



LEADERSHIP FOR A DEMOCRATIC SOCIETY

Federal Executive Institute FY 2004



UNITED STATES OFFICE OF PERSONNEL MANAGEMENT



*Great Leaders
for Great
Government*



Kay Coles James, Director



A MESSAGE *from the* DIRECTOR *of the* UNITED STATES OFFICE *of* PERSONNEL MANAGEMENT

Recent events have dramatically reshaped our world. We have refocused priorities and have a new sense of urgency for getting results from Government. We are fighting a war against terrorism. Everything we do as public servants has taken on added meaning and added significance.

Meeting these challenges means reshaping Government. The President has provided aggressive leadership to transform the Federal Government. He has put forth his vision of Government reform, guided by three principles: Government should be citizen-centered (customer-focused), results-oriented, and market-based.

The programs and seminars offered at the Federal Executive Institute and the Management Development Centers support this vision. Our Core Leadership Curriculum and the other programs depicted in *The Leadership Journey* are specifically designed to effectively serve the President, the Presidency, and the American people.

I am very pleased to announce OPM is offering an integrated curriculum to support the President's Management Agenda and its five cross-cutting governmentwide initiatives:

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

There is really only one way to transform Government and that is through people. You, the current and potential leaders of your agency, are the people responsible for the day-to-day actions needed to create that citizen-centered, results-oriented, and market-based Government. Without you, we will not be able to deliver the results the President has promised the American people, the results we need to keep our nation safe and prosperous in the 21st Century. Meeting these objectives will require teamwork in every agency and department. To be successful, we must be working together toward this common goal. One team, one fight, one victory!

The seminars and programs described in this FY 2004 catalog are designed to provide you with the best practices and essential tools to help your agency get the results necessary to achieve our vision and "get to green" on the five initiatives in the President's Management Agenda.

President Bush said in introducing his management agenda, "good beginnings are not the measure of success. What matters in the end is completion. Performance. Results."

I encourage you to come to the Federal Executive Institute and the Management Development Centers. By taking back what you learn to your agencies and applying it to producing real results for the American people we will fulfill our promise, "Great Leaders for Great Government."

A handwritten signature in blue ink that reads "Kay Coles James". The signature is fluid and cursive.

Kay Coles James
Director, United States Office of Personnel Management



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FEI: A UNIQUE APPROACH to LEARNING

Throughout its 35 year history, FEI has been known for the personal attention it gives to every executive who attends. The Leadership for a Democratic Society 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. Unstructured time each day offers the opportunity to network with other executives or just to relax and reflect on one's career, organization, and personal goals.

FEI's Wellness Program is another special feature which 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.

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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 U.S. 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 focus areas in the President's Management Agenda.

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

This four-week program brings together executives from 25-30 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



LEADERSHIP *for a* DEMOCRATIC SOCIETY PROGRAM DESIGN

FEI's approach builds a learning community where federal executives and faculty are both teachers and learners. While the program provides a common core of knowledge and skills, it also

enables each executive to tailor the learning experience to her or his needs.

The **LEADERSHIP DEVELOPMENT TEAM** is the cornerstone of the FEI experience. Teams of 8-9 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 Leadership Development Team experience to assess leadership strengths and identify areas for development. Each executive crafts a personal learning plan for the remainder of their time at FEI and beyond.

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 video tapes. 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 three key leadership questions: What drives them as executives? What are their organization's core values and purpose? 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

Courses are small and use a wide mix of interactive methods, including group exercises, case studies, simulations, skill practice, instruments, and video tapes.

and the faculty facilitator during a post-graduation follow-on group conference call. Executives may also retain a one-on-one executive coach through FEI's Center for Executive Leadership.





TYPICAL COURSES *and* PLENARY SESSIONS

F EI offers a wide range of courses (which vary from 14-19 hours in length) and shorter sessions (which vary from 2 hours to a day) 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	<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 ORGANIZATIONS	<ul style="list-style-type: none"> ■ Building High Performing Organizations ■ Developing the Learning Organization ■ Leading Virtual Teams 	<ul style="list-style-type: none"> ■ The Leadership Challenge ■ Developing Technologies: Ethical Challenges for Leaders ■ Leading in a Changing World
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	<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 the 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
12:00-2:15 pm	Lunch and Fitness Activities (optional)
1:00-3:00 pm	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, Executive Forum, or Plenary Sessions

THE FEDERAL EXECUTIVE INSTITUTE in CHARLOTTESVILLE, VA



Located approximately two hours southwest of Washington, D.C., FEI is removed from the constant interruptions of daily work. The fourteen acre campus is in the heart of the bustling university community of Charlottesville, Virginia but is secluded by woods and terrain. Participants stay in

When not in class, executives may exercise in the Alumni Fitness Center or play volleyball or basketball.

comfortable private guest rooms and eat well-prepared, health-conscious meals. Programs are presented in well-equipped on-site classrooms. When not in class, executives may exercise in the Alumni Fitness Center or play volleyball or basketball.

Quiet spaces for walking, relaxation and conversation, in addition to the Susan B. Anthony Library, round out the facility. All facilities used for the program are accessible to persons with disabilities.



ATTENDING THE LEADERSHIP FOR A DEMOCRATIC SOCIETY PROGRAM

Federal government employees who attend FEI are members of the Senior Executive Service or are GS-15 (or equivalents in other pay systems). Selected senior state, local, and international government executives also participate.

Participants arrange their attendance through their agency training offices. The training offices then submit training forms to FEI. International, state, and local executives arrange for attendance in

the Leadership for a Democratic Society program through their training or personnel offices. These offices send nominations by letter with accompanying resumes. FEI terminates acceptance of nominations or substitutions two weeks prior to each session. The Institute does not refund charges if agencies must cancel attendance.

VISIT OUR WEB SITE TOO!

Even more information about the Leadership for a Democratic Society program is available on our Web site: www.leadership.opm.gov/lds. On the Web site, you can find:

- A virtual tour of our campus
- Bios of our faculty
- Descriptions of courses offered within the program
- Answers to Frequently Asked Questions
- The program as seen from the vantage point of one of our graduates

LEADERSHIP *for a* DEMOCRATIC SOCIETY PROGRAM

TUITION *and* REGISTRATION INFORMATION



TUITION

LEADERSHIP FOR A DEMOCRATIC SOCIETY\$10,950

LEADERSHIP FOR A DEMOCRATIC SOCIETY

APPLIED LEARNING PROGRAM\$11,450

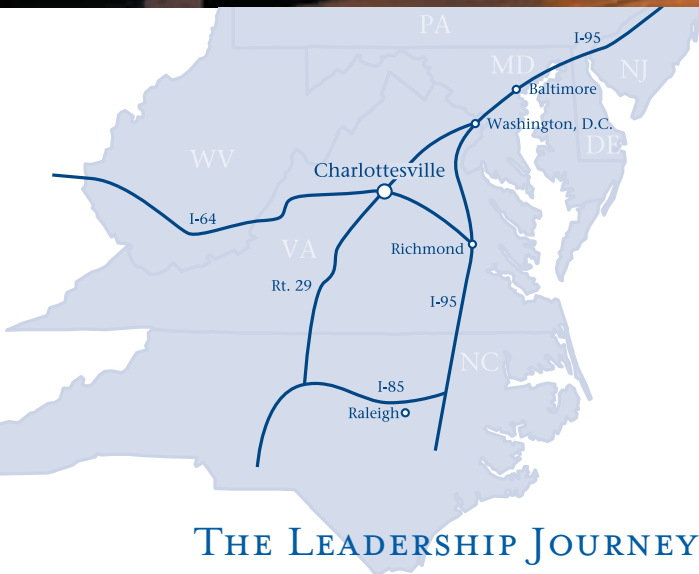
Tuition includes all instructional services, course materials, and food and lodging charges. Agencies reimburse FEI via credit card, SF 182, MIPR, Purchase Order, or other appropriate vehicle.

FOR FURTHER INFORMATION OR TO REGISTER

More detailed information about the Leadership for a Democratic Society program may be found on FEI's Web Site: www.leadership.opm.gov/lds. The FEI Registrar may be reached through email at: fei@opm.gov or by phone at (434) 980-6200.

PROGRAM CALENDAR FY 2004

Program 293	October 26 – November 21, 2003
Program 294 <i>Applied Learning Program</i>	November 30 – December 12, 2003 and March 7 – March 19, 2004
Program 295	January 4 – 30, 2004
Program 296	February 1 – 27, 2004
Program 297 <i>Applied Learning Program</i>	March 28 – April 9, 2004 and July 11-23, 2004
Program 298	April 18 – May 14, 2004
Program 299 <i>Applied Learning Program</i>	May 16 – 28, 2004 and August 22 – September 3, 2004
Program 300	June 6 – July 2, 2004
Program 301	July 25 – August 20, 2004
Program 302	September 19 – October 15, 2004

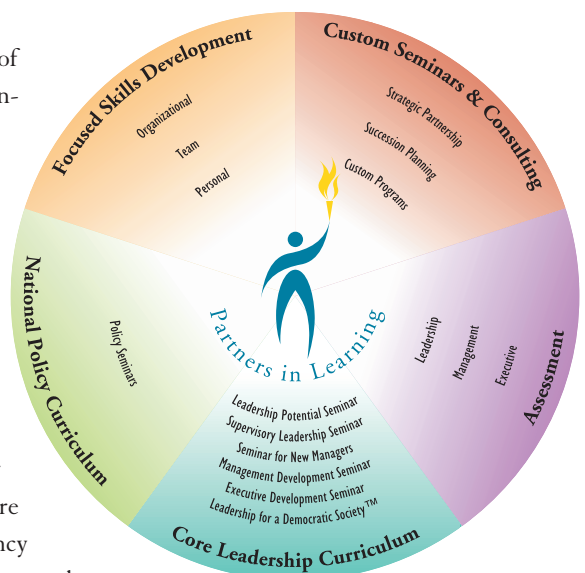


LOCATION

The Federal Executive Institute in Charlottesville, Virginia is a wooded campus near the University of Virginia and the Blue Ridge Mountains. The Institute is surrounded by natural and historic attractions, including the homes of three of the nation's first five presidents—Thomas Jefferson, James Madison, and James Monroe. It is two hours driving time from Washington, D.C.

THE LEADERSHIP JOURNEY

The Leadership for a Democratic Society program is one of many programs, depicted here, which form a comprehensive set of services for those embarked on the Leadership Journey. The services of the Federal Executive Institute and the Western and Eastern Management Development Centers address all of the Executive Core Qualifications and leadership competencies required for high performance. These services can be assembled in a variety of ways to provide individually and organizationally tailored approaches to building supervisory, managerial, and executive excellence. We do not dictate or recommend any single progression through our curriculum; participants choose their own paths and pace on the Leadership Journey. Last year, more than 5,000 Federal leaders completed our residential interagency programs. They joined the tens of thousands of their predecessors who have honed their leadership skills through these courses over the past 35 years.



UNITED STATES OFFICE OF
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