Leadership
for Results

a new program of

The
Federal
Executive
Institute

Does your agency need a program that:

- *Addresses strategic, cross-cutting business issues?*

- *Develops managers/executives through significant work assignments?*

- *Furthers ECQs of executives who have had substantial training?*

- *Builds networks among top managers/executives?*

- *Gives top leadership a chance to get a closer look at high-potential, future leaders?*

OPM

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT

FEI's **Leadership for Results Program** is based on research which shows that executives learn critical leadership skills from stretch assignments at work—if they consciously reflect on their efforts. The program is for agencies that want executives to focus on a significant business issue and learn at the same time. With the support of a high-level agency champion, each participant works on a key issue. Each executive joins a team of 5-6 other executives and has their help in thinking through the issue (and helps them in turn). Each team has support from an FEI faculty coach throughout the program.

> *"The significant problems we face today cannot be solved at the same level of thinking we were at when we created them"*
>
> **Albert Einstein**

What's Different About This Approach?

The **Leadership for Results Program** is unlike any learning program your executives have attended. The focus is on thinking about and acting on a business issue. Leadership concepts and techniques are woven into work on the business issue, on a just-in-time basis. This means that the "in residence" portion of the program can be kept to a minimum. Rather than taking executives away from the office so they can learn, we make sure they learn while at work. And you can enroll them as individuals, where each will be on a team with executives from other agencies—or you can enroll a team from your agency—and have them work on a shared business issue and learn to work effectively together.

The Program Design

The **Leadership for Results Program** begins with the identification of a significant business issue, a high level champion for the issue, and a program participant (or team, if the agency wants a team to work on the issue). After a contract is signed between the participant (or team) and issue champion, pre-work for a residential program is next. This includes exploration of the issue and completion of needed individual assessments. Next comes an opening residential segment, followed by monthly work on the issue and one-day monthly team meetings. The program concludes with presentations to issue champions and a final residential segment.

Program Opening (4 Days)	Action on Issue	Team Meets (1 Day)	Action on Issue	Team Meets (1 Day)	Action on Issue	Team Meets (1 Day)	Action on Issue	Team Meets (1 Day)	Action on Issue & Learning Report	Final Segment (2 Days)
month one		month two		month three		month four		month five		

Objectives

By the conclusion of this program, participants will have:

- Taken action to address a significant business issue facing their organization;
- Gained a broader understanding of how their organization works and the strategic issues facing it;
- Gained a deeper understanding of the individual and organizational barriers to change and how to address them;
- Improved their ability to examine the core assumptions and mental models that shape how they and their organization think and act;
- Improved their ability to build and participate in high performing work teams; and
- Developed a broader network of senior executives for use in future learning and problem solving.

By the conclusion of this program, sponsoring agencies will have gained, in addition to the gains for participants identified above:

- Consulting help and thoughtful action on a significant business issue from an entire team of highly capable executives;
- An opportunity to further assess the capabilities and potential contributions of one or more highly performing agency executives;

and, if the agency has placed a team of executives in the program:

- A more highly capable and highly performing work team able to transfer their new skills to address business issues in the future.

Executive Core Qualifications and More …

The **Leadership for Results Program** focuses on key Executive Core Qualifications (ECQs): Leading People, Leading Change, Results Driven, and Building Coalitions/Communication. In addition to addressing the competencies in these ECQs, the program enables participants to gain a broader view of a significant business issue and develops the manager's and executive's ability to:

- Understand the strengths and blind spots in their thinking and acting
- Question assumptions and change them where needed
- Frame questions to address problems
- Think more critically and carefully about the issues they face
- Generate more varied and creative options for addressing these issues
- Consider the system-wide impacts of the options before acting
- Make decisions with a broader view of the needs of the agency
- Build strong commitment to needed changes among stakeholders

Program Content

Much of what executives learn in the **Leadership for Results Program** is driven by the business issue they are addressing, thus allowing real work to drive the learning process. The program does, however, ensure exposure to and competence in specific thinking and problem solving concepts and tools – ones often not addressed or fully developed earlier in most executives' experience. These include, for example, concepts and tools in:

- Systems thinking;
- Inquiry and questioning of core assumptions and mental models;
- Organizational and systems change;
- Influencing and coalition building; and
- Building critically thinking, clearly communicating work teams.

Why Not Use a Task Force Rather Than This FEI Program?

The **Leadership for Results Program** offers several advantages that a task force approach to solving a business issue does not provide. The learning team in this program will have access to analytical and thinking tools not generally known and used by task forces. This dramatically increases the likelihood that the underlying assumptions blocking success on the issue will be uncovered and dealt with. By design, the program includes people on the team who would normally not be placed on a task force and who thus bring fresh and unusual perspectives to examining the business issue. This leads to more creative solutions. The faculty coach ensures that the team addresses tough issues that often get buried to preserve task force harmony, and the coach also can bring just-in-time tools to the team's thinking process. Finally, because the program has a concrete learning focus, often not present or easy in the typical task force, participants will have skills by the conclusion of the program which they can bring to all their future efforts.

Who is Eligible?

The **Leadership for Results Program** is open to GS/GM 15s and members of the Senior Executive Service. GS 14s will be considered if they are part of a business issue team which includes higher level executives or if they can document that they are acting in a GS/GM 15 or higher level position.

Program Dates and Costs

The program is offered on an open-enrollment basis for individuals and teams (see dates below) but can be custom-designed for agencies who wish to place two or more teams in the program at the same time.

PROGRAM COST	
Cost for individual participants	$8,450
Cost for 2-4 participants (per participant)	$7,950
Cost for teams of 5-6 (per participant)	$7,450

Costs for custom-designed programs are developed separately with each organization.

Each session includes the opening segment, four one-day team meetings, and a closing segment.

Session 1 Course Code: M109			**or**	**Session 2** Course Code: M110		
START DATE	**MONTHLY TEAM MEETINGS**	**FINAL MEETING**		**START DATE**	**MONTHLY TEAM MEETINGS**	**FINAL MEETING**
October 15-19, 2000	Nov 13, 2000	March 4-6, 2001		July 8-12, 2001	Aug 6, 2001	Dec 9-11, 2001
	Dec 11, 2000				Sep 10, 2001	
	Jan 16, 2001				Oct 15, 2001	
	Feb 12, 2001				Nov 5, 2001	

FEI program charges include the following:

- All instructional services
- Course materials (including program notebook and videotapes where appropriate)
- Lodging at FEI in Charlottesville
- All meals (breakfast, lunch and dinner)
- Breaks—coffee, tea, juice, fruit, and morning and afternoon snacks

The FEI campus is a self-contained center for living and learning. Participants stay in comfortable private guestrooms and eat well-prepared and health-conscious meals.

Programs are presented in well-equipped on-site classrooms. All facilities used for programs are accessible to persons with disabilities.

Because our programs are designed to facilitate personal attention, each offering accommodates a limited number of participants. Therefore, we cannot refund your tuition if you cancel within two weeks of your program start date, or after pre-program work is due.

To Enroll or for More Information...

Contact Donna Sweeney, Registrar, Center for Executive Leadership at **(804) 980-6200** or via email at: **cel@opm.gov**
FAX: 804/979-3387 • TDD: 804/980-6299

Registration Reply Form

FEDERAL EXECUTIVE INSTITUTE

Fax Back

FAX TO: 804-979-3387

Federal Executive Institute
Center for Executive Leadership
1301 Emmet Street
Charlottesville, VA 22903
804/980-6200

Program Name _____

Program Code _____

Program Date _____

Participant Information:

Name _____ SSN* _____

Job Title _____

SES or GS/GM Grade Level: _____ or Equivalent Position/Rank (specify) _____

Division _____

Agency/Organization _____

Office Street Address _____

City _____ State _____ ZIP _____

Office Phone _____ Fax _____

Email Address _____ Nickname _____

* SSN and credit card information are used internally for registration purposes only and will not be disclosed

Accommodation Information:

❍ **Smoking Room**   ❍ **Physically Challenged** _____

❍ **Special Dietary Needs** _____

Tuition Billing Information:

❍ **Agency Training Form** (copy attached)

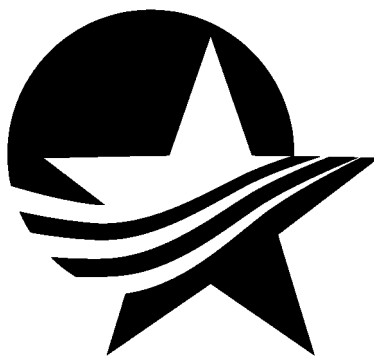❍ **Government IMPAC Visa or MasterCard**

   Credit Card #* _____

   Exp. Date _____

   Signature _____

   Tuition Amount _____

   Fax receipt to _____

Leadership Learning that Serves America

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