar is for experienced team leaders and for leaders committed to using teams to improve organizational performance. Participants should have a working knowledge of the fundamentals of team behavior and process. The seminar incorporates the latest techniques, assessment instruments, team leadership approaches and methods used in the development of high-performing teams as an organizationwide strategy.

Building on the fundamentals taught in the **Team Building and Team Leadership** seminar and the **Facilitative Leadership** seminar, this program examines the key elements necessary for leaders to increase their effectiveness and strengthen their contribution to overall organizational results. Multi-rater assessment instruments, to be completed by participating teams, are an integral part of the experience.

Participants learn how to establish performance challenges for teams and how to create vision, mission, and performance goals as a leader. They learn what drives personal commitment to team objectives and how team leaders enhance team confidence. Those looking to take

their teams to new heights of performance should start with this seminar.

Key Results

- Assess the current climate of the team, including individual leadership styles
- Learn the components of high-performing team behavior and attitudes
- Practice playing to personal strengths and managing weaknesses
- Assess the culture of teams and how organizational culture impacts team performance
- Increase skills in managing team conflict
- Assess personal leadership styles within the team
- Establish team metrics and monitoring systems
- Understand the team performance curve and how it leads to self-managing teams
- Create an organizational environment that rewards teamwork
- Understand how to measure

team performance in terms of both content and process

- Explore leadership roles, including those of a coach and consultant
- Assert leadership that encourages high-performing teams

Who Should Attend?

Experienced team leaders, managers, and project leaders with a working knowledge of team behavior and team process.

Leadership Competencies

- Conflict Management
- Continual Learning
- Influencing/Negotiating
- Interpersonal Skills
- Leveraging Diversity
- Team Building
- Vision

LENGTH: 1 WEEK

COST: \$3,100

LOCATION: WMDC/EMDC

COLLEGE CREDIT:
2 HOURS/UNDERGRADUATE (UPPER)

EMOTIONAL INTELLIGENCE AS A LEADERSHIP SKILL ★ *Strengthening Your E.Q.*

Some people have been conditioned to believe that emotions are not welcome in the workplace and that work decisions should be based upon cold, logical reason. Leadership research tells us that the lack of interpersonal skills and the inability to adapt are the two principal derailment factors in careers. Today there is a growing body of science in the emerging field of Emotional Intelligence, indicating that proper understanding and use of emotions can be critical in helping workers become more effective and better communicators.

In this course, participants see how forward-looking organizations, such as the Canadian Men's Olympic Volleyball Team, Kaiser Permanente, State Street Bank, American Express, and Nichol Aluminum, are accessing the power of emotions to create better, more productive teams and team members. Participants come away with a working knowledge of the five Emotional Quotient (EQ)

competencies that can help them be more successful at work. Drawing on groundbreaking physical and behavioral research, we show the factors at work with emotional intelligence.

Key Results

- Prepare an assessment of one's own EQ competence level
- Analyze relationships with others in the work environment
- Plot an "emotional intelligence" map of one's current team
- Create an action plan to develop more cohesive relationships with team members
- Explore one's own ability to behave as a high-performing team member
- Inventory strengths and challenges as a leader
- Practice playing to strengths and minimizing the influence of weaknesses

Who Should Attend?

Employees, leaders, and managers who want to strengthen their ability to build relationships and teams.

Leadership Competencies

- Influencing/Negotiating
- Integrity/Honesty
- Interpersonal Skills
- Leveraging Diversity
- Team Building

LENGTH: 1 WEEK

COST: \$3,100

LOCATION: WMDC/EMDC

EXECUTIVE COMMUNICATIONS WORKSHOP ★ *Representing Your Agency to External Audiences*

A critical function of public executives is to represent their agency to external audiences such as the media, other agencies, stakeholder groups, the public, and Congress. This highly interactive workshop improves skills in communicating messages plainly and concisely to an external audience, dealing with the media, and writing clearly for people outside the agency.

Workshop participants have opportunities to practice oral and written communication skills in a variety of settings, including a news conference, a briefing, a public hearing, and a Congressional hearing. Participants work on refining their message, improving their presentation style, and revising and editing written documents from their own agencies.

Learning techniques include practical exercises, activities with facilitated debriefings, and discussions and presentations with real-time feedback. There are also opportunities for the exchange of

ideas with colleagues from other agencies.

Key Results

- Effectively represent the agency to the media and other external audiences
- Effectively prepare written material and review the writing of others
- Prepare for and present briefings to agency heads and senior staff
- Conduct and participate in news conferences
- Prepare for and conduct public hearings
- Develop and present Congressional testimony

Who Should Attend?

Executives and managers who need to be prepared to represent their agencies to the media, other agencies, stakeholder groups, the public, or Congress.

**Leadership Competencies**

- External Awareness
- Influencing/Negotiating
- Oral Communication
- Written Communication

LENGTH: 1 WEEK

COST: \$4,100

LOCATION: WMDC

COLLEGE CREDIT:
2 HOURS/UNDERGRADUATE (UPPER)

EXECUTIVE SUPERVISORY SKILLS ★ *Critical Issues, New Techniques*

High-level Federal employees such as lawyers, doctors, scientists, project managers, and SES candidates often become supervisors late in their careers. These mature, seasoned professionals are highly skilled, but often unfamiliar with the procedures, policies, and regulations Federal supervisors must know. Additionally, the transition to supervision requires being responsible for the work of others. This course is designed to provide new high-level supervisors with the basic supervisory skills needed to succeed.

Participants review the President's Management Agenda and focus on how to effectively manage Human Capital. Performance management and Federal disciplinary processes are covered in depth through discussion and casework. The participants examine personal leadership strengths and how to appropriately apply them in a supervisory setting. In addition, Emotional Intelligence is explored and applied to giving and receiving feedback. Two short online

courses are required as pre-work for this seminar.

The emphasis of the **Executive Supervisory Skills** course is on preparing high-level managers to assume the supervisory role and make a successful transition from individual contributor to the leader of an inspired, productive Federal work group.

Key Results

- Learn the appropriate personnel actions for effectively managing Human Capital
- Improve the ability to diagnose, assess, and assist poor performers
- Analyze personal leadership styles and how to use them effectively
- Improve emotional intelligence
- Celebrate diversity as a strategic advantage

Who Should Attend?

High-level, seasoned professionals and executives who are first-time supervisors in the Federal Government. Entry-level supervisors at lower grades should attend our core seminar, **Supervisory Leadership Seminar**, which contains the same content but is focused on the issues experienced at lower organizational levels.

Leadership Competencies

- Accountability
- Human Resources Management
- Interpersonal Skills
- Leveraging Diversity
- Technical Credibility

LENGTH: 1 WEEK

COST: \$2,700

LOCATION: WMDC

COLLEGE CREDIT:
2 HOURS/UNDERGRADUATE (UPPER)

FACILITATIVE LEADERSHIP ★ *Toward More Effective Work Groups, Teams, and Organizations*

This seminar provides leaders with the skills and techniques that are essential to the success of a streamlined Federal organization. **Facilitative Leadership** refers to the art and practice of powerfully engaging the organization and its individuals to optimize their contributions, enhance performance, and reach mutually beneficial outcomes. The positive organizational outcomes of **Facilitative Leadership** include full engagement and participation, stronger commitment and loyalty, increased collaboration and cooperation, new levels of thinking and performance, and breakthrough results.

Through practical experience and integration of theory, participants come away from this program with an excellent understanding of how to facilitate effective group and organizational interaction. This seminar uses an experiential format with videotaping and one-on-one personal feedback to develop leadership skills in facilitating employees in a variety of complex situations.

The major focus of this program is on the need for different, more collaborative responses to situations that managers and other leaders face in their organizations. Participants come to better understand the dynamics of effective teams, become better able to encourage embracing new concepts, and practice and understand team roles and team effectiveness.

Key Results

- Understand and use a diagnostic approach to identify and resolve interpersonal behaviors that can undermine the group process
- Understand how to improve the effectiveness of work groups, teams, and organizations
- Explore innovative solutions to problems encountered by work groups, teams, and organizations
- Learn and apply facilitation tools and techniques for creating and maintaining effective work groups, teams, and organizations

Who Should Attend?

Managers, supervisors, facilitators, team leaders, and project managers. This seminar is specifically designed as a learning laboratory for the development of facilitation skills to improve the effectiveness of work groups and teams.

Leadership Competencies

- Conflict Management
- Flexibility
- Influencing/Negotiating
- Interpersonal Skills
- Leveraging Diversity
- Oral Communication
- Resilience
- Team Building
- Vision

LENGTH: 1 WEEK

COST: \$3,100

LOCATION: WMDC

LEADERSHIP COMMUNICATIONS WORKSHOP ★ *Interpersonal Communication*

The foundation of great leadership is interpersonal communication. Public executives must effectively communicate to achieve their vision and to accomplish results. This workshop focuses on developing the skills to motivate and influence direct reports, peers, supervisors, and important stakeholders.

The intense, dynamic format of the course combines lecture and interactive sessions on the key components of effective communication with small-group coaching sessions to practice the skills in real-world simulations. One skilled coach for every four to six participants works with small groups using video feedback, public sector case studies, and individual consultations to ensure that each person develops an individualized action plan for improving communication skills.

Key Results

- Develop skills to maximize the flow of information in an organization and increase performance
- Learn the techniques used by great communicators
- Practice the key skills for effective communication in real-life simulations
- Learn to defuse the intensity resulting from difficult interactions
- Understand the strong correlation between skill in developing relationships and achieving desired outcomes
- Be prepared to influence up, down, and around in the dynamic world of public sector leaders

Who Should Attend?

Executives, managers, and leaders who wish to improve their ability to understand and influence others through improved communications.

Leadership Competencies

- Conflict Management
- Influencing/Negotiating
- Interpersonal Skills
- Leveraging Diversity
- Oral Communication
- Partnering
- Vision

LENGTH: 1 WEEK

COST: \$4,100

LOCATION: WMDC/EMDC

LEADERSHIP FOUNDATIONS SEMINAR ★ *Fundamentals for Aspiring Leaders*

This seminar is a four-day program specifically designed to meet the developmental needs of Federal employees who desire a fundamental understanding of leadership. It focuses on training individuals in the skills necessary to become influential leaders regardless of their position or title.

Participants gain insight into their potential for taking on leadership roles and becoming more supportive followers. The program is very participative and uses a variety of materials, activities, simulations, role plays, case studies, and instruments.

Key Results

- Improve self awareness
- Learn how leadership and management are complementary but not interchangeable
- Learn about individual differences in personalities
- Understand the importance of being an effective follower
- Learn techniques to manage conflict in the workplace
- Improve communication skills
- Learn the Situational Leadership Model
- Understand the elements of group dynamics
- Learn methods to give and receive feedback
- Improve problem-solving abilities
- Develop a personal leadership development action plan

Who Should Attend?

Technical specialists, administrative support specialists, and professionals who are not currently supervisors or managers.

Leadership Competencies

- Continual Learning
- External Awareness
- Flexibility
- Influencing/Negotiating
- Interpersonal Skills

LENGTH: 1 WEEK

COST: \$2,700

LOCATION: WMDC

LEADERSHIP SKILLS FOR NON-SUPERVISORS AND NON-MANAGERS ★ *Lead Informally and Effectively*

This seminar is an intensive one-week program designed to meet the needs of individuals who are not currently in supervisory or managerial positions but who take on key leadership roles as analysts, project managers, and technical specialists. This program also serves as an excellent follow-up to the **Leadership Potential Seminar (LPS)**. The program concentrates on developing informal leadership skills necessary to influence positive organizational success without positional authority. The program is highly participatory and experiential in its approach. Participants create an integrated development plan that matches organizational needs with individual achievement and success.

Key Results

- Learn effective models for leadership success
- Understand the importance of personal influence
- Learn values-based leadership practices

- Acquire the skill of group facilitation
- Learn the art of positive interpersonal dynamics
- Learn to influence others without formal authority

Who Should Attend?

Technical specialists, analysts, project leaders, scientists, engineers, and professional staff who are currently not supervisors or managers, but wish to learn more about increasing their leadership abilities.

Note

An extensive amount of assessment instrumentation must be completed before attending this program. The MDCs must receive individual nominations, by name, along with an obligating document, no later than four weeks prior to the seminar start date so that scoring and analysis can be completed.

Leadership Competencies

- Continual Learning
- Flexibility
- Influencing/Negotiating
- Interpersonal Skills
- Team Building

LENGTH: 1 WEEK

COST: \$3,100

LOCATION: WMDC/EMDC

COLLEGE CREDIT:
3 HOURS/UNDERGRADUATE

LESSONS FROM THE NEW WORKPLACE ★ *Leading Through Change and Chaos*

Organizations are faced with ongoing evolution in operations, affecting the people from whom they draw their strength: their employees. Successful organizations are those that adapt and recognize the strength that emerges from transitional chaos. These organizations have the courage to face challenges, to innovate, and to constantly reinvent their work environment. This course is designed to help leaders develop the additional skills needed to lead 21st century organizations.

Key Results

- Understand how to shift from looking at the parts to looking at the whole
- Learn to move from a hierarchical approach to inclusive leadership
- Go from maintaining stability to looking for opportunity in ambiguity
- Learn to foster a “learning organization”
- Use the force of change and chaos to navigate an organization through the turbulence
- Understand the nature of relationships and networks
- Learn to work within a living system that is constantly changing and evolving

Who Should Attend?

Managers and professionals wishing to develop skills to lead change and improve performance in their organization.

Leadership Competencies

- Conflict Management
- External Awareness
- Flexibility
- Integrity/Honesty
- Problem Solving

LENGTH: 1 WEEK

COST: \$2,700

LOCATION: WMDC

MISSION TO THE STARS: LEADERSHIP FOR CRITICAL TIMES ★ *Teamwork in the New Millennium*

This dynamic two-day seminar challenges participants to plan and execute a simulated rescue. Scientific Teams of American Rescuers in Space (STARS) is a simulation that requires participants to work together in teams, to change behaviors and processes, possibly even to design their future—just as the NASA teams have done. This program focuses on seven competencies that impact leadership during critical times. This seminar is conducted in conjunction with the Space and Rocket Center in Huntsville, Alabama.

Mission Roles

- Shuttle: Commander, Pilot, Mission Specialist, Emergency Response Team
- Mission Control: Flight Director, CAPCOM (Capsule Communicator), Extra Vehicle Activity Officer, Space Hub Principal Investigator, Public Affairs Officer, Propulsion Officer, Tiger Team

Key Results

- Create, share, and apply leadership concepts and skills to address the challenges of the decade
- Participate in cutting-edge leadership training experiences
- Learn from, and interact with, individuals from many Government agencies

Who Should Attend?

Managers and teams who are in leadership roles.

Leadership Competencies

- Accountability
- Decisiveness
- Human Resources Management
- Interpersonal Skills
- Oral Communication
- Problem Solving
- Resilience

LENGTH: 2 DAYS, 3 NIGHTS

COST: \$2,025

LOCATION: SPACE AND ROCKET CENTER IN HUNTSVILLE, ALABAMA



“This seminar wildly exceeded my modest expectations. The thrill of exchanging intellectual debate coupled with pragmatic problem sharing was matched by the expertise of a caring, competent, talented staff. The essence of this course came in recognizing that as Federal leaders, we shared a common optimistic view of the future and a need to plan for the seventh generation.”

Karin Leperi
Department of Agriculture

PROJECT MANAGEMENT CURRICULUM/SEMINARS

A Curriculum Overview

Because of growing demand for project management skills in the Federal Government and increasing requirements for training to support professional certification, we have restructured our project management courses and added significant, new content. All of our new courses are consistent with the Project Management Institute (PMI) Project Management Body of Knowledge (PMBOK). The PMBOK is a generally accepted document that describes the sum of knowledge and practice within the discipline of project management and, as such, defines the key terminology and processes.

Use of the PMBOK, as a primary reference, facilitates the process of achieving Project Management Professional certification for those interested. In addition to supporting certification, the core courses provide intensive, one-on-one consultation with project management experts, who are available to work with participants on class assignments. Together, these

seminars form a project management curriculum that includes the latest thinking and practice in project management, creating an innovative and dynamic approach to learning the discipline.

The new core curriculum consists of three one-week courses: **Project Management Principles**, **Leading Successful Projects**, and **Optimizing Project Performance**. Completion of **Project Management Principles** before taking either **Leading Successful Projects** or **Optimizing Project Performance** is recommended. These courses also require some experience managing projects. **Leading Successful Projects** and **Optimizing Project Performance** are advanced courses and are scheduled in consecutive weeks. They may be taken together or separately in any order depending on individual needs. We also offer two additional specialty seminars, **Managing Project Managers** and **Managing Information Systems Projects**. The course descriptions and schedules may be viewed on our Web site.

NEW PROJECT MANAGEMENT PRINCIPLES ★ *Understanding Key Processes (Basic Level)*

Project Management Principles is the first course in a curriculum that is designed to cover the project management discipline. This course is appropriate for those wanting to learn the basic principles, tools, and techniques used in managing projects as well as the role of the project manager. Important concepts in project planning and implementation are illustrated and participants practice project management planning.

The PMBOK serves as a guide to key project management terminology and process descriptions. Participants learn the classic project management framework and are able to plan and manage projects more effectively and with more confidence.

Key Results

- Develop an understanding of the project management discipline and the Project Management Institute's project management knowledge and practice areas
- Learn to use appropriate project management tools to improve project planning and implementation
- Demonstrate an understanding of effective team behavior and the importance of team membership
- Construct and present a basic project plan incorporating the knowledge learned in the course
- Learn interpersonal skills, specifically how to effectively communicate project changes and progress, which will improve project success

Who Should Attend?

New or potential project managers with little or no previous training and/or experience in project management.

Leadership Competencies

- Accountability
- Flexibility
- Interpersonal Skills
- Oral Communications
- Problem Solving
- Strategic Thinking
- Team Building
- Technical Credibility

LENGTH: 5 DAYS

COST: \$3,400

LOCATION: WMDC/EMDC

NEW LEADING SUCCESSFUL PROJECTS ★ *Putting Principles into Action (Advanced Level)*

NOTE: This course will be offered back to back with **Optimizing Project Performance**. If you attend both courses, we will charge a special two-week rate of \$5,250, with meals and lodging included for the weekend in between.

In this course, experienced project managers learn new and innovative ways of leading their projects to successful completion. The course focuses on the purpose of the project and its relationship to the organization's strategic direction, as well as techniques for planning, organizing, and implementing complex projects. Working with actual projects they bring to class, participants explore leadership, planning and implementation concepts and tools that align projects with the strategic direction of the organization and provide clear measurable results. Participants learn and practice key project management skills, including team leadership, achievement planning, working through others, change management, communication, negotiation and presentation skills.

Learning techniques include practical exercises, group activities and actual project planning with facilitated debriefings, and presentations with real-time feedback. The diversity inherent in using real

projects provides an excellent forum for learning how to apply the key concepts and tools to a wide variety of situations.

Key Results

- Plan and implement projects in alignment with the strategic direction of the organization
- Effectively establish accountability relationships to get the work done
- Develop clear and usable project plans, including communication plans
- Demonstrate understanding of what works and what gets in the way of good team leadership
- Analyze proposed project changes and learn how to respond effectively
- Practice communication techniques to meet the specific needs of different situations and different individuals
- Learn effective presentation techniques

Who Should Attend?

Experienced project managers with responsibility for leading project teams who have a working knowledge of the basic concepts and tools of project management as covered in the basic **Project Management Principles**. The primary focus is on strategic project alignment and project leadership skills.

Leadership Competencies

- Accountability
- Flexibility
- Interpersonal Skills
- Oral Communications
- Problem Solving
- Strategic Thinking
- Team Building
- Technical Credibility

LENGTH: 5 DAYS

COST: \$3,400 OR \$5,250 FOR BOTH ADVANCED LEVELS

LOCATION: WMDC/EMDC

NEW OPTIMIZING PROJECT PERFORMANCE ★ *Using Analytical Project Management Tools (Advanced Level)*

NOTE: This course will be offered back to back with **Leading Successful Projects**. If you attend both courses, we will charge a special two-week rate of \$5,250, with meals and lodging included for the weekend in between.

Building on the basic course, experienced project managers interested in optimizing project performance learn how to use project management analytical tools to effectively support project trade-off decisions. Participants use their actual projects to analyze costs and benefits, calculate key measures for financial evaluation, and perform risk analysis using a variety of techniques. Through group activities and discussions, a variety of decision-making processes for determining project trade-offs are illustrated and analyzed. Participants debate the advantages and disadvantages of different analytical techniques through facilitated discussions and examples. Calculating and analyzing information is a primary focus of this course, but participants also learn to communicate complex information to improve their effectiveness as project managers.

Key Results

- Perform effective cost-benefit analysis for individual participants' projects
- Explore techniques for analyzing and managing project risks
- Understand the Earned Value Management System and process
- Evaluate processes and tools for making effective project trade-off decisions
- Compare the use of different analytical techniques and their value for effective project management
- Demonstrate the ability to communicate complex information to diverse groups

Who Should Attend?

Experienced project managers with a working knowledge of the basic concepts and tools of project

management as covered in the basic **Project Management Principles** course. The primary focus is on learning how to use advanced analytical tools to increase project effectiveness, and to effectively communicate complex projects.

Leadership Competencies

- Accountability
- Flexibility
- Interpersonal Skills
- Oral Communications
- Problem Solving
- Strategic Thinking
- Team Building
- Technical Credibility

LENGTH: 5 DAYS

COST: \$3,400 OR \$5,250 FOR BOTH ADVANCED LEVELS

LOCATION: WMDC/EMDC

STRATEGIC DIVERSITY: A BUSINESS NECESSITY ★ *Building and Managing an Inclusive Workforce*

Workforce diversity has evolved from sound public policy to a strategic business imperative—and our leadership curriculum is keeping pace. In our core leadership seminars managers and executives learn to make diversity an organizational advantage.

This seminar is for individuals who have responsibility for supervising or managing an inclusive workforce, and who want a better understanding of how to build and manage a high-performing workforce. The seminar focuses on how to treat diversity and inclusion as an important organizational advantage for public organizations.

Participants form a learning community that challenges, takes risks, explores new behaviors, and works through conflict to gain insights. They learn to take advantage of differences among people as an asset for peak organizational performance. New ways of speaking and problem solving are explored, shifting from indirect language to straight talk, from debate to dialogue, from ineffective problem solving to effective resolution.

Key Results

- Identify strategies for developing an inclusive high-performing organizational culture
- Acknowledge and appreciate the unique environment and requirements of public organizations
- Explore crucial organizational realities that necessitate managing diversity and inclusion as a business imperative
- Understand dynamics of differences in teams and work groups
- Learn cross-cultural communication skills
- Create and maintain a positive work environment through effective prevention and resolution of conflict
- Create a personal action plan to value diversity, practice cultural sensitivity, and promote these values throughout your organization

Who Should Attend?

Individuals who have responsibility for supervising or managing a workforce, and who want a better

understanding of how to build and manage a diverse, high-performing, inclusive workforce. The seminar focuses on how to treat diversity and inclusion as an important organizational advantage for public organizations.

Leadership Competencies

- Conflict Management
- Continual Learning
- External Awareness
- Flexibility
- Human Resources Management
- Integrity/Honesty
- Interpersonal Skills
- Leveraging Diversity
- Oral Communication
- Strategic Thinking

LENGTH: 1 WEEK

COST: \$2,700

LOCATION: EMDC

“I have always been very pleased with the quality and content of the MDC courses I've taken.”

Peggy Reid

Federal Railroad Administration

STRATEGIC LEADERSHIP: BUILDING PERFORMANCE-BASED ORGANIZATIONS ★ *A Roadmap for Success*

NOTE: This course will be offered back to back with **Strategic Leadership: Leading Culture Change**. If you attend both courses, we will charge a special two-week rate of \$4,650, with meals and lodging included for the weekend in between.

This first in a series of two courses focuses on the organizational systems and structures necessary to create high performance. In the fast-changing global workplace, there is no longer one organizational structure that can be used universally to increase organizational performance. Each organization, department, and division must define the best systems and structures for its specific vision, mission, strategies, and competencies. The leader must get input and support from the experts who are busy doing the work of the organization and create alignment with customers and stakeholders.

This course provides the public sector executive and manager with a roadmap to build organizational systems that are dynamic, flexible, and outcome focused. The faculty includes academics, organizational consultants, and public sector executives who have been successful in creating high performance.

Key Results

- Link organizational competencies to outcomes and results defined in your strategic plan
- Define “high performance” for an agency, department, or division using a model that drives alignment throughout the organization
- Link individual competencies and performance with organizational needs
- Explore performance-based diagnostic models that will allow assessment of current performance
- Identify the gaps between existing and desired states
- Understand the latest research on leadership style and its link to organizational performance
- Develop an action plan to improve performance in the organization

Who Should Attend?

Executives and senior managers who have the responsibility and influence to drive results and lead change.

Leadership Competencies

- Accountability
- Continual Learning
- Entrepreneurship
- External Awareness
- Financial Management
- Influencing/Negotiating
- Strategic Thinking
- Vision

LENGTH: 1 WEEK

COST: \$3,100 OR \$4,650 FOR BOTH SEMINARS

LOCATION: WMDC

COLLEGE CREDIT:
2 HOURS/GRADUATE

STRATEGIC LEADERSHIP: LEADING CULTURE CHANGE ★ *Driving High Performance*

NOTE: This course will be offered back to back with **Strategic Leadership: Building Performance-Based Organizations**. If you attend both courses, we will charge a special two-week rate of \$4,650, with meals and lodging included for the weekend in between.

This second in a series of two courses provides executives and managers with tools and strategies to lead effective organizational change that results in increased performance. While designing systems to support outcomes and strategic plans, leaders must change the culture of the organization to support the new systems. In any change initiative, it is the cultural change that is the most difficult. A leader can design effective systems and structures, but high performance requires the leader to create an environment where the people doing the work are driving the change and committed to high performance. In this course, participants assess their current culture, understand the leadership role in the change process, and develop skills to lead their organization to high performance. The faculty includes academics, organizational consultants, and public sector colleagues who have been successful in leading change.

Key Results

- Understand the power of culture in any organization, and how to link values with culture change
- Assess readiness for culture change
- Learn effective ways to communicate your vision
- Understand the systemic dynamics of the change process and the power of culture to determine performance levels
- Acquire tools to create a learning organization that will design and redesign itself, based on changing needs
- Develop skills to create buy-in to the change process, overcome barriers, and decrease resistance
- Learn from public sector colleagues the skills to lead through chaos
- Develop skills to create an environment where innovation drives change

- Create an action plan to implement change in the organization

Who Should Attend?

Executives and senior managers who have the responsibility and influence to drive results and lead change.

Leadership Competencies

- Accountability
- Entrepreneurship
- External Awareness
- Financial Management
- Human Resources Management
- Influencing/Negotiating
- Partnering
- Strategic Thinking
- Vision

LENGTH: 1 WEEK

COST: \$3,100 OR \$4,650 FOR BOTH SEMINARS

LOCATION: WMDC

COLLEGE CREDIT:
1 HOUR/GRADUATE

TEAM BUILDING AND TEAM LEADERSHIP ★ *Fostering Commitment Toward Common Goals*

This seminar focuses on the fundamental team skills necessary to work effectively in a team-oriented environment. **Team Building and Team Leadership** examines how to apply basic team processes and tools to foster commitment, increase trust, empower people, and create synergy for accomplishing organizational goals.

Government reform, with its downsized and flattened organizations, has created the need for new ways to manage work in the public sector. The growth of team-oriented workplaces and increased spans of control has created new leadership challenges. The techniques in this program are extremely useful for organizations that use work unit or project teams. The seminar prepares participants to build and work with teams that value diversity, encourage participation, and commit to accomplishing common goals.

This seminar serves as a prelude to the more advanced **Developing High-Performing Teams** seminar.

Key Results

- Decide when to use teams and when they are not appropriate
- Learn the basic skills critical to working in a team environment
- Develop effective interpersonal team skills
- Create a team identity that values and understands diversity
- Develop key team leadership skills, including using influence without authority
- Learn strategies to manage team conflict

Who Should Attend?

Team leaders and team members, facilitators, and supervisors who are working in a team environment.

Leadership Competencies

- Conflict Management
- Flexibility
- Influencing/Negotiating
- Interpersonal Skills
- Leveraging Diversity
- Oral Communication
- Problem Solving
- Resilience
- Team Building
- Vision

LENGTH: 1 WEEK

COST: \$2,700

LOCATION: EMDC/WMDC

COLLEGE CREDIT:
3 HOURS/UNDERGRADUATE (UPPER)

NEW**TRAINING THROUGH ONLINE LEARNING** ★ *Basic Design and Development Skills*

Trainers, subject matter experts, or people who provide instruction to others, are hearing more about online learning as an alternative way to train. This course addresses what it means and when and how to best use online learning for training others. The purpose is to help navigate the jargon and gain skills to help use online technology for training to help learners and the agency.

The focus of this seminar is to increase e-Learning knowledge and apply it to building online materials using recognized standards. During the week, participants will design an online learning activity and begin to develop Web-based pages for the activity. Participants will be expected to do some preparation with a laptop before the seminar and to bring the laptop with them to use during the workshop.

Key Results

- Determine when using technology makes sense
- Know what is good online learning
- Select instructional activities that will engage learners
- Design user-friendly Web sites
- Learn basic authoring skills such as:
 - HTML
 - Dreamweaver MX
 - Fireworks MX
- Know the basics on Infrastructure for Online Learning

Who Should Attend?

Trainers, subject matter experts, or anyone who provides instruction to others. Participants will need to bring a laptop to use during the workshop. This is a hands-on workshop and enrollment is limited.

Leadership Competencies

- Continual Learning
- Leadership Competencies
- Technical Credibility
- Technology Management

LENGTH: 1 WEEK

COST: \$3,000

LOCATION: WMDC

WOMEN'S LEADERSHIP SEMINAR ★ *Key Issues, Key Solutions*

Although almost half of the professional employees in the Federal executive branch are women, only one quarter of the Senior Executive Service is female. The objective of this seminar is to provide participants in managerial positions the opportunity to practice and improve their leadership skills. By examining the demographics of the Federal Government, participants hear a business case for diversity. The seminar provides information on organizational culture, leadership styles, ways to influence stakeholders, how to deal effectively with change, practicing interpersonal communication skills, wellness for women, and developing a plan for progress and success.

The **Women's Leadership Seminar** is based on groundbreaking research into how professional women lead their lives and what factors influence their effectiveness in the work world. As an outcome of this course, participants understand the multidimensional concerns women face, specifically the choices and trade-offs that are unique to being a woman in a leadership role.

Key Results

- Evaluate current leadership theories and trends, noting how these impact women in Federal leadership roles
- Assess Leadership Competencies and organizational fit
- Understand success and development factors that impact careers for women while creating a plan and path for moving forward
- Gain greater understanding of the importance and nature of political behavior in the workplace while identifying personal political maturity and strategies for growth
- Understand leadership and gender differences; overcome biases and discomforts associated with exercising power and influence; and explore values, attitudes, and beliefs about women as leaders
- Build interpersonal skills in coaching, counseling, and influence
- Understand and defuse stereotypes, discrimination, and harassment

Who Should Attend?

Managers or others with leadership and management responsibilities who are interested in better understanding key leadership issues for women.

Leadership Competencies

- Conflict Management
- External Awareness
- Influencing/Negotiating
- Interpersonal Skills
- Leveraging Diversity
- Oral Communication
- Political Savvy
- Resilience

LENGTH: 1 WEEK

COST: \$2,700


LOCATION: WMDC





CONTINUING DEVELOPMENT FOR MANAGERS, SUPERVISORS, AND PROFESSIONALS AT THE MDCs

National Policy

As part of our responsibility to train and educate executives and managers to implement President Bush’s management reform and improvement, we have a dedicated curriculum that supports the five Governmentwide initiatives of the President’s Management Agenda (PMA): Strategic Management of Human Capital, Competitive Sourcing, Improved Financial Performance, Expanded Electronic Government, and Budget and Performance Integration. Our PMA curriculum provides practical tools for creating the organizational context that supports Governmentwide change. Full description of each PMA program is found in this section of the Leadership Guide. PMA seminars are highlighted with this symbol: 

Other **National Policy** programs explore relevant administrative issues and political, social, economic, and cultural topics that affect Government decisionmakers today. Policy seminars provide a unique forum for experts and practitioners from across Government to explore and debate in open and informal settings some of the most timely and far-reaching issues facing public sector leadership. By bringing people together across boundaries of mission and organization, the **National Policy** programs facilitate new thinking and the formation of important relationships for future work.

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**BUDGET AND PERFORMANCE INTEGRATION / IMPROVED FINANCIAL PERFORMANCE** ★ *A Critical Link*

These initiatives on budget and performance integration (BPI) and improved financial performance are the foundation of the President's Management Agenda and are designed to provide the final link between performance and resource allocations. For the past decade, Congress has passed many laws designed to create a performance-oriented Government. We have established strategic plans with performance measures tied to mission driven outcomes.

The next step is to align performance plans with budget justifications. The Office of Management and Budget (OMB) has created the Program Assessment Rating Tool (PART) to assist agencies in the implementation of this step. OMB has begun to evaluate Federal programs using the PART with the expressed expectation that resources are allocated to support results. Creating this alignment is the key to "getting to green" on the BPI initiative. This course assists agencies in defining the path to alignment for their organization and provides a discussion of current successes and lessons learned.

The seminar also provides insight into the President's Management Agenda initiative on improving financial management in the Federal Government. This session provides participants with a better understanding of how to "get to green" by implementing processes to support the scorecard standards for success. The course also examines the relationship between improving financial management and the other four areas of the management agenda.

Key Results

- Understand the initiatives in the President's Management Agenda and how they reinforce each other
- Create the link between your strategic plan, program cost information, and budget justification
- Understand the PART
- Learn from others in the Federal Government who have established greater accountability for results
- Understand OMB's long-term goals for this initiative
- Develop goals to "get to green"

- Understand the financial management accounting and transaction standards
- Learn approaches to integrated financial and performance management systems supporting day-to-day operations.

Who Should Attend?

Individuals who are tasked to lead, manage, or conduct efforts to integrate the budget or financial management process with performance of their organization.

Leadership Competencies

- Accountability
- Financial Management
- Influencing/Negotiating
- Partnering
- Strategic Thinking
- Vision

LENGTH: 3 DAYS

COST: \$2,100 INCLUDES TUITION, MEALS, AND MATERIALS

LOCATION: WASHINGTON, DC

**COMPETITIVE SOURCING** ★ *High Efficiency in Acquisition*

The President has identified competitive sourcing as one of his five management objectives to enhance Government effectiveness.

Competitive Sourcing is an examination of commercial activities to determine the most cost-effective and efficient method of acquisition. Commercial activities are defined as those activities resulting in a product or service that could be obtained from the private sector. Attention to competitive sourcing is imperative as the Government acts to address the human capital issues associated with the retirement bulge and to ensure that vital services and products continue to be provided to the public while integrating knowledge capture and management systems into the Government of the future.

To be effective, competitive sourcing practices will require the coordinated efforts of managers throughout the Government. This seminar is geared toward individuals who will be tasked with leading and

implementing competitive sourcing activities within their agencies.

Key Results

- Understand the legal framework and regulatory requirements of this initiative, including the FAIR Act
- Identify and explore in depth the various approaches in meeting OMB standards for success, including the revised OMB Circular A-76
- Understand the Performance-Based Service Contracting process and development of Performance Work Statements and Statement of Objectives to support this process
- Address human capital, labor relations, and socioeconomic issues related to the successful implementation of this initiative

Who Should Attend?

Individuals who are tasked to lead, manage, or conduct competitive sourcing activities in their organization.

Leadership Competencies

- Creativity/Innovation
- Entrepreneurship
- External Awareness
- Service Motivation

LENGTH: 3 DAYS

COST: \$2,100 INCLUDES TUITION, MEALS, AND MATERIALS

LOCATION: WASHINGTON, DC

CONTEMPORARY LEADERSHIP ISSUES ★ *What Government Leaders Need to Know*

The Management Development Centers (MDCs) are eager to help seminar graduates keep abreast of evolving challenges and administration initiatives involving Federal managers across the Government.

The **Contemporary Leadership Issues Seminar** updates former MDC participants on what is relevant and at the cutting edge in Government management and organizational leadership. The seminar features a discussion with an author of a current leadership text. Works are selected that have special interest to Federal managers. Copies are provided in advance to allow everyone time to read, reflect, and develop questions for the author.

A cornerstone of this seminar is a comprehensive review of current administration initiatives. Issues range from the President's Management Agenda to the latest thinking on succession planning, Homeland Security, and national defense.

Key Results

- Understand current administration initiatives including the President's Management Agenda
- Learn how other Federal managers have improved organizational performance
- Thoroughly examine a current text on leadership and discuss philosophies and approaches
- Develop a global view of the Federal Government's roles and responsibilities

Who Should Attend?

Graduates of the **Leadership Potential Seminar, Supervisory Leadership Seminar, Seminar for New Managers, Management Development Seminar, or Executive Development Seminar**, or others with significant leadership responsibilities. **Presidential Management Fellows Program** participants are also encouraged to attend.

Leadership Competencies

- Accountability
- Continual Learning
- Customer Service
- External Awareness
- Political Savvy
- Strategic Thinking
- Vision

LENGTH: 3 DAYS

COST: \$2,100

LOCATION: EMDC

COUNTERING TERRORISM SYMPOSIUM ★ *Worldwide War on Terrorism: Continuing Threats, Continuing Lessons*

This one-week seminar examines the threat of terrorism to U.S. security. The increasing number and ferocity of terrorist attacks have led U.S. officials to describe it as a war, but it is a war that is changing even as it escalates. Will terrorism grow to be more bloodthirsty, focused on big explosions and body counts, perhaps more indiscriminate, but sticking with conventional explosives? Will the world experience more chemical, biological, or nuclear weapons being used to cause mass destruction? Or will tomorrow's terrorist be a sophisticated electronic soldier penetrating and sabotaging the information and communications systems upon which modern society increasingly depends? Participants in this interactive program, staffed by experts in the field, are exposed to current thinking in this critical area.

Key Results

- Understand better the underlying conflicts that give rise to terrorism
- Examine the possible future course of terrorism
- Review realistic counterterrorism strategies that can evolve with the changing terrorist threat
- Develop ways to exploit the knowledge and experience already gained in dealing with the terrorist threat

Who Should Attend?

Defense, intelligence, security, and law enforcement professionals, including military officers and State or local officials.

Leadership Competencies

- Continual Learning
- External Awareness
- Political Savvy
- Strategic Thinking
- Technical Credibility

LENGTH: 1 WEEK

COST: TBD

LOCATION: TBD

COUNTERINTELLIGENCE SEMINAR ★ *Understanding the Espionage Threat through an Examination of Major Spy Cases*

This program is presented by the Eastern Management Development Center in partnership with The Center for Human Reliability Studies, Oak Ridge Associated Universities.

The conviction of FBI agent Robert Phillip Hanssen, who admitted spying for the Soviets for over 15 years, is one of a series of espionage cases that has been uncovered since the end of the Cold War. Modern espionage is not limited to military and other Government intelligence secrets. In 1996, Congress passed the Economic Espionage Act to address the increasing problem of foreign governments and major corporations targeting the American Government and proprietary information of value. In addition to an expansion in the types of organizations targeted for espionage, there have been new developments in the tradecraft used, including extensive use of the Internet for espionage and information warfare activities.

During this five-day program, participants have an opportunity to discuss the major spy cases of the past decade with experts from the intelligence and counterintelligence community. Cases to be covered include Walker, Ames, Trofimoff, Hanssen, and Montes. The motivation of espionage agents in each case is discussed and assessed, and unclassified details of their detection and the investigation into each case are presented. The class discussion also examines and analyzes video interviews with the convicted agents and training segments prepared for selected cases.

Key Results

- Understand the changing nature of the current espionage threat
- Learn what motivated Americans who engaged in espionage
- Examine successful counterintelligence techniques
- Learn how the major spy cases were managed and prosecuted

- Understand the role and capabilities of the National Counterintelligence Executive

Who Should Attend?

Managers and specialists from agencies whose mission includes intelligence and counterintelligence activities and those from other Government agencies that are targeted for economic or information espionage.

Leadership Competencies

- Continual Learning
- External Awareness
- Problem Solving
- Strategic Thinking
- Technical Credibility
- Vision

LENGTH: 1 WEEK

COST: \$2,700

LOCATION: EMDC

DYNAMICS OF PUBLIC POLICY ★ *An In-depth View of How Government Works*

This seminar focuses on the political, social, economic, and cultural environment in which U.S. public policy is initiated, developed, and implemented. It examines major policy-making institutions and nongovernmental organizations whose dynamic interaction shapes policy.

Participants acquire both background knowledge of the countervailing forces that generate Federal policy and practical experience to understand policy implementation through a highly interactive public policy simulation exercise. This program provides an excellent foundation for effective management in a Government organization.

Looking beyond the theory and the academic descriptions of the public policy process, participants discuss a myriad of thought provoking questions: *How does it feel to be a White House aide, dealing with members of Congress to advance the administration's agenda on a policy issue? How does it feel to be a Representative, lobbied by your party and*

by special interest groups, trying to determine how best to serve your constituents? An interest-group representative trying to articulate your group's message? A journalist trying to inform your readers/viewers about what's really going on in the policy process, and what direction it's likely to take?

Key Results

- Analyze selected public policy issues in the context of historical events
- Enhance effective interaction with interest groups, the media, and public opinion
- Understand the constraints and issues stemming from the Federal budget
- Interpret Congressional intent
- Respond to Presidential directives
- Make better administrative decisions
- Implement policy with greater understanding and greater assurance of success

Who Should Attend?

Experienced managers and policy analysts who are involved in the development and/or implementation of public policy or who are designated to serve in senior staff or liaison roles.

Leadership Competencies

- Creativity/Innovation
- Decisiveness
- External Awareness
- Flexibility
- Influencing/Negotiating
- Interpersonal Skills
- Oral Communication
- Political Savvy
- Problem Solving
- Vision

LENGTH: 2 WEEKS

COST: \$4,000

LOCATION: EMDC

COLLEGE CREDIT:
3 HOURS/GRADUATE

ENVIRONMENTAL POLICY ISSUES ★ *Stay Up to Date on Relevant Policy*

This seminar provides a framework for understanding the political, scientific, social, and economic issues that shape environmental policy. Participants examine the administration's environmental agenda, institutional policy roles, and the future direction of efforts to improve environmental quality.

Through a mix of classroom, small group, and workshop environments, participants come to understand how environmental policy is made, why it is made the way it is, and how new policies are initiated and implemented. Seminar leaders include current administration executives, former Government officials, business leaders, and academics.

The curriculum includes an intensive examination of the environmental issues we face now and will face in the coming years, and policy-based solutions from a wide variety of perspectives.

Key Results

- Examine challenges and the evolving role of Federal, State, and local governments
- Identify current administration policy initiatives and implications
- Review alternative and emerging policy management methods
- Link policy objectives to political, social, and economic issues
- Consider new directions and the future of environmental policy

Who Should Attend?

Experienced managers, policy analysts, and technical staff who are involved with environmental policy decisions or who need a broader policy overview.

Leadership Competencies

- Conflict Management
- Creativity/Innovation
- Customer Service
- Decisiveness
- External Awareness
- Flexibility
- Influencing/Negotiating
- Political Savvy
- Problem Solving
- Vision

LENGTH: 2 WEEKS

COST: \$4,000

LOCATION: EMDC

COLLEGE CREDIT:
3 HOURS/GRADUATE

**EXPANDED ELECTRONIC GOVERNMENT** ★ *Achieving the Vision*

Expanded Electronic Government, or "e-Government," is one of the five key initiatives of the President's Management Agenda. The purpose of this initiative is to make better use of Federal Government information technology (IT) investments, improve the accessibility of information and services, and reduce response time to citizens. The vision for e-Government involves citizens and businesses easily obtaining services and interacting with the Federal Government while improving overall efficiency and effectiveness.

This two-day workshop informs participants on how they can best "get to green" on the Expanded Electronic Government initiative of the President's Management Agenda. Participants learn about the Federal Government's vision for e-Government, including associated challenges and opportunities, and the key elements of the scorecard for Federal agencies.

Key Results

- Learn about the Federal Government's vision for e-Government
- Understand plans for the Governmentwide IT enterprise architecture
- Examine how to develop and use successful business cases to justify e-Government capital investments
- Examine issues associated with improving security and privacy
- Explore "best practices" in using IT and the Internet
- Understand the key issues and barriers that must be addressed for e-Government success
- Learn about executive, legislative, and related regulatory requirements for e-Government

Who Should Attend?

Key senior staff and senior IT managers with broad responsibility to implement and execute their agency's effort to "get to green" on this Presidential Management Agenda initiative.

Leadership Competencies

- Customer Service
- Decisiveness
- Entrepreneurship
- External Awareness
- Partnering
- Political Savvy
- Strategic Thinking
- Technical Credibility
- Technology Management

LENGTH: 2 DAYS

COST: \$1,700 INCLUDES TUITION, MEALS AND MATERIALS

LOCATION: WASHINGTON, DC

FEDERAL BUDGETARY POLICIES AND PROCESSES ★ *Prepare and Present a Winning Budget*

The **Federal Budgetary Policies and Processes** seminar is the best program available for budget professionals, program managers, and executives to gain an in-depth insight into the Federal budget process. This program is designed to give participants the knowledge necessary to successfully prepare and defend their organization's budget. The seminar begins with an overview of the political, policy, and macroeconomic forces affecting the Federal budget. It then moves to an in-depth explanation of how to present a winning budget through an intensive simulation of the full budget process.

The seminar features senior level administration officials with an extensive working knowledge of Federal budget process and procedures. Career and political executives with a wealth of experience in the Federal budget process in the executive and legislative branches are also present during the simulation as advisors and consultants to program participants.

Key Results

- Improve skills in effective budget preparation, presentation, and defense
- Obtain information on pertinent issues with current and former senior U.S. Government budget officials
- Understand the relationships

between executive and legislative budget and appropriations processes

- Learn about current processes for integrating program performance and Federal budgets, including the Office of Management and Budget's application of the Program Assessment Rating Tool to making budget decisions

Who Should Attend?

Program managers and leaders responsible for their organization's budget and other Federal budget professionals

Note

The **Federal Budget Policies and Processes** seminar commences at 1:30 p.m. on Monday of the first week and does not conclude until approximately 5 p.m. on Thursday afternoon of the second week of the seminar.

Leadership Competencies

- Conflict Management
- Creativity/Innovation
- Decisiveness
- External Awareness
- Financial Management
- Flexibility
- Influencing/Negotiating
- Integrity/Honesty
- Interpersonal Skills
- Oral Communication
- Problem Solving
- Team Building
- Technical Credibility
- Vision

LENGTH: 2 WEEKS

COST: \$4,000

LOCATION: WMDC

COLLEGE CREDIT:
3 HOURS/UNDERGRADUATE (UPPER)
3 HOURS/GRADUATE



FEDERAL HUMAN RESOURCES MANAGEMENT ★ *Current Issues for HR Leaders*

This seminar takes an in-depth look at the ever-changing world of **Federal Human Resources Management (FHRM)** and helps promote a clear understanding of the new flexibilities and authorities available to managers.

Participants explore policy and program areas critical to human resource professionals resulting from agencies' HR restructuring, staff reductions, and the impact of the Human Capital Assessment and Accountability Framework on the Strategic Management of Human Capital.

The FHRM seminar addresses a broad range of relevant issues leading to greater organizational effectiveness in utilizing human capital. Topics include: Human Capital Planning, Human Capital Assessment and Accountability Framework, Leadership, Globalization, Security Threats, Performance and Accountability, Compensation and Pay Issues, New Developments in EEO, Recruitment and Retention Strategies, and Forecasts for the Future.

Key Results

- Understand the recent and dramatic changes occurring in Federal HRM
- Explore future HR prospects with top policy leaders
- Examine Human Capital "best practices" emerging from leading agencies
- Review the connections between HRM changes and policy
- Improve the ability to lead and manage organizational change
- Learn broad strategies to achieve greater Human Capital Management effectiveness

Who Should Attend?

Senior HR managers and HR professionals with broad responsibility for HRM policies and programs. This course is not intended for HRM specialists in nonmanagement positions.

Leadership Competencies

- Accountability
- Continual Learning
- Creativity/Innovation
- Customer Service
- Decisiveness
- External Awareness
- Flexibility
- Human Resources Management
- Influencing/Negotiating
- Integrity/Honesty
- Oral Communication
- Problem Solving
- Technical Credibility
- Vision

LENGTH: 2 WEEKS

COST: \$4,000

LOCATION: EMDC

COLLEGE CREDIT:
3 HOURS/UNDERGRADUATE (UPPER)
3 HOURS/GRADUATE

"I enjoyed my session at your site and look forward to returning. The learning environment is terrific and you do a super job selecting interesting and useful courses."

Dick Belmonte
Department of the Army



NEW FEDERAL REGULATORY POLICY ★ *Principles of Regulatory Development and Reform*

This seminar provides a framework for understanding the political, scientific, social, and economic issues that shape regulatory development. Participants will examine the theory and practice of regulatory policy development and learn about associated review processes. The course pays particular attention to the interagency aspects of regulatory development and to recent progress in “regulatory reform.”

The seminar features presentations by current executive branch officials, former Government executives, business leaders, and representatives from the academic community with an extensive working knowledge of regulatory development and review.

Through a combination of classroom discussions, case analysis, and role-playing simulations, participants will come to understand how regulations are developed, reviewed, and promulgated. Participants gain insight into why rules are structured as they are and how to examine them for efficiency, effectiveness, and unforeseen impacts on their agency, the public and private sectors, citizens, and society.

Sessions include an examination of the rulemaking process, including executive branch efforts at regulatory reform; the conduct of regulatory analyses, including cost-benefit tests; the Executive Order 12866,

“Regulatory Planning and Review” process; a review of potential regulatory impacts; and the possibilities for partnerships between agencies, the private sector, and the general public.

Key Results

- Learn about the principles of good regulatory development
- Develop a familiarity with interagency and White House regulatory review processes
- Examine the statutory and Executive order requirements that apply to regulatory development and review
- Understand various approaches to successful “regulatory reform”
- Develop an understanding of principles of regulatory and economic analysis
- Consider the means and effects of agency, private sector, citizen, and overall political influence on the regulatory development process
- Examine the evolving role of Federal, state, and local governments in the regulatory arena and their associated challenges
- Consider the role of science and budget in regulatory policy and its development
- Develop familiarity with interagency and White House review processes

Who Should Attend?

Experienced managers, policy analysts, and technical specialists or other senior program staff who are involved in regulatory policy development and decisionmaking or who need a broader policy overview.

Leadership Competencies

- Conflict Management
- Creativity/Innovation
- Customer Service
- Decisiveness
- External Awareness
- Flexibility
- Influencing/Negotiating
- Partnering
- Political Savvy
- Problem Solving
- Vision

LENGTH: 1 WEEK

COST: \$2,600 INCLUDES TUITION, MATERIALS, MEALS, LODGING

LOCATION: WMDC



GOVERNMENT PERFORMANCE AND RESULTS ★ *Managing Your Organization to Outcomes and Results*

This seminar assists Federal managers in implementing outcome management techniques consistent with the Government Performance and Results Act (GPRA). The seminar concentrates on the development of strategic plans, annual performance plans, and methods for measuring program results.

Participants first engage in an overview of the GPRA in its national context and its most successful applications to date. In a workgroup approach, participants then develop a structured, strategic, outcome-oriented plan for their own organization, as required by the GPRA. Appropriate implementation, progress, and measurement systems are formulated and documented throughout the seminar.

Key Results

- Understand the national context of GPRA
- Develop the formal, structured, strategic plans required by the GPRA
- Align program activities to annual performance plans
- Clarify organizational expected outcomes
- Manage outcomes rather than inputs and activities
- Design measurement systems that accurately track results

Who Should Attend?

Mid-level Federal managers or management team members looking to improve their skills in outcome management and/or who are responsible for supporting the implementation of the GPRA.

Leadership Competencies

- Accountability
- External Awareness
- Strategic Thinking
- Vision

LENGTH: 1 WEEK

COST: \$2,700

LOCATION: EMDC
HOMELAND SECURITY: CRITICAL INFRASTRUCTURE PROTECTION ★ *Examining the Threat*

Concern over attacks on infrastructure targets in the United States began long before September 11, 2001. The National Infrastructure Protection Center was established in the 1990s and has identified infrastructure targets that must be protected and threats to those targets. The events of September 2001 have made protection of these systems and facilities an even greater priority.

The objective of this seminar is to present information on critical infrastructure targets and the threats to them. Threats to information management, utility, transportation, financial, and public health systems are discussed. Speakers representing Government agencies and national organizations responsible for infrastructure protection discuss the role of their agencies and programs developed in response to these threats. Intelligence collection and alert systems designed to prevent infrastructure attacks are also discussed.

As a result of attending this seminar, participants have a better understanding of the threats to infrastructure targets and the role of their agencies in addressing these threats.

Key Results

- Examine the current threat to infrastructure targets from terrorists, extremists, and other criminals
- Review case studies of previous attacks and attempted attacks on these targets
- Discuss the roles of various Federal agencies in the protection of infrastructure targets
- Gain an understanding of the coordination that is taking place between various agencies and the private sector to protect these targets
- Learn about future potential threats to infrastructure targets

Who Should Attend?

Managers and specialists with critical infrastructure or force protection responsibilities. State and local officials are also encouraged to attend.

Leadership Competencies

- Continual Learning
- External Awareness
- Strategic Thinking
- Vision

LENGTH: 1 WEEK

COST: \$2,700

LOCATION: EMDC

HOMELAND SECURITY: UNDERSTANDING THE ENEMY ★ *New Roles, New Challenges*

The War on Terrorism will continue well into the future and the Homeland Security efforts in response to this war will involve approximately 200,000 Federal employees. Some of those employees will be assigned to Homeland Security duties on a full-time basis, but many will have new duties added to their current assignments.

The primary objective of this seminar is to provide information on the nature of terrorism and the specific threats to the United States. The seminar is designed primarily for Federal managers and specialists who have responsibilities in areas related to terrorism, counteraction, or Homeland Security. The program includes specific information on international threats, the threat from domestic anti-Government groups, and threats from special interest extremist organizations. In addition, discussions focus on Homeland Security approaches developed by other countries and the challenges facing America.

Key Results

- Understand the dynamics of terrorism and the current threats to the United States
- Provide an overview of the evolution of terrorism, including international organizations and domestic anti-Government groups
- Discuss the nature and dynamics of international and domestic terrorism
- Examine the cultures that produce suicide bombers or pursue weapons of mass destruction
- Learn how other countries deal with the scourge of terrorism
- Discuss America's Homeland Security program and the role of the Federal agencies in supporting the program
- Understand agency and individual roles in the new security environment

Who Should Attend?

Managers and specialists with Homeland Security issues, operations security, counterterrorism, law enforcement, or intelligence responsibilities. State and local officials are also encouraged to attend.

Leadership Competencies

- Continual Learning
- External Awareness
- Strategic Thinking
- Vision

LENGTH: 1 WEEK

COST: \$2,700

LOCATION: EMDC

MAXIMIZING IT INVESTMENTS ★ *People, Processes, and Technology*

This seminar assists Federal managers involved with the acquisition and management of information technology resources. Participants learn how to develop appropriate criteria for determining their organization's information technology (IT) requirements.

This seminar is of particular value to those individuals who have responsibilities for implementing provisions of the Information Technology Management Reform Act of 1996 (ITMRA), also known as the Clinger-Cohen Act, and other Federal regulations.

Attendees learn about Federal information technology legislation and how it affects their agency or work unit. They develop an in-depth understanding of how to effectively implement IT guidance. Participants examine the methods for conducting a system-requirements analysis for their organization, use a business case approach to justify IT investments, and analyze their return on investment.

Key Results

- Learn the key guidance for making IT investments
- Understand the requirements of the ITMRA
- Develop and use the business case to justify IT investments
- Understand the relationship between the ITMRA, GPRA, and other relevant legislation
- Learn e-Government requirements of the President's Management Agenda
- Learn about the best information technology practices
- Learn about information security and how to safeguard important information

Who Should Attend?

Staff and management who are responsible for their agency's acquisition and management of information technology, especially those involved with implementing provisions of the ITMRA and other Federal information technology requirements.

Leadership Competencies

- Accountability
- Customer Service
- Decisiveness
- Financial Management
- Problem Solving
- Strategic Thinking
- Technical Credibility
- Technology Management

LENGTH: 1 WEEK

COST: \$2,700

LOCATION: WMDC/EMDC

COLLEGE CREDIT:
2 HOURS/UNDERGRADUATE (UPPER)

NATIONAL SECURITY POLICY ★ *A Strategic Overview*

This seminar provides a strategic overview of the complex problems surrounding the creation and administration of national security policy. With guest faculty from Government, academia, and private business sectors, participants explore the most compelling national security issues of our time and their interrelationship with U.S. foreign, military, economic, and domestic policy.

Key Results

- Learn the structures of the national security establishment
- Explore the processes involved in national security policy
- Understand the changing nature of external threats
- Identify U.S. defense policy issues into the next century
- Learn about new roles and organizations within the intelligence community

- Review the current political and economic situation in theaters of interest to the U.S.
- Examine the effects of terrorism, proliferation of weapons of mass destruction, and the international drug trade on U.S. national interests

Who Should Attend?

Key program staff and managers who are involved in policy development and program implementation in any area of U.S. national security. Military officers are strongly encouraged to attend.

Leadership Competencies

- Accountability
- Customer Service
- Decisiveness
- Financial Management
- Problem Solving
- Strategic Thinking
- Technical Credibility
- Technology Management

LENGTH: 2 WEEKS

COST: \$4,000

LOCATION: WMDC

NATURAL RESOURCES SEMINAR: POLICIES AND ISSUES ★ *Managing America's Natural Riches*

This seminar explores the Federal stewardship of natural resources use and its importance to the continued growth of the United States. By examining alternative strategies for natural resources use and the public benefits those strategies seek to secure, public administrators are able to assess probable economic, environmental, technological, and social consequences of proposed decisions and actions. Major natural resources and technologies, as well as current processes for choosing policy options, are surveyed.

Selected issues cover: land management and stewardship; policy issues in management for multiple use; development and conservation as policy motives; natural resources economics; biodiversity and wildlife conservation; water issues and water law; energy needs and energy strategies; and public perceptions (and misconceptions) of Federal stewardship.

The seminar also covers the policy apparatus regarding U.S. natural resources, in looking at both the formal and informal institutions that influence resources policy in the

executive branch, the Congress, special interest groups and the press, and what directions that policy is likely to take over the next few years.

Key Results

- Learn the history of changes in natural resources use
- Examine issues of abundance and scarcity and the management of Federal Government land responsibility
- Learn current natural resources policy initiatives and administration priorities
- Gain an awareness of public perceptions of the risks and benefits of alternative strategies for natural resources use
- Examine the balance of multiple policy goals in the natural resources area, including economic and environmental goals
- Understand the role of scientific knowledge and advanced technologies such as Geographical Information Systems

Who Should Attend?

Managers and senior specialists who are involved in policy or program management in natural resources.

Leadership Competencies

- Customer Service
- Decisiveness
- External Awareness
- Flexibility
- Influencing/Negotiating
- Political Savvy
- Problem Solving
- Strategic Thinking
- Technology Management
- Vision

LENGTH: 2 WEEKS

COST: \$4,000

LOCATION: EMDC

COLLEGE CREDIT:
3 HOURS/GRADUATE

SCIENCE, TECHNOLOGY, AND PUBLIC POLICY ★ *Responding to the Challenges of the 21st Century*

This seminar examines the science and technology policy apparatus and the challenges it faces in this century, providing Federal managers with an enhanced ability to understand, anticipate, and respond to those challenges in their agencies. Selected issues of national and international importance are used as vehicles to address policy development and implementation of science and technology policies.

In addition, the seminar looks at both the formal and informal institutions that influence science and technology policy, in the executive branch, Congress, special interest groups and the press, and what directions that policy may take in the future.

The seminar looks at both policy for science (how we generate and implement Federal policy governing science) as well as science for policy (the role of scientific knowledge in public policy debate and design). The seminar typically addresses the following themes: allocation issues and setting priorities, technology transfer and the policy issues that it raises, differential time horizons for politics and for science, increasing scientific complexity and the

problem of public education, making policy under scientific uncertainties, the role of the scientist as public servant, and comparative decision-making between politics and science.

Key Results

- Understand administration initiatives and priorities in science and technology
- Recognize important connections between scientific research and technology development for national goals
- Explore the promise of new technologies and the resulting challenges to public policy in areas such as national security, genetic research, computer applications, and space exploration and development
- Understand the role of science and technology for the national interest
- Learn how economic, political, and social trends affect the future of science and technology
- Understand the relationships between Government and the private sector in research and development to address environmental and societal concerns

- Learn about the development, funding, and implementation of science and technology policy in Federal agencies

Who Should Attend?

Managers and senior level specialists whose programs or policies are related to science, engineering, and/or technology. Also, high performing mid-level specialists in the policy-related fields covered in the seminar.

Leadership Competencies

- Accountability
- Customer Service
- Decisiveness
- Influencing/Negotiating
- Political Savvy
- Problem Solving
- Strategic Thinking
- Technical Credibility
- Technology Management

LENGTH: 2 WEEKS

COST: \$4,000

LOCATION: EMDC

COLLEGE CREDIT:
3 HOURS/GRADUATE





STRATEGIC MANAGEMENT OF HUMAN CAPITAL ★ *Getting to Green on the Scorecard*

Creating a more effective Government depends on attracting, developing, and retaining quality employees from diverse backgrounds and ensuring that they perform at high levels. Sound investment in human capital is essential if agencies are to achieve their missions. Agencies have taken up the challenge presented by the President's Management Agenda (PMA) and are already making progress.

This extremely valuable seminar enables Federal managers to succeed in transforming the employment, development, and evaluation processes of their organization with results in mind.

Using the Human Capital Assessment and Accountability Framework (HCAAF), participants can refine their human capital efforts and plans. The HCAAF contains the critical human capital standards: Strategic Alignment, Workforce Planning and Deployment, Leadership and Knowledge Management, Results-Oriented Performance Culture, Talent, and Accountability.

Key Results

- Understand the HCAAF and its critical role in achieving organizational effectiveness
- Learn the crucial link between the PMA Governmentwide initiatives and the Strategic Management of Human Capital
- Align human capital plans with agency mission, goals, and organizational objectives
- Learn how to use the HCAAF to check for progress in the implementation of agency human capital efforts
- Understand how other agencies are processing toward "green" and learn exemplary agency "Proud to Be" Goals
- Develop performance goals and measures for your agency's human capital plans
- Improve the ability to lead and manage organizational change

Who Should Attend?

Key senior program staff, senior human resources managers, and

experienced managers with broad responsibility to implement and execute their agency efforts to achieve "green" status and increased organizational effectiveness.

Leadership Competencies

- Accountability
- External Awareness
- Flexibility
- Human Resources Management
- Influencing/Negotiating
- Integrity/Honesty
- Political Savvy
- Problem Solving
- Strategic Thinking
- Vision

LENGTH: 3 DAYS

COST: \$2,100

LOCATION:

EMDC/WMDC/WASHINGTON, DC

UNITED STATES FOREIGN POLICY SEMINAR ★ *New Directions and Initiatives*

This seminar provides an understanding of new directions in the content and conduct of U.S. foreign policy. Participants examine foreign policy development at many levels and the interaction between Congress, the executive branch, the principal Federal agencies and multinational organizations.

Participants explore the special roles and responsibilities associated with America's position as a superpower. Among the components of foreign policy covered in the seminar are America's economic, environmental, trade, defense and counterterrorism interests.

Key Results

- Increase understanding of policy initiatives and enhance management effectiveness
- Develop a comprehensive perspective on the administration's foreign policy initiatives and priorities
- Understand U.S. expectations of international organizations
- Learn about America's strategic interests around the world
- Explore the influence of international trade and economic trends on foreign policy
- Examine progress in controlling terrorism

Who Should Attend?

Managers and specialists at the managerial level whose programs relate to U.S. foreign policy.

Leadership Competencies

- Continual Learning
- External Awareness
- Political Savvy
- Strategic Thinking
- Vision

LENGTH: 1 WEEK

COST: \$2,700

LOCATION: EMDC



CONTINUING DEVELOPMENT FOR EXECUTIVES AT FEI

Since 1968, the Federal Executive Institute (FEI) has served the nation by developing senior leaders for the U.S. Government. FEI faculty members are in direct contact with 5,000 Federal executives each year. The knowledge exchanged in these contacts generates insights about the key issues facing Government leaders today. These insights inform FEI's roster of continuing development programs for FY 2005.

Programs follow three themes:

- **Organizational Leadership**—getting the most from teams and meeting organizational goals
- **Leadership Performance**—preparing leaders to inspire and guide colleagues as they address agency initiatives
- **Leadership in a Global Policy Environment**—understanding the international implications of work as a U.S. Government leader

Many alumni of the **Leadership for a Democratic Society** program revisit FEI's Charlottesville, Virginia campus for continuing development. Other executives use the programs as introductions to FEI's services. For both FEI veterans and those new to FEI, these continuing development programs will stimulate thinking and provide essential knowledge for personal pursuit of excellence.

Registration and contact information is on Page 86.

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THE ASPEN INSTITUTE LEADING CHANGE IN GOVERNMENT SEMINAR ★ *Principles of Effective Leadership for Rapidly Changing Times*

The Aspen Institute Leading Change in Government Seminar participants work together in exploring different methods of effective leadership and the complex relationships between leaders and followers. The seminar focuses the attention of Government leaders on the values, beliefs, and organizational structures that impede or facilitate change. Executives learn to ask fundamental questions that deepen and broaden their innovative, creative, and responsive talents when implementing transitions within their agencies.

During this seminar, participants:

- extend their thought processes,
- sharpen their vision, and
- discover their wellsprings for leading change.

Participants begin by engaging in an in-depth discussion of modes of leadership ranging from the inspired idealist to the ruthless survivor. Next, they consider the drivers of change and the ways people resist change, including issues of leadership in Government, especially the appropriate qualities that public leaders pursue. The seminar concludes with participants jointly proposing approaches to problem solving in light of the readings.

The Aspen Institute is an international nonprofit institution dedicated to enhancing the quality of leadership. Programs are led by moderators whose education and experience enable them to create a challenging but supportive environment.

Key Results

- Learn to learn from peers
- Motivate through communicating a leadership vision
- Foster environments conducive to achieving goals
- Reach a deeper understanding of values-based leadership
- Create a personal and practical “guidebook” of values for leading change

Who Should Attend?

Senior Executive Service members and GS-15s (or equivalent in other pay systems).

Leadership Competencies

- Conflict Management
- Continual Learning
- Creativity/Innovation
- Cultural Awareness
- External Awareness
- Flexibility
- Resilience
- Service Motivation
- Strategic Thinking
- Vision

LENGTH: 4 DAYS
(ASK FOR PROGRAM M517)

COST: \$2,595 PER PERSON
INCLUDES INSTRUCTION, MEALS,
AND LODGING

LOCATION: FEI

Check in from 9 a.m. to 10 a.m. on Tuesday. The opening session is at 10:30 a.m. Have lunch in the dining room or pick up a bag lunch at 12 noon Friday following the final session.

“I found the entire program to be very useful to me and relevant to the work that I do at the US EPA. The discussions on alternative futures and negotiation, mediation and arbitration were particularly informative. My favorite components were those that involved group activity. The opportunity to participate in case studies can make the difference between hearing information and truly understanding it.”

Karla Johnson
Environmental Protection Agency



BUILDING A GREAT PLACE FOR PEOPLE TO WORK ★ *A Blueprint for Successful Human Capital Leadership*

How do you build a great public service organization? How do you energize the people in it? How do you meet the intensified expectations of governing in today's environment? FEI's **Building a Great Place for People to Work** program is for leaders who are seeking answers to these key questions. It provides a design for people practices that make a difference—recruiting, developing, motivating, and succession planning approaches that work for employees and organizations.

Participants begin at the foundation—a comprehensive assessment of your organization's health to see how it compares with the latest in human capital management. Then participants look at the framework of agency culture and dynamics to identify opportunities for transformation. Discussing the principles of building a great people organization with seasoned executives will complete the structure. As a special bonus, a group of new recruits will share perspectives on what is meaningful to them, what drew them to the Federal workforce, and what inspires them to become our next generation of leaders.

Ray Blunt focuses on working with public service leadership development and change management initiatives. Pamela M. Creek works with public sector organizations on implementing “best practices” and developing human resources action plans.

Key Results

- Become aware of the importance of taking a comprehensive approach to transforming Federal human capital practices
- Learn how to launch and implement a succession and leader development strategy
- Understand how to shape your organization's culture to build a framework for a healthy and successful public service agency
- Implement strategies for developing a climate of encouragement and learning so people produce consistently excellent results
- Interact with leaders who have successfully retooled their workforces and high-potential recruits who have recently chosen public service as a career

Who Should Attend?

Senior Executive Service members and GS-15s (or equivalent in other pay systems).

Leadership Competencies

- Creativity/Innovation
- Entrepreneurship
- External Awareness
- Flexibility
- Human Resources
- Influencing/Negotiating
- Interpersonal Skills
- Leveraging Diversity
- Oral Communication
- Partnering
- Political Savvy
- Problem Solving
- Service Motivation
- Strategic Thinking
- Team Building
- Vision
- Written Communication

LENGTH: 3 DAYS,
(ASK FOR PROGRAM M519)

COST: \$2,155

LOCATION: FEI

Check in from 10 a.m. to 12 noon on Wednesday. Join us for lunch at noon and the opening session at 1:15 p.m. Have lunch in the dining room or pick up a bag lunch at 12 noon Friday following the final session.

BUILDING HIGH-PERFORMANCE ORGANIZATIONS IN THE 21ST CENTURY ★ *Understanding the Theory and Practice of Organizational Change*

The **Building High-Performance Organizations in the 21st Century** program is based on three assumptions:

- Through years of observation, participants are experts on their organization;
- A framework to structure knowledge of organization theory will help participants use what they know to effect change; and
- Participants want to lead a change process building a high-performance organization.

Take the role of diagnostic consultant for your organization to look inside your agency and ask, “How can I move it toward high performance?” This process will help link expert knowledge about surroundings with the best of organizational theory to transform an agency into one that delivers high product and service quality, outstanding customer value, and sound financial performance. Presentations will be varied. Small group formats will maximize discussion “air time.” And participants can consult with the program leader outside of class.

Dr. John Pickering, a former FEI and Department of Housing and Urban Development executive, conducts in-depth organizational change consultations with such agencies as the Space and Naval Warfare Systems Center and the Environmental Protection Agency.

Key Results

- Understand why most organizations today need a significant paradigm shift to move from “mediocre” or “good” to “high-performance”
- Appreciate the critical nature of leadership as the primary “lever” available to begin the process of positive organizational change
- Grasp the importance of developing and articulating a shared vision for the organization
- Focus on the central role of a set of commonly held organizational values
- Realize that current organizational strategies, structures, and systems inhibit change but can be modified to provide powerful “levers” for change

Who Should Attend?

Senior Executive Service members and GS-15s (or equivalent in other pay systems).

Leadership Competencies

- Continual Learning
- Creativity/Innovation
- Decisiveness
- Entrepreneurship
- External Awareness
- Financial Management
- Flexibility
- Human Resource Management
- Problem Solving
- Resilience
- Service Motivation
- Strategic Thinking
- Technical Credibility
- Technology Management
- Vision

LENGTH: 4 DAYS
(ASK FOR PROGRAM M501)

COST: \$2,595 PER PERSON.
\$2,075 FOR PARTICIPATION IN
TEAMS OF FIVE OR MORE

LOCATION: FEI

Check in from noon to 2 p.m. on Tuesday. The opening session is at 2:15 p.m. Have lunch in the dining room or pick up a bag lunch at 12 noon Friday following the final session.



NEW

COLLABORATING ACROSS ORGANIZATIONAL BOUNDARIES ★ *Identifying and Solving the Problems of Working with Other Organizations*

Leaders need to get out of their stovepipe mentality and start collaborating. With a downsized workforce, complex problems that cannot be solved from a single discipline or point of view, and customers who do not want to shop around, the need for collaboration and partnerships is increasing. FEI's faculty is seeing a trend toward greater collaboration among Federal agencies, with state and local agencies, with nonprofits and even private sector firms.

By collaboration, we mean two or more organizations jointly producing something that neither could produce (as well) on its own. The organizations share resources, decisionmaking, and ownership of the final product or service.

It sounds great, but how can trust be developed? How does one deal with different funding streams, measurement systems, and cultures? And what about the ego and turf battles that get in the way? This workshop helps answer those questions.

Dr. Russ Linden is a management consultant who specializes in organizational change methods. He has worked with the Departments of the Navy and Army and many other organizations using the principles of his book, "Seamless Government."

Key Results

- Understand the major benefits to your organization from successful collaboration
- Identify how other agencies are succeeding through collaboration, and the "speed bumps" that they are dealing with
- Develop strategies for anticipating and dealing with the speed bumps and issues you'll face while collaborating
- Understand and apply a tested framework for implementing successful collaboration in your agency

Who Should Attend?

Senior Executive Service members and GS-15s (or equivalent in other pay systems).

Leadership Competencies

- Continual Learning
- Influencing Negotiating
- Interpersonal Skills
- Oral Communication
- Partnering
- Political Savvy
- Problem Solving
- Team Building
- Written Communication

LENGTH: 2 DAYS
(ASK FOR PROGRAM M504)

COST: \$1,995

LOCATION: FEI

Check in from 9 a.m. to 10 a.m. on Thursday. The opening session is at 10:15 a.m. The program ends at 4 p.m. Friday.



CREATING BREAKTHROUGHS: INNOVATING IN GOVERNMENT ★ *Unleashing Creativity to Improve Your Organization's Performance*

Creative solutions need not come from outside experts. They are in everyone's organization. And nobody knows their organization better than its managers and staff. Participants can bring their team to FEI's **Creating Breakthroughs: Innovating in Government** program or come by themselves. Learn proven techniques for becoming deliberately creative. Then practice applying these methods using key issues drawn from each participant's organization.

In need of new ideas? This program teaches a step-by-step process used in real-world situations to plan strategically, develop new products, clarify vision and mission, and reduce costs. Whether participating as an individual or as part of a team, bring a complex problem to the program, and:

- clarify the issue to make sure the right problem is being solved,
- work on techniques to effectively evaluate ideas, and
- develop an action plan including practical techniques for successfully implementing solutions.

Dr. Roger L. Firestien is a consultant and Associate Professor at the Center for Studies in Creativity at Buffalo State College. He has designed and presented programs to thousands of people worldwide and is the author of over 70 articles, books, audio and video programs.

Key Results

- Understand how to build group consensus around complex issues
- Insure consideration of many breakthrough or "outside-of-the-box" ideas
- Reduce off-focus debates and tangents dramatically
- Reduce meeting times drastically
- Foster equal participation by all group members, including bosses and subordinates
- Make group decisions faster

Who Should Attend?

Senior Executive Service members and GS-15s (or equivalent in other pay systems).

Leadership Competencies

- Continual Learning
- Creativity/Innovation
- Entrepreneurship
- External Awareness
- Financial Management
- Flexibility
- Human Resources
- Problem Solving
- Strategic Thinking
- Technology Management
- Vision

LENGTH: 3 DAYS
(ASK FOR PROGRAM M502)

COST: \$2,155 PER PERSON,
\$1,690 FOR PARTICIPATION IN
TEAMS OF SIX OR MORE

LOCATION: FEI

Check in from 10 a.m. to 12 noon on Wednesday. Join us for lunch at noon and the opening session at 1:15 p.m. Have lunch in the dining room or pick up a bag lunch at 12 noon Friday following the final session.





LEADERS GROWING LEADERS ★ *Building Your Organization by Developing Leaders—at Every Level*

This program prepares leaders to accomplish a central task and test of leadership—growing other leaders. The **Leaders Growing Leaders** program focuses on the need for imaginative approaches to managing succession. And developing new approaches is critical to success in the area of human capital management—an area drawing increasing Presidential and Congressional focus and one included in the General Accounting Office’s “high-risk list” of Federal activities. The impending retirement of a large component of senior executives over the next few years is intensifying this interest.

Leaders Growing Leaders is designed to help participants understand the leadership gap and develop innovative approaches to improving the situation in your organization. It draws on years of research that clearly demonstrates that leaders are primarily grown, formally and informally, through challenging job-based experiences and interaction with senior leaders.

Ray Blunt is a consultant and executive coach who is a graduate of the U.S. Air Force Academy and a veteran of public service in the Air Force, the Department of Commerce, and the Department of Veterans Affairs. Pamela M. Creek is an experienced leader of human resources restructuring and improvement projects in the Departments of Defense and Veterans Affairs.

Key Results

- Understand the difference between leaders and managers
- Learn the best ways to help leaders grow and develop on the job
- Demonstrate the essential skills for developing leaders
- Frame your life and work experiences as stories to help others learn leadership lessons
- Use informal roles as exemplar, mentor, coach, and teacher to help grow the next generation of leaders
- Build an effective succession management plan and initiate other leadership development programs for your organization

Who Should Attend?

Senior Executive Service members and GS-15s (or equivalent in other pay systems).

Leadership Competencies

- Conflict Management
- Human Resources
- Integrity/Honesty
- Leveraging Diversity
- Service Motivation
- Team Building
- Vision

LENGTH: 3 DAYS
(ASK FOR PROGRAM M518)

COST: \$2,155

LOCATION: FEI

Check in from 10 a.m. to 12 noon on Monday. Join us for lunch at noon and the opening session at 1:15 p.m. Have lunch in the dining room or pick up a bag lunch at 12 noon Wednesday following the final session.





STRATEGIC MANAGEMENT FOR EXECUTIVES ★ *Developing an Effective Scorecard and Using It to Get the Most from Your Organization*

Presidential and Congressional initiatives are continuing to highlight the importance of strategic management for Federal executives. Efforts to “formally integrate performance review with budget decisions” are renewing emphasis on strategic leadership. Compliance with Presidential goals and the provisions of the Government Performance and Results Act make effective real-world application of key strategic management concepts critical to organizational success.

The **Strategic Management for Executives** program integrates strategic management approaches with current policy and legal requirements to give participants the tools to make the most of this environment. It introduces an applied strategic management model, establishes context for the model, develops competency in using it, and enhances ability to lead and manage strategically. Participants use program experiences immediately upon returning to their office. Throughout the course, whether getting tips on developing performance measures, managing the performance system, or working through the case study, attendees generate entries for an executive application diary of practical steps for improving their organization.

Dr. William Hinkle has years of experience as a planner and analyst for Federal Agencies and on the graduate faculties of the Johns Hopkins University and George Washington University.

Key Results

- Learn to operate strategically in the era of integrated performance management, measurement, and budgeting
- Become mission-driven and vision-led
- Apply strategic management concepts and practices
- Understand organizational and individual applications

Who Should Attend?

Senior Executive Service members and GS-15s (or equivalent in other pay systems).

Leadership Competencies

- Accountability
- Business Acumen
- Continual Learning
- Creativity/Innovation
- Customer Service
- Decisiveness
- Entrepreneurship
- External Awareness
- Financial Management
- Human Resources
- Problem Solving
- Strategic Thinking
- Technology Management
- Vision

LENGTH: 3 DAYS
(ASK FOR PROGRAM M513)

COST: \$2,155 PER PERSON,
\$1,640 FOR PARTICIPATION IN
TEAMS OF FIVE OR MORE

LOCATION: FEI

Check in from 10 a.m. to 12 noon on Wednesday. Join us for lunch at noon and the opening session at 1:15 p.m. Have lunch in the dining room or pick up a bag lunch at 12 noon Friday following the final session.



THE ABCs OF EFFECTIVE RELATIONSHIPS ★ *Using Common Sense Tools in Common Practice to Align Your Words and Actions for Effective Leadership*

Each leader's day includes a wide range of leadership challenges that, while they seem to be diverse, have one thing in common: They require that leaders—with compassion and sensitivity—communicate effectively, face-to-face, with another person. Now research focusing on tens of thousands of public and private sector leaders has generated common sense tools to help leaders and managers interact with others.

The ABCs of Effective Relationships is rooted in the simple power and elegance of an Awareness of our Behavior and its Consequences—our ABCs:

- *Awareness* is increased by using data collected from a unique, nonanonymous, 360-degree assessment
- *Behavior* is developed by reviewing tapes of your interactions in real-world cases and role plays
- *Consequences* of many important back-home interactions are planned for and monitored using a simple tool called *The Behavior Minder™*

Prepare for this workshop by distributing 360-degree assessment surveys to colleagues. Class time is highly interactive and experiential, featuring a lively mix of discussion, small group exercises, and videotape reviews.

Irv Rubin is the president of a training and development organization that works with public and private sector organizations in the United States, Australia, and New Zealand. His Ph.D. is from the Massachusetts Institute of Technology.

Key Results

- Build a framework for monitoring daily interactions at work through *The Behavior Minder™*
- Identify the behavioral tools you currently use effectively
- Identify the behavioral tools you need to sharpen
- Increase the flexibility and range of behavioral tools you now use
- Build trust and learn to handle emotionally charged situations
- Put together and implement an effective behavioral game plan

Who Should Attend?

Senior Executive Service members and GS-15s (or equivalent in other pay systems).

Leadership Competencies

- Accountability
- Conflict Management
- Continual Learning
- External Awareness
- Flexibility
- Influencing/Negotiating
- Integrity/Honesty
- Interpersonal Skills
- Leveraging Diversity
- Oral Communication
- Resilience
- Team Building

LENGTH: 3 DAYS
(ASK FOR PROGRAM M509)

COST: \$2,155

LOCATION: FEI

Check in from 10 a.m. to 12 noon on Wednesday. Join us for lunch at noon and the opening session at 1:15 p.m. Have lunch in the dining room or pick up a bag lunch at 12 noon Friday following the final session.

THE ASPEN INSTITUTE EXECUTIVE SEMINAR: VALUES-BASED LEADERSHIP ★ *Principles to Make You a Better Executive*

The Aspen Institute Executive Seminar helps leaders define and understand basic values that are at the heart of the key problems leaders face. Leaders leave better prepared to manage relationships with diverse constituencies, conduct business in a global environment, and motivate followers through visions that unite and inspire.

Fulfilling the needs of diverse constituencies requires more than knowledge of the latest management techniques. The best leaders ground their actions on a foundation of enduring ideas and uplifting values. They are sensitive to differing values and focus the energies of followers on the pursuit of common, enlightened goals.

In this seminar, participants come together to learn from each other and from some of the greatest thinkers of all time. They discuss philosophers and social theorists, revolutionaries and voices of conscience, historical figures and contemporary minds. They learn how to identify what others believe and why, gaining a deeper understanding of their own values and how to communicate their goals and beliefs.

The Aspen Institute is an international nonprofit institution dedicated to enhancing the quality of leadership. Programs are led by moderators whose education and experience enable them to create a challenging but supportive environment.

Key Results

- Understand the basic ideas of a free democratic society and how these ideas affect the way people think and act as citizens
- Participate in discussion of the underlying values of a good society and their application to the work of Federal executives
- Develop a sense of the importance of beliefs and values in leadership challenges

Who Should Attend?

Senior Executive Service members and GS-15s (or equivalent in other pay systems).

Leadership Competencies

- Conflict Management
- Continual Learning
- Creativity/Innovation
- Cultural Awareness
- External Awareness
- Flexibility
- Integrity/Honesty
- Resilience
- Service Motivation
- Strategic Thinking
- Vision

LENGTH: 5 DAYS
(ASK FOR PROGRAM M505)

COST: \$2,855
INCLUDES INSTRUCTION, MEALS
AND LODGING

LOCATION: FEI

Check in from 9 a.m. to 10 a.m. on Monday. The opening session is at 10:30 a.m. Have lunch in the dining room or pick up a bag lunch at 12 noon Friday following the final session.

COACHING SKILLS FOR FEDERAL EXECUTIVES ★ *How You Can Unleash the Best in All Members of Your Organization*

The most successful organizations today are the ones that get the most from each member of the team. Leaders in these organizations help their colleagues discover and develop untapped potential, then assume increased responsibility and accountability. Unleashing talent, expanding ownership, and improving performance in others is called coaching. Coaching is a different, more empowering way to lead. It requires new ways of relating to others, new behaviors, and different skills. Coaches help organizations improve by seeing people in terms of future potential, not past performance.

Participants learn coaching skills through practice and feedback throughout the program. Interactive discussions and demonstrations are complemented by practice, observation, and feedback in small groups. Individual self-assessment exercises round out the learning approach. Then you complete a Personal Coaching Action Plan, outlining the steps needed to adopt coaching as part of your leadership style after you leave FEI. You will have the tools to improve your organization by helping the people in it.

Ron Redmon is an independent coach and change consultant who helps leaders create organizations where people accomplish extraordinary results. He has served with the Federal Quality Institute and the President's Management Council.

Key Results

- Define coaching as a leadership competency and describe how it differs from other leadership behaviors
- Assess when to use coaching appropriately and effectively
- Demonstrate core skills and methods of coaching
- Describe the specific benefits coaching can have for your effectiveness and that of the organization
- Identify the specific steps you can take to integrate or reinforce coaching in your leadership immediately
- Take coaching behaviors home and begin to apply them immediately

Who Should Attend?

Senior Executive Service members and GS-15s (or equivalent in other pay systems).

Leadership Competencies

- Conflict Management
- Continual Learning
- Integrity/Honesty
- Leveraging Diversity
- Partnering
- Problem Solving
- Team Building

LENGTH: 3 DAYS
(ASK FOR PROGRAM M510)

COST: \$2,155
\$1,690 FOR PARTICIPATION IN
TEAMS OF FIVE OR MORE

LOCATION: FEI

Check in from 3 p.m. to 5 p.m. on Wednesday. Join us for dinner at 6 p.m. and the opening session at 7:15 p.m. Have lunch in the dining room or pick up a bag lunch at 12 noon Friday following the final session.

EXECUTIVE COMMUNICATION SKILLS: LEADING THE PROCESS OF CHANGE ★ *Dynamic Presentation of Leadership Theory and Practical Approaches to Improving Your Interpersonal Skills and Relationships*

The fast-paced agenda of FEI's **Executive Communication Skills: Leading the Process of Change** moves between videotaped role-play sessions that build your interpersonal communication skills and leadership sessions providing tools for overcoming barriers to change in your organization.

The video sessions involve small teams, each with a skilled facilitator from FEI's cadre of experienced team leaders. Scenarios based on real-world experiences highlight key components of interpersonal communication, followed by feedback from colleagues and facilitators. In the leadership sessions, participants learn how to guide their organization into the future. The sessions focus on work experiences and how they relate to development as a leader. Participants analyze video clips from popular films, hear brief lectures, and participate in large and small group discussions.

The program combines practical knowledge of the key concepts of leadership with the interactive skills that are essential to communication. Enrollment is carefully managed to ensure that there is one faculty member for every four or five executives. This guarantees personal attention to your needs.

FEI's senior and adjunct faculty members facilitate videotaped role-play sessions. Dr. Warren Blank, a leadership, management, and organizational development specialist, presents the leadership sessions.

Key Results

- Learn the theory and application of effective leadership and communication skills
- Model these skills in practice sessions and at home
- Prepare yourself for leadership of your colleagues in a changing world
- Conceptualize events in ways that encourage others to follow
- Communicate your vision more effectively
- Use enhanced listening, probing, and feedback skills

Who Should Attend?

Senior Executive Service members and GS-15s (or equivalent in other pay systems).



Leadership Competencies

- Conflict Management
- Continual Learning
- External Awareness
- Influencing/Negotiating
- Integrity/Honesty
- Interpersonal Skills
- Leadership Competencies
- Leveraging Diversity
- Oral Communication
- Partnering
- Team Building

LENGTH: 4 DAYS
(ASK FOR PROGRAM M515)

COST: \$3,195

LOCATION: FEI

Check in from 3 p.m. to 5 p.m. on Monday. Join us for dinner at 6 p.m. and the opening session at 7:15 p.m. Have lunch in the dining room or pick up a bag lunch at 12 noon Friday following the final session.

NEW

FROM VETS TO THE NET: LEADING ACROSS GENERATIONS ★ *Leveraging Team Strengths*

The Federal workforce today teems with valuable diversity and difference. While race and gender often dominate diversity discussions, another point of tension (and opportunity) is often overlooked: generational differences. In today's workplace, four distinct generations are working together:

- Traditionalists (born approximately 1922–43)
- Baby Boomers (1943–60)
- Generation X (1960–80)
- Millennials (1980–?)

Although these groups share some outlooks and beliefs, each possesses unique values and attitudes born of its history and experiences. These values significantly impact the workplace styles, preferences, behaviors, and expectations of each generation. Generational differences can cause conflict or dysfunction in the workplace, but, if understood, recognized, valued, and leveraged, can result in greater production and harmony.

FEI's provocative and interactive session will help participants understand the histories, personalities, strengths, and challenges of our four workplace generations. Seminar attendees will explore together how to lead, manage, recruit, and retain colleagues of various ages and experience levels.

Pete Ronayne is a member of the FEI faculty and an adjunct professor in the University of Virginia Department of Politics. Dana Brower is pursuing a doctorate in Higher Education at the University of Virginia and was formerly with the American Association of State Colleges and Universities.

Key Results

- Learn about the history and cycles of generations in American society
- Discuss concerns regarding generational differences and challenges in the workplace today
- Reexamine perceptions and stereotypes regarding the four generations in the workplace
- Understand the demographics, events, and trends that have shaped each generation
- Recognize age diversity as a strategic advantage for organizations
- Develop effective strategies for recruiting and retaining members of the different generations

Who Should Attend?

Senior Executive Service members and GS-15s (or equivalent in other pay systems).

Leadership Competencies

- Conflict Management
- Continual Learning
- Creativity/Innovation
- External Awareness
- Flexibility
- Human Resources
- Influencing/Negotiating
- Interpersonal Skills
- Leveraging Diversity
- Problem Solving
- Service Motivation
- Team Building
- Vision

LENGTH: 2 DAYS
(ASK FOR PROGRAM M503)

COST: \$1,995

LOCATION: FEI

Check in from 9 a.m. to 10 a.m. on Monday. The opening session is at 10:15 a.m. The program ends at 4 p.m. Tuesday.

NEW **POWER THINKING FOR LEADERS** ★ *Assessing Your Leadership Proficiencies and Improving Your Understanding of Critical Leadership Challenges*

Power Thinking for Leaders will help improve job performance and organization success. It focuses on enhanced thinking and strategies to increase effectiveness. The program has helped executives from organizations ranging from the Federal Reserve to the Army War College, from Merrill Lynch to IBM.

A recent study identified substantial differences among outstanding leaders, but noted that they all possess enhanced thinking ability. This expertise allows them to reach sound decisions and solve complex problems quickly and effectively. This FEI program helps leaders understand and improve in this key area. It enhances their ability to react positively to innovation and helps them design and implement new initiatives.

It begins with the Yale Assessment of Thinking, an instrument administered to over 50,000 professionals that provides confidential information on thinking effectiveness. You learn to interpret the results and understand what they mean for you, then focus on the three dimensions of thinking: reasoning, insight, and self-knowledge. Although each component of the discussion begins with you, it is also linked to improved organizational performance.

John N. Mangieri, Ph.D. is a former Fulbright Scholar and university president who focuses on improving the quality, effectiveness, and profitability of organizations.

Key Results

- Understand why you should enhance your thinking skills
- Assess your current thinking proficiencies
- Identify the areas that could be improved
- Learn to improve your thinking level
- Learn to improve the thinking levels of those around you

Who Should Attend?

Senior Executive Service members and GS-15s (or equivalent in other pay systems).

Leadership Competencies

- Accountability
- Business Acumen
- Continual Learning
- Creativity/Innovation
- Customer Service
- Decisiveness
- Entrepreneurship
- External Awareness
- Financial Management
- Human Resources
- Problem Solving
- Strategic Thinking
- Technology Management
- Vision

LENGTH: 2 DAYS
(ASK FOR PROGRAM M508)

COST: \$1,995

LOCATION: FEI

Check in from 9 a.m. to 10 a.m. on Monday. The opening session is at 10:15 a.m. The program ends at 4 p.m. Tuesday.

UNDERSTANDING THE 360-DEGREE LEADER ★ *Applying Influence Across Boundaries*

This is an FEI program about gaining power and using influence. While people have different forms of power, some are more effective in applying that power—they can influence those around them to do what they want them to do. How are these 360-degree leaders different from traditional managers? Managerial influence is bound by organizational roles. It influences down the hierarchy. It is based on “being in charge” and “being the boss.” It can’t be used to manage up or manage across. Only those lower in the hierarchy must comply.

360-degree leaders can use their influence in all directions. And anyone can gain and apply 360-degree leadership influence. The program focuses on working with peers, staff, and others in the organization, enabling participants to:

- **Lead Up**—Influence the boss and others higher in the agency hierarchy
- **Lead Across**—Influence co-workers in your organization and associates in others
- **Lead Down**—Influence subordinates and those lower in the agency hierarchy
- **Lead Out**—Influence those who do not work for your agency

Dr. Warren Blank, one of FEI’s most highly rated presenters, uses a variety of approaches in providing knowledge, skill development, and application to help develop leadership influence.

Key Results

- Achieve more and better results in your job
- Take a leadership role in any situation
- Enhance your personal power
- Adopt a more effective approach when others have a negative impact

Who Should Attend?

Senior Executive Service members and GS-15s (or equivalent in other pay systems).

Leadership Competencies

- Conflict Management
- Continual Learning
- Creativity/Innovation
- External Awareness
- Flexibility
- Influencing/Negotiating
- Integrity/Honesty
- Interpersonal Skills
- Leveraging Diversity
- Oral Communication
- Partnering
- Political Savvy
- Resilience
- Service Motivation
- Strategic Thinking
- Team Building
- Vision

LENGTH: 2 DAYS
(ASK FOR PROGRAM M512)

COST: \$1,995

LOCATION: FEI

Check in from 9 a.m. to 10 a.m. on Monday. The opening session is at 10:15 a.m. The program ends at 4:15 p.m. Tuesday.

THE ASPEN INSTITUTE SEMINAR ON LEADERSHIP, VALUES, AND THE GLOBAL COMMUNITY★ *Fundamental Approaches to Leadership in a World of Change*

Communications media present views of the world that are contradictory. Is it a world dominated by divisiveness and conflict? Or is it a world in which removal of barriers to the flow of ideas and commerce is bringing more unity? How can a 21st century leader understand and interpret these contradictory messages?

In **The Aspen Institute Seminar on Leadership, Values, and the Global Community**, participants examine the existence of shared values in the contemporary world. The focus is on political and economic realities and the complex relationships and conflicts among values. The understanding participants gain supports their leadership as Federal executives and citizens.

Our country's cultural, economic, and military power make it a global actor by default. Leaders of U.S. Government agencies are thrust into the global context with increasing frequency. This FEI seminar helps leaders identify what others think and believe, and understand better why they do so. The seminar process teaches how to communicate values more effectively.

The Aspen Institute is an international nonprofit institution dedicated to enhancing the quality of leadership. Programs are led by moderators whose education and experience enable them to create a challenging but supportive environment.

Key Results

- Expand your appreciation for the complexity and conflicts of values
- Appreciate the role of the American experiment in the contemporary world
- Explore the values and challenges of leadership in the age of globalization
- Ground your understanding in the deepest wellsprings of human thought

Who Should Attend?

Senior Executive Service members and GS-15s (or equivalent in other pay systems).

Leadership Competencies

- Conflict Management
- Continual Learning
- Creativity/Innovation
- External Awareness
- Flexibility
- Influencing/Negotiating
- Integrity/Honesty
- Interpersonal Skills
- Leadership Competencies
- Leveraging Diversity
- Oral Communication
- Political Savvy
- Resilience
- Service Motivation
- Strategic Thinking
- Vision

LENGTH: 4 DAYS
(ASK FOR PROGRAM M514)

COST: \$2,595

LOCATION: FEI

Check in from 9 a.m. to 10 a.m. on Tuesday. The opening session is at 10:30 a.m. Have lunch in the dining room or pick up a bag lunch at 12 noon Friday following the final session.

NEW LEADING IN A GLOBAL ENVIRONMENT ★ *America in a Rapidly Changing International Landscape*

Since the end of the Cold War, our country has moved from a geopolitical world of relative clarity to one of cacophony, from seeming stability to turbulence, and from traditional military threat to myriad national security challenges. While antiterrorism is central to foreign policy, an entire world of other issues demands attention. With our unprecedented influence and power, the U.S. faces a world of rapid change, new threats, and promising opportunities. What are the critical issues? What does it mean for a nation to be a world leader? Exploring these and other questions is critically important for Federal executives—leaders of agencies and organizations in an age of ever-increasing globalization, where the line between foreign and domestic blurs daily.

In FEI's **Leading in a Global Environment** program, participants examine critical global policy and leadership challenges. Contemporary foreign policy involves a complex mix of moral, ethical, political, economic, legal, and leadership issues—all areas rich for exploration and debate. Sessions include a mix of discussion, presentation, guest speakers, video excerpts, and case studies.

Pete Ronayne is on the FEI faculty and is an adjunct professor in the University of Virginia Department of Politics.

Key Results

- Understand significant international issues and trends and the challenges they pose to the future of American foreign policy
- Address the global perspective that interested citizens and concerned Federal executives need to function in a world of ever-expanding global interdependence
- Map key issues currently facing the U.S. on the world stage
- Explore prominent global trends and developments that will have significant future influence on U.S. security policy
- Identify different perspectives on the definition and pursuit of U.S. national interest
- Acquire the vision required for the exercise of global leadership, including global leadership at the individual, executive level

Who Should Attend?

Senior Executive Service members and GS-15s (or equivalent in other pay systems).

Leadership Competencies

- Building Coalitions/Communications
- Continual Learning
- External Awareness
- Influencing/Negotiating
- Interpersonal Skills
- Leadership Competencies
- Leading Change
- Leveraging Diversity
- Political Savvy

LENGTH: 4 DAYS
(ASK FOR PROGRAM M516)

COST: \$2,595

LOCATION: FEI

Check in from 10 a.m. to 12 noon on Tuesday. Join us for lunch at noon and the opening session at 1:15 p.m. Have lunch in the dining room or pick up a bag lunch at 12 noon Friday following the final session.



CUSTOM DESIGNED SERVICES

Is your organization facing an immediate challenge? Is a new initiative or reorganization requiring a new approach? Is an issue with your team coming to a head? Are there several strategies you want to implement to improve your organization’s performance? To meet these needs, we have developed services that can be used singularly or as part of a strategic partnership to improve agency performance. We offer **Custom Designed Services** to meet the unique needs of your leaders and organization.

CLCS’s **Custom Designed Leadership Programs** are tailored specifically for your agency. We consult with you and your staff to understand your issues and tailor leadership programs based on your needs. We deliver programs at one of our sites, at your organization, or at a site of your choice. Working with your entire staff, we carefully design program series and individual seminars for large groups, small teams or through one-on-one forums, leading to successful outcomes. In addition, our *ECQ Leadership Workshops* is a one-day custom designed program to assess participants’ Leadership Competencies—scheduled at your site.

If you need outstanding residential meeting and lodging facilities for management and executive training, conferences, and off-site agency planning sessions, the **Management Conference Services** can help. We have two unique and important partnership programs. Our **Executive in Residence (EIR) Program** provides challenging assignments in our organization for GS-13 to 15 and Senior Executive Service (SES) members from various agencies. As an EIR, you and your agency benefit. And through our **University Partnerships**, we offer a flexible approach to earn a Masters of Public Administration Programs.

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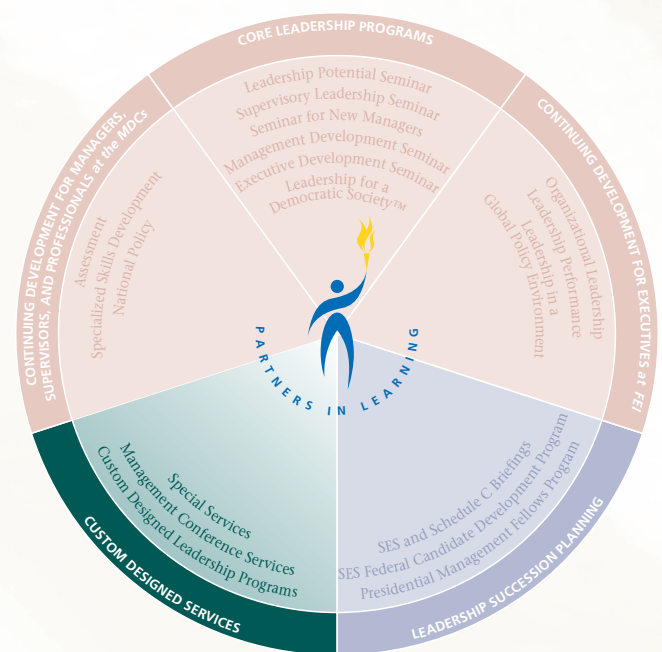
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CUSTOM DESIGNED LEADERSHIP PROGRAMS

A new budget means drastic changes in your organization's financial picture. An additional mission is assigned to your staff. Reorganization means integrating people and functions under new leadership. As a Federal leader, you deal with frequent change. But one thing is constant: your organization must deliver measurable results that meet the needs of the citizens you serve. It's up to you to find the best way to lead your people to success, even if the roadmap keeps changing.

CLCS's **Custom Designed Leadership Programs** help you and your organization achieve excellence in performance. We will work with you to design a development program to meet your current and future needs. The innovative approaches we use help client agencies meet immediate challenges, focus on the future, and successfully adapt to change.

We can help you with:

- Custom Seminars to build Leadership Competencies needed for successful organizational performance
- Team Development Programs to help associates work more effectively—especially when team members are separated by organizational or geographic barriers
- Facilitated Planning Programs to help organizations face major changes in mission, budget, or technology; or to address strategic planning, performance improvement, or other critical issues
- Consulting Activities to build staff's capacity for organizational improvement
- Organizational and Individual Assessments to help understand staff needs and align members for success
- Executive Coaching Services to support individual development at critical junctures, enhance executive performance, and achieve identified business outcomes

- Succession Planning Services to build agencies' leadership capacity in the future
- Long-term Executive Development Partnerships to give key personnel the tools they need to be successful at the highest levels of your organization

Our programs draw successfully on the expertise of highly skilled and experienced faculty members. Trained at leading graduate schools in disciplines including political science, education, psychology, and economics, our faculty members have built careers leading Government and private organizations. Their current roles as educators and consultants keep them up to date on the hottest issues facing Government agencies. As our faculty, they are in continuous contact with leaders who are in the forefront of innovation throughout the Government.

Arranging Custom Designed Leadership Programs

Our commitment to continuous learning allows us to provide a wide range of programs that are tailored to meet specific agency development needs. For more information about customizing leadership programs, contact:

Donna Sweeney
 Federal Executive Institute
 1301 Emmet Street
 Charlottesville, Virginia 22903
 Voice: 434-980-6200
 TDD/TTY: 434-980-6299
 Fax: 434-979-3387
 email: cel@opm.gov

EXECUTIVE LEADERSHIP WORKSHOP

A Custom Designed Leadership Competencies Briefing

We offer a one-day workshop to assess employees' Leadership Competencies—at your choice of site. The workshop is designed for senior managers who aspire to the SES in the near future. It can also be adapted for mid-level employees who have or will be assuming leadership positions. Please note that the workshop is six hours of instruction for no more than 125 participants. Two workshops should be considered for groups of more than 125.

The workshop:

- briefs potential candidates for leadership positions on required Leadership Competencies,
- evaluates the individual leadership potential of mid-level managers,
- assesses management teams' Leadership Competencies, and
- identifies opportunities for enhanced performance in targeted competency areas.

This program serves as an excellent vehicle to conduct an organizational leadership assessment. The assessment can provide the basis for subsequent development programs tailored to individual agency needs.

Key Results

- Presentation of the Executive Core Qualifications and Leadership Competencies—what they are and why they are critical to leadership, supervisory, managerial, and executive development
- Description of the merit staffing process for top career leaders and SES
- Self-assessment tool that covers all 27 Leadership Competencies—participants learn to evaluate their leadership progress using a sophisticated assessment including a personal interpretation booklet
- Career development strategies—how to take charge of your career and employ alternative methods for acquiring new skills

Who Should Attend?

Experienced senior managers who aspire to the SES in the near future. It can also be adapted for professionals, first-line supervisors and mid-level managers who have recently assumed or will be assuming leadership positions.

LENGTH: 1 DAY

COST: BASED ON NUMBER OF PARTICIPANTS

LOCATION: SITE OF THE AGENCY'S CHOOSING

“For me, this was truly a life changing experience! I was struggling with the inability to make decisions and had some risk-taking issues and various other things that kept holding me back in my personal and professional life. This course changed my entire life so dramatically—I was promoted to a GS-14.”

Ethel Sligh
Department of Veterans Affairs

MANAGEMENT CONFERENCE SERVICES

We can provide residential meeting space, lodging, food service and administrative support to Government organizations who want to conduct off-site management and executive development training, conferences, strategic planning sessions, and other events. These services are available at any one of our national training delivery centers near Washington, DC, and Denver, Colorado. An experienced Government conference meeting planner coordinates space requirements, meeting logistics, and support services so any program or event runs efficiently and effectively.

Through CLCS's **Management Conference Services**, we welcome the opportunity to partner with you and your organization to meet your leadership development goals by offering outstanding facilities in which to conduct seminars, workshops, succession planning programs, and other events. We offer:

- First-class conference and lodging space
- Food and beverage service
- State-of-the-art technology support and equipment
- Administrative and technical support
- Professional facilitation and custom program services
- Easy access from airports and nearby Washington, DC metropolitan area
- Planning consultation and assistance
- Package pricing
- No bids/requests for proposals

OPM's Delivery Centers

Our national centers are self-contained, residential facilities designed for executive and management development activities. Excellent accommodations, unique features, and special services make our locations an ideal learning environment. We offer student lounges, continuous beverage service, a resource center, a technology center with student computers, a student business center with FTS access, copiers and FAX, and a fitness center. All facilities exceed ADA requirements for accessibility.

Locations and Transportation

Our national centers are located at the Eastern Management Development Center (EMDC) in Shepherdstown, West Virginia; the Western Management Development Center (WMDC) in Aurora, Colorado; and the Federal Executive Institute (FEI) in Charlottesville, Virginia. Travel to any of the locations is easily accomplished. Driving is a convenient option if you live in or near the Washington, DC metropolitan area. If you travel by air, shuttle service operates between Washington Dulles Airport and the EMDC, and between Denver International Airport and the WMDC.

Contact Information

If your agency would like to discuss available dates at any one of our national centers, receive additional information about Management Conference Services, arrange a briefing for your staff, or schedule a tour of our facilities, contact:

Gary Gibson

Eastern Management
Development Center
101 Lowe Drive
Shepherdstown, WV 25443
Voice: 304-870-8017
TDD/TTY: 304-870-8066
Fax: 304-870-8001
email: gary.gibson@opm.gov

Our national centers are available for use by Government organizations through reimbursable agreements. Agencies should reference the Economy Act in such agreements.

SPECIAL SERVICES

EXECUTIVE IN RESIDENCE PROGRAM

America's dynamic and diverse democracy requires public sector leaders with unparalleled experience, leadership, and dedication. It is our mission to expand our Government's leadership capacity and develop effective future leaders. We invite applications for **Executives in Residence** (EIRs) to partner with us to prepare these public sector leaders. Executives in Residence are career Government executives who serve as visiting full-time teaching faculty. EIRs join a team of permanent and adjunct faculty members working to:

- create, share, and apply knowledge and skills to address the challenges faced by public sector organizations;
- develop the values and competencies that are the foundation of public service, transcending individual professions and missions; and
- offer state-of-the-art learning experiences in world-class learning environments.

Both the individual EIR and his or her agency benefit from the faculty appointment. Advantages identified by past EIRs include the opportunities to:

- share knowledge and experience with rising Government leaders,
- be exposed to a diversity of cutting-edge training and performance improvement strategies,
- develop and renew oneself both professionally and personally,
- meet and network with a wide variety of individuals from all Government agencies,
- research and discuss a variety of leadership and management issues,
- work on special projects for their home agency,
- bring new skills and perspectives back to their home agency to improve its programs and services, and
- manage special projects related to our educational programs.

For questions and additional information:

FEI in Charlottesville, Virginia, contact: FEI Deputy Director at 434-980-6200

MDC in Denver, Colorado, contact: Director, WMDC at 303-671-1010

MDC in Shepherdstown, West Virginia, contact: Director, EMDC at 304-870-8000

Please refer to our Web site for specific information on the EIR Programs. It is listed alphabetically under the section "About Our Courses" at www.leadership.opm.gov.



UNIVERSITY PARTNERSHIPS

The Management Development Centers established partnerships with two prominent universities that support our commitment to leadership development. These partnerships provide you with enhanced opportunities to join with colleagues from other public agencies—Federal, state, and local—as well as those from the nonprofit sector, in advanced degree programs designed for:

- public or nonprofit sector executives who seek the opportunity to engage in structured studies in public management and policy;
- senior professionals contemplating a career change who can benefit from acquiring an advanced degree; and
- managers on the verge of promotion into senior ranks who wish to enhance their analytic, managerial, and leadership skills.

University of Colorado at Denver

Through the partnership with the Graduate School of Public Affairs (GSPA) at the University of Colorado at Denver, individuals can earn an Executive Masters in Public Administration (MPA). The program offers a combination of courses taken from the MDCs (up to 18 credit hours) with courses completed online.

To obtain a complete program description and application materials, please contact:

Pete Wolfe

University of Colorado at Denver
 Graduate School of Public Affairs
 GSPA/Campus Box 142
 P.O. Box 173364
 Denver, CO 80217
 Voice: 303-556-5985
 email: pwolfe@gspa.cudenver.edu

American University, Washington, DC

Through the partnership with American University (AU), MDC courses can be applied toward university credit. MDC courses can count for up to 12 credit hours toward American University's Master of Public Administration (MPA) or Master of Public Policy (MPP) degree, or toward AU's Key Executive MPA program.

For more information and tuition guidelines, contact:

Monica Moore, Assistant Dean

Graduate Admissions Office
 Voice: 202-885-6230
 email: mmm@american.edu

Howard McCurdy, Chair

Department of Public Administration
 Voice: 202-885-6236
 email: mcurdy@american.edu

Receiving College-Level and Graduate-Level Credit and Certification

In keeping with our commitment to continuous learning to foster informed and creative leadership in the Federal service, there are several ways to turn your quality educational experiences with us into academic credit toward an undergraduate or advanced degree. Many of our seminars are certified by the American Council on Education (ACE) for college or graduate credit. Based on the ACE review, the college credit recommendation for each certified seminar is listed in the program description.



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(AL) = Huntsville, AL

The ABCs of Effective Relationships¹
\$2,155 *pg. 67*
Apr 6 - 8, '05 FEI

Alternative Dispute Resolution
\$2,700 *pg. 31*
Jul 18 - 22, '05 E

The Aspen Institute Executive Seminar: Values-Based Leadership
\$2,855 *pg. 68*
Feb 14 - 18, '05 FEI

The Aspen Institute Leading Change in Government Seminar
\$2,595 *pg. 60*
Aug 16 - 19, '05 FEI

The Aspen Institute Seminar on Leadership, Values, and the Global Community
\$2,595 *pg. 74*
May 17 - 20, '05 FEI



Budget and Performance Integration/Improved Financial Performance
\$2,100 *pg. 47*
Mar 29 - 31, '05 DC
May 17 - 19, '05 DC



Building a Great Place for People to Work²
\$2,155 *pg. 61*
Sep 14 - 16, '05 FEI

Building High-Performance Organizations in the 21st Century
\$2,595 *pg. 62*
Nov 2 - 5, '04 FEI



Coaching for Excellence
\$4,600 *pg. 31*
Jul 25 - 29, '05 W
Aug 22 - 26, '05 W

Coaching Skills for Federal Executives
\$2,155 *pg. 69*
Apr 13 - 15, '05 FEI



Collaborating Across Organizational Boundaries
\$1,995 *pg. 63*
Feb 3 - 4, '05 FEI



Competitive Sourcing
\$2,100 *pg. 47*
Feb 15 - 17, '05 DC
Jun 14 - 16, '05 DC

Conflict Resolution Skills
\$3,100 *pg. 32*
Aug 1 - 5, '05 W
Sep 26 - 30, '05 W

Contemporary Leadership Issues
\$2,100 *pg. 48*
Jun 1 - 3, '05 E

Countering Terrorism Symposium
Cost: TBD *pg. 48*
May 23 - 27, '05 TBD

Counterintelligence Seminar
\$2,700 *pg. 49*
Nov 1 - 5, '04 E
May 16 - 20, '05 E
Dec 5 - 9, '05 (FY2006) E

Creating Breakthroughs: Innovating in Government
\$2,155 *pg. 64*
Jan 12 - 14, '05 FEI



Crisis Management Skills for Executives and Managers
\$2,700 *pg. 33*
Jan 24 - 28, '05 E
Jun 6 - 10, '05 E

Developing and Communicating Leadership Competencies
\$2,700 *pg. 33*
Nov 1 - 5, '04 E
Feb 14 - 18, '05 W
Apr 25 - 29, '05 E
Jul 25 - 29, '05 E

Developing Customer-Focused Organizations
\$2,700 *pg. 34*
Oct 25 - 29, '04 E
Mar 28 - Apr 1, '05 E
May 9 - 13, '05 W
Jun 27 - Jul 1, '05 E
Sep 26 - 30, '05 E

Developing High-Performing Teams
\$3,100 *pg. 34*
Jan 24 - 28, '05 W
Mar 28 - Apr 1, '05 W
Apr 25 - 29, '05 E
Aug 15 - 19, '05 W

Dynamics of Public Policy
\$4,000 *pg. 49*
Oct 18 - 29, '04 E
Apr 18 - 29, '05 E
Oct 17 - 28, '05 (FY2006) E

Emotional Intelligence as a Leadership Skill
\$3,100 *pg. 35*
Oct 4 - 8, '04 W
Mar 21 - 25, '05 W
May 2 - 6, '05 E

Environmental Policy Issues
\$4,000 *pg. 50*
Jul 11 - 22, '05 E

Executive Assessment Program
\$4,600 *pg. 29*
Jul 18 - 22, '05 W
Sep 19 - 23, '05 W

Executive Communication Skills: Leading the Process of Change
\$3,195 *pg. 70*
Jun 20 - 24, '05 FEI

Executive Communications Workshop
\$4,100 *pg. 35*
Oct 4 - 8, '04 W
Feb 7 - 11, '05 W
May 23 - 27, '05 W
Sep 19 - 23, '05 W
Oct 17 - 21, '05 (FY2006) W

To Register

Voice: 304-870-8008

TDD/TTY: 304-870-8066

Fax: 304-870-8009

Online: www.leadership.opm.gov

What's Included

Tuition includes all instructional services, course material, meals and lodging.

How to Pay

The easiest and most efficient payment method is with your Government IMPAC Visa or MasterCard. Other payment options include SF 182, DD-1566, MIPR, Purchase Order, or other agency training authorization.

To Register for the LDS at FEI

Contact the FEI Registrar at:

Voice: 434-980-6200

TDD/TTY: 434-980-6299



Fax: 434-979-3387

email: fei@opm.gov

OPM's Center for Leadership Capacity Services (CLCS) strives to maintain fair and reasonable tuition fees for all our programs. However, since CLCS receives no appropriated funds, fees for some courses are subject to change. Visit our Web site to confirm rates, or call us at the numbers listed above.

¹ *The ABCs of Effective Relationships* and *Power Thinking for Leaders* are offered back to back. Tuition is \$3,285 for participants in both programs.

² *Building a Great Place for People to Work* and *Leaders Growing Leaders: Building Your Organization by Developing Leaders* are offered back to back. Tuition is \$3,380 for participants in both programs.


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Executive Development Seminar
\$4,000 *pg. 20*
Nov 29 - Dec 10, '04 E
Jan 24 - Feb 4, '05 E
Feb 7 - 18, '05 W
Feb 21 - Mar 4, '05 E
Apr 18 - 29, '05 W
May 2 - 13, '05 E
Jun 20 - Jul 1, '05 W
Jul 11 - 22, '05 E
Aug 8 - 19, '05 E
Aug 22 - Sep 2, '05 W
Sep 19 - 30, '05 E
*Oct 31 - Nov 10, '05 (FY2006) E

**Executive Development Seminar:
Blended Course**
\$3,300 *pg. 21*
Apr 11 - May 27, '05
online virtual classroom W
Jun 6 - Jul 22, '05
online virtual classroom W
Jul 25 - 29, '05
residential program W


Executive Supervisory Skills
\$2,700 *pg. 36*
Jan 24 - 28, '05 W
Jul 11 - 15, '05 W


 **Expanded Electronic Government**
\$1,700 *pg. 50*
Jan 12 - 13, '05 DC
Jun 28 - 29, '05 DC

Facilitative Leadership
\$3,100 *pg. 36*
Apr 18 - 22, '05 W
Aug 15 - 19, '05 W

**Federal Budgetary Policies and
Processes**
\$4,000 *pg. 51*
Apr 4 - 15, '05 W

**Federal Human Resources
Management**
\$4,000 *pg. 52*
Jun 20 - Jul 1, '05 E


 **Federal Regulatory Policy**
\$2,600 *pg. 53*
Apr 11 - 15, '05 W
Aug 1 - 5, '05 W

 **From Vets to the Net: Leading
Across Generations**
\$1,995 *pg. 71*
Jan 31 - Feb 1, '05 FEI

**Government Performance and
Results**
\$2,700 *pg. 54*
Jan 31 - Feb 4, '05 E

**Homeland Security: Critical
Infrastructure Protection**
\$2,700 *pg. 54*
Feb 28 - Mar 4, '05 E
Aug 29 - Sep 2, '05 E

**Homeland Security: Understanding
the Enemy**
\$2,700 *pg. 55*
Nov 1 - 5, '04 E
Apr 18 - 22, '05 E
Oct 31 - Nov 4, '05 (FY2006) E

 **Leaders Growing Leaders²**
\$2,155 *pg. 65*
Sep 12 - 14, '05 FEI

Leadership Assessment Program
\$4,600 *pg. 28*
Nov 15 - 19, '04 E
Feb 7 - 11, '05 W
Feb 14 - 18, '05 E
May 9 - 13, '05 E
Aug 1 - 5, '05 E
Sep 19 - 23, '05 E

**Leadership Communications
Workshop**
\$4,100 *pg. 37*
Nov 15 - 19, '04 W
Jan 17 - 21, '05 W
Apr 4 - 8, '05 E
Jun 20 - 24, '05 W
Sep 12 - 16, '05 W

**Leadership for a Democratic Society
at FEI** *pg. 22*

Four Week Program: \$11,850
Applied Learning Program: \$12,350

Program 303
Oct 24 - Nov 19, '04 FEI

Program 304 Applied Learning Program
Nov 28 - Dec 10, '04
and Feb 27 - Mar 11, '05 FEI

Program 305
*Jan 3 - 28, '05 FEI

Program 306
Jan 30 - Feb 25, '05 FEI

Program 307 Applied Learning Program
Mar 13 - 25, '05
and Jun 5 - 17, '05 FEI

Program 308 Applied Learning Program
Apr 3 - 15, '05
and Jun 19 - Jul 1, '05 FEI

Program 309
Apr 24 - May 20, '05 FEI

Program 310
Jul 10 - Aug 5, '05 FEI

Program 311
Aug 7 - Sep 2, '05 FEI

Program 312
Sep 11 - Oct 7, '05 FEI

Leadership Foundations Seminar
\$2,700 *pg. 37*
Oct 18 - 22, '04 W
Oct 17 - 21, '05 (FY2006) W

To Register

Voice: 304-870-8008
TDD/TTY: 304-870-8066
Fax: 304-870-8009
Online: www.leadership.opm.gov

What's Included

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How to Pay

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² *Leaders Growing Leaders: Building Your Organization by Developing Leaders* and *Building a Great Place for People to Work* are offered back to back. Tuition is \$3,380 for participants in both programs.

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www.leadership.opm.gov



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Leadership Potential Seminar

\$4,000 *pg. 15*
Oct 18 - 29, '04 E
Nov 29 - Dec 10, '04 W
Jan 4 - 14, '05 E
Jan 24 - Feb 4, '05 W
Feb 7 - 18, '05 E
Mar 7 - 18, '05 W
Mar 21 - Apr 1, '05 E
Apr 18 - 29, '05 W
May 16 - 27, '05 E
Jun 6 - 17, '05 W
Jun 20 - Jul 1, '05 E
Jul 11 - 22, '05 W
Aug 8 - 19, '05 E
*Sep 6 - 16, '05 W
Sep 19 - 30, '05 E
Oct 17 - 28, '05 (FY2006) E
Nov 28 - Dec 9, '05 (FY2006) W

Leadership Skills for Non-Supervisors/Non-Managers

\$3,100 *pg. 38*
Nov 14 - 19, '04 W
Dec 12 - 17, '04 W
Feb 27 - Mar 4, '05 W
Mar 20 - 25, '05 W
Apr 10 - 15, '05 E
Jun 19 - 24, '05 W
Jul 24 - 29, '05 W
Aug 28 - Sep 2, '05 W



Leading in a Global Environment

\$2,595 *pg. 75*
Jul 26 - 29, '05 FEI



Leading Successful Projects³

\$3,400 *pg. 41*
Oct 25 - 29, '04 W
Mar 7 - 11, '05 W
Aug 1 - 5, '05 W
Nov 28 - Dec 2, '05 (FY2006) E

Lessons from the New Workplace

\$2,700 *pg. 38*
Jul 11 - 15, '05 W

Management Assessment Program

\$4,600 *pg. 28*
Dec 5 - 10, '04 W
Jan 9 - 14, '05 E
Mar 27 - Apr 1, '05 W
Aug 14 - 19, '05 W
Sep 11 - 16, '05 W
Dec 4 - 9, '05 (FY2006) W

Management Development Seminar

\$4,000 *pg. 19*
Oct 18 - 29, '04 E
Nov 1 - Nov 12, '04 W
*Jan 4 - 14, '05 E
*Jan 18 - 28, '05 W
*Feb 22 - Mar 4, '05 E
Mar 7 - 18, '05 W
Mar 21 - Apr 1, '05 E
Apr 4 - 15, '05 E
May 2 - 13, '05 E
May 16 - 27, '05 W
Jun 20 - Jul 1, '05 E
Jul 11 - 22, '05 W
Jul 25 - Aug 5, '05 E
Aug 22 - Sep 2, '05 E
Sep 19 - 30, '05 W
Oct 24 - Nov 4, '05 (FY2006) W
Nov 28 - Dec 9, '05 (FY2006) E

Maximizing IT Investments

\$2,700 *pg. 55*
Nov 15 - 19, '04 E
May 23 - 27, '05 W

Mission to the STARS: Leadership for Critical Times

\$2,025 *pg. 39*
Mar 16 - 17, '05 AL
Sep 21 - 22, '05 AL

National Security Policy

\$4,000 *pg. 56*
Feb 7 - 18, '05 W
Sep 19 - 30, '05 W

Natural Resources Seminar

\$4,000 *pg. 56*
Aug 8 - 19, '05 E



Optimizing Project Performance³

\$3,400 *pg. 41*
Nov 1 - 5, '04 W
Mar 14 - 18, '05 W
Aug 8 - 12, '05 W
Dec 5 - 9, '05 (FY2006) E

Power Thinking for Leaders¹

\$1,995 *pg. 72*
Apr 4 - 5, '05 FEI



Project Management Principles

\$3,400 *pg. 40*
Oct 4 - 8, '04 W
Feb 14 - 18, '05 W
Jun 13 - 17, '05 W
Sep 12 - 16, '05 E

Science, Technology, and Public Policy

\$4,000 *pg. 57*
Nov 29 - Dec 10, '04 E
Apr 4 - 15, '05 E
May 16 - 27, '05 E
Nov 28 - Dec 9, '05 (FY2006) E

Seminar for New Managers

\$4,000 *pg. 17*
*Nov 1 - 12, '04 W
Nov 29 - Dec 10, '04 E
*Jan 10 - 21, '05 W
Feb 7 - 18, '05 E
*Feb 22 - Mar 4, '05 W
Mar 21 - Apr 1, '05 E
Apr 18 - 29, '05 E
May 9 - 20, '05 W
Jun 6 - 17, '05 E
Jul 11 - 22, '05 W
Aug 8 - 19, '05 E
Aug 22 - Sep 2, '05 W
*Sep 6 - 16, '05 E
Oct 17 - 28, '05 (FY2006) W
*Oct 31 - Nov 10, '05 (FY2006) E
Nov 28 - Dec 9, '05 (FY2006) W



Seminar for New Managers: Blended Course

\$3,300 *pg. 18*
Jul 18 - Sep 2, '05
online virtual classroom W
Sep 12 - 16, '05
residential program W

Strategic Diversity: A Business Necessity

\$2,700 *pg. 42*
Mar 14 - 18, '05 E

Strategic Leadership: Building Performance-Based Organizations⁴

\$3,100 *pg. 43*
*Feb 21 - 25, '05 W
May 2 - 6, '05 W
Aug 22 - 26, '05 W

Strategic Leadership: Leading Culture Change⁴

\$3,100 *pg. 43*
Feb 28 - Mar 4, '05 W
May 9 - 13, '05 W
Aug 29 - Sep 2, '05 W

¹ *Power Thinking for Leaders* and *The ABCs of Effective Relationships* are offered back to back. Tuition is \$3,285 for participants in both programs.

³ *Leading Successful Projects: Putting Principles into Action* and *Optimizing Project Performance: Using Analytical Tools* will be offered back to back. If you attend both courses, we will charge a special two-week rate of \$5,250, with meals and lodging included for the weekend in between.

⁴ *Strategic Leadership: Building Performance-Based Organizations* and *Strategic Leadership: Leading Culture Change* will be offered back to back. If you attend both courses, we will charge a special two-week rate of \$4,650, with meals and lodging included for the weekend in between.

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Strategic Management for Executives: Developing an Effective Scorecard⁵

\$2,155 *pg. 66*
May 11 -13, '05 FEI



Strategic Management of Human Capital

\$2,100 (3-day) \$2,700 (5-day) *pg. 58*
Nov 15 - 19, '04 E
Mar 22 - 24, '05 DC
Jul 25 - 29, '05 W

Supervisory Leadership Seminar

\$4,000 *pg. 16*
Nov 29 - Dec 10, '04 E
Jan 4 - 14, '05 E
Jan 24 - Feb 4, '05 E
Mar 21 - Apr 1, '05 W
Apr 4 - 15, '05 E
May 9 - 20, '05 W
Jun 6 - 17, '05 E
Jul 25 - Aug 5, '05 E
Aug 22 - Sep 2, '05 E
Sep 19 - 30, '05 W
Oct 17 - 28, '05 (FY2006) E
Nov 28 - Dec 9, '05 (FY2006) W

Team Building and Team Leadership

\$2,700 *pg. 44*
Nov 1 - 5, '04 E
Jan 10 - 14, '05 W
Feb 28 - Mar 4, '05 W
Mar 14 - 18, '05 E
Jun 20 - 24, '05 W
Aug 8 - 12, '05 W
Oct 31 - Nov 4, '05 (FY2006) E



Training Through Online Learning

\$3,000 *pg. 44*
Jan 10 - 14, '05 W

Understanding the 360-Degree Leader⁵

\$1,995 *pg. 73*
May 9 - 10, '05 FEI

United States Foreign Policy Seminar

\$2,700 *pg. 58*
Jul 11 - 15, '05 E

Women's Assessment Program

\$4,600 *pg. 29*
Aug 7 - 12, '05 W

Women's Leadership Seminar

\$2,700 *pg. 45*
Jun 13 - 17, '05 W

To Register

Voice: 304-870-8008
TDD/TTY: 304-870-8066
Fax: 304-870-8009
Online: www.leadership.opm.gov

What's Included

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Contact the FEI Registrar at:
Voice: 434-980-6200
TDD/TTY: 434-980-6299
Fax: 434-979-3387
email: fei@opm.gov

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⁵ *Strategic Management for Executives: Developing an Effective Scorecard* and *Understanding the 360-Degree Leader* are offered back to back. Tuition is \$3,285 for participants in both programs.

TO REGISTER FOR LEADERSHIP PROGRAMS CONDUCTED AT THE FEDERAL EXECUTIVE INSTITUTE OR MANAGEMENT DEVELOPMENT CENTERS

The best way to submit registration requests is online at www.leadership.opm.gov with credit card payment. This site is completely secure. Online registration is the fastest way to reserve your place in a seminar and guarantees acknowledgement of your registration request. You will receive confirmation of your registration within 48 hours.

If you do not wish to register online, contact the registrar for your program.

What You Need To Know

- Registrations must be accompanied by credit card payment or a billable document (e.g. training form, purchase order, and MIPR).
- You will receive written confirmation of your registration. All registrations are final and nonrefundable.
- Requests for substitutions and transfers to alternative courses or dates will be considered up to four weeks prior to the start of the seminar. If you have a question regarding registration, substitutions, or transfers to alternative courses or dates, please contact the registrar for your program.

For the Federal Executive Institute's Leadership for a Democratic Society Program:

Registrar

Phone: 434-980-6200

TDD/TTY: 434-980-6299

Fax: 434-979-3387

Online: www.leadership.opm.gov

For Management Development Center Programs and for Continuing Development Programs for Executives at the Federal Executive Institute

Registrar

Phone: 304-870-8008

TDD/TTY: 304-870-8066

Fax: 304-870-8009

Online: www.leadership.opm.gov

We strive to maintain fair and reasonable tuition fees for all our programs. However, since our programs receive no appropriated funds, fees for some courses are subject to change. Visit our Web site to confirm rates, or call us at the numbers listed above.

FOR THE FEDERAL EXECUTIVE INSTITUTE'S
LEADERSHIP FOR A DEMOCRATIC SOCIETY PROGRAM
Fax Back to
434-979-3387
Questions? 434-980-6200

FOR MANAGEMENT DEVELOPMENT CENTER
PROGRAMS AND FOR CONTINUING DEVELOPMENT
PROGRAMS FOR EXECUTIVES AT FEI
Fax Back to
304-870-8009
Questions? 304-870-8008

FIRST CHOICE

Program Name _____
Program Code *(FEI Only)* _____
Program Date _____

SECOND CHOICE

Program Name _____
Program Code *(FEI Only)* _____
Program Date _____

PARTICIPANT INFORMATION:

Name _____ SSN* _____
Job Title _____
SES or GS Grade Level: _____ or Equivalent Position/Rank (specify) _____
Division _____
Agency/Organization _____
Office Street Address _____
City _____ State _____ ZIP _____
Office Phone _____ Fax _____
email Address _____ Nickname _____
Home Address _____
City _____ State _____ ZIP _____ Home Phone _____

ACCOMMODATION INFORMATION:

Smoking Room Physically Challenged _____
 Special Dietary Needs _____

TUITION BILLING INFORMATION:

- Agency Training Form (SF182, DD1556, MIPR, Other) *(copy attached)*
- Government Bank Card *(Visa or MasterCard)*

* SSN and Bank Card information is used internally for registration and billing purposes only. The information will not be disclosed to other sources.

Card Number* _____ Expiration Date _____
Cardholder _____
Cardholder's Phone # _____ Fax # (for receipt): _____
Tuition Amount _____

PRIVACY ACT STATEMENT

A Social Security Number is collected by the authority of Executive Order 9397 (November 22, 1943) and strictly used as an identifier for our records.

OPM'S EXECUTIVE CORE QUALIFICATIONS

The Executive Core Qualifications (ECQs) define the competencies and characteristics needed to build a Federal corporate culture that drives for results, serves customers, and builds successful teams and coalitions within and outside the organization. The ECQs are required for entry to the Senior Executive Service and are used by many departments and agencies in selection, performance management, and leadership development for management and executive positions.

Our programs and seminars are designed around specific sets of these important Leadership Competencies.

ECQ 1 - Leading Change

This core qualification encompasses the ability to develop and implement an organizational vision that integrates key national and program goals, priorities, values, and other factors. Inherent to this ECQ is the ability to balance change and continuity; to continually strive to improve customer service and program performance within the basic Government framework; to create a work environment that encourages creative thinking; and to maintain focus, intensity and persistence, even under adversity.

ECQ 2 - Leading People

This core qualification involves the ability to design and implement strategies that maximize employee potential and foster high ethical standards in meeting the organization's vision, mission, and goals.

ECQ 3 - Results-Driven

This core qualification stresses accountability and continuous improvement. It includes the ability to make timely and effective decisions and produce results through strategic planning and the implementation and evaluation of programs and policies.

ECQ 4 - Business Acumen

This core qualification involves the ability to acquire and administer human, financial, material, and information resources in a manner that instills public trust and accomplishes the organization's mission, and the ability to use new technology to enhance decisionmaking.

ECQ 5 - Building Coalitions/Communications

This core qualification involves the ability to explain, advocate, and express facts and ideas in a convincing manner and to negotiate with individuals and groups internally and externally. It also involves the ability to develop an expansive professional network with other organizations and to identify the internal and external politics that impact the work of the organization.

ECQ 1: Leading Change

- Continual Learning
- Creativity/Innovation
- External Awareness
- Flexibility
- Resilience
- Service Motivation
- Strategic Thinking
- Vision

ECQ 2: Leading People

- Conflict Management
- Integrity/Honesty
- Leveraging Diversity
- Team Building

ECQ 3: Results Driven

- Accountability
- Customer Service
- Decisiveness
- Entrepreneurship
- Problem Solving
- Technical Credibility

ECQ 4: Business Acumen

- Financial Management
- Human Resources Management
- Technology Management

ECQ 5: Building Coalitions/ Communications

- Influencing/Negotiating
- Interpersonal Skills
- Oral Communication
- Partnering
- Political Savvy
- Written Communication

CENTER FOR LEADERSHIP CAPACITY SERVICES

LEADERSHIP GUIDE

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