

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT

# CENTER FOR LEADERSHIP CAPACITY SERVICES



## CATALOG OCTOBER 2007 – SEPTEMBER 2008

SEMINARS OFFERED AT THE  
FEDERAL EXECUTIVE INSTITUTE AND THE  
MANAGEMENT DEVELOPMENT CENTERS



UNITED STATES OFFICE OF PERSONNEL MANAGEMENT





FEDERAL EXECUTIVE INSTITUTE  
*Charlottesville, Virginia*



EASTERN MANAGEMENT  
DEVELOPMENT CENTER  
*Shepherdstown, West Virginia*



WESTERN MANAGEMENT  
DEVELOPMENT CENTER  
*Aurora, Colorado*



WELCOME FROM THE DIRECTOR  
OF  
THE U.S. OFFICE OF PERSONNEL MANAGEMENT

On behalf of the U.S. Office of Personnel Management (OPM), I present our FY 2008 Center for Leadership Capacity Services Seminar Catalog. In these pages, you will find information regarding 65 exclusive seminars on subjects ranging from team building to management development. Each seminar is designed to give Federal employees the tools and skills necessary to lead and manage our civilian workforce.

Seminars are conducted at our three world-class learning centers: The Federal Executive Institute in Charlottesville, VA; the Eastern Management Development Center in Shepherdstown, WV; and the newly renovated Western Management Development Center in Denver, CO. For those unable to attend classes at these locations, many seminars are offered online, or, on-site workshops can be arranged. Our goal is to ensure all future Federal civilian leaders have access to these fine learning tools.

Managers across the Federal Government face challenges every day dealing with new technologies, new business techniques, and new career patterns. These seminars will ensure our next wave of leaders is prepared for these and many other challenges.

In addition, we are working to cultivate new generations of Federal managers through our Presidential Management Fellows (PMF) program. PMF offers some of America's best students with advanced degrees the opportunity to launch their career in the Federal civil service through an intense, two-year fellowship. At its conclusion, most of these students are retained permanently by their respective agency, and become the core of the next generation of Federal civilian managers.

Our mission at OPM is to ensure the Federal Government has an effective civilian workforce—one designed to perform above and beyond the expectations of the American public. With the training and assistance provided through these programs, we will no doubt continue to succeed in this mission. I encourage you to take advantage of the valuable information contained within these pages. Best wishes and thank you for your service.



Linda M. Springer  
Director

## HOW TO USE THIS CATALOG

### 1 Find the right program...

Center for Leadership Capacity Services (CLCS) Open Enrollment Programs for FY 2008 are divided into six categories, with color-coded tabs at the top of the page for easy reference:

Executive Leadership Development	Introduction on page 07
Individual Assessment and Development	Introduction on page 19
Management and Supervisory Skills	Introduction on page 27
Organizational Leadership for Executives	Introduction on page 41
Policy and Initiatives	Introduction on page 55
Specialized Skills	Introduction on page 61



Open Enrollment Programs are conducted at the **Federal Executive Institute (FEI)** in Charlottesville, Virginia, the **Eastern Management Development Center (EMDC)** in Shepherdstown, West Virginia, and the **Western Management Development Center (WMDC)** in Aurora, Colorado. Locations, costs, and schedules for FY 2008 are listed on each page. Brief descriptions of our centers are found on the inside back cover.

### 2 Consult with a representative at our Customer Service Office to answer your specific questions, and to ensure that your selected programs will fit your needs.

Voice: 888-676-9632 or 304-870-8008  
TDD/TTY: 304-870-8066  
email: [register@opm.gov](mailto:register@opm.gov)



### 3 Visit the CLCS Leadership Website for the most current schedule information, locations, and prices at [www.leadership.opm.gov](http://www.leadership.opm.gov)



### 4 Initiate your registration by applying online or by using the Fax-Back form. (See p. 69.)



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**Look for these notations on seminar descriptions:**

 This symbol indicates college credit is available, either undergraduate or graduate-level, certified by the American Council on Education (ACE).

**NEW** New seminars are marked with this symbol.

 Seminars designed specifically to meet requirements of the President’s Management Agenda feature this symbol.

FEI = Federal Executive Institute  
 WMDC = Western Management Development Center  
 EMDC = Eastern Management Development Center

## U.S. OFFICE OF PERSONNEL MANAGEMENT'S EXECUTIVE CORE QUALIFICATIONS

The five Executive Core Qualifications (ECQs) are based on an Office of Personnel Management study of 8,000 Federal executives, managers, and supervisors. 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 (SES) 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 involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent to this ECQ is the ability to establish an organizational vision and to implement it in a continuously changing environment.

### **ECQ 2: Leading People**

This core qualification involves the ability to lead people toward meeting the organization's vision, mission, and goals. Inherent to this ECQ is the ability to provide an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts.

### **ECQ 3: Results Driven**

This core qualification involves the ability to meet organizational goals and customer expectations. Inherent to this ECQ is the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks.

### **ECQ 4: Business Acumen**

This core qualification involves the ability to manage human, financial, and information resources strategically.

### **ECQ 5: Building Coalitions**

This core qualification involves the ability to build coalitions internally and with other Federal agencies, State and local governments, nonprofit and private sector organizations, foreign governments, or international organizations to achieve common goals.

### **Fundamental Competencies**

These competencies are the foundation for success in each of the Executive Core Qualifications.

- Continual Learning
- Integrity/Honesty
- Interpersonal Skills
- Oral Communication
- Public Service Motivation
- Written Communication

### **ECQ 1: Leading Change**

- Creativity/Innovation
- External Awareness
- Flexibility
- Resilience
- Strategic Thinking
- Vision

### **ECQ 2: Leading People**

- Conflict Management
- Developing Others
- Leveraging Diversity
- Team Building

### **ECQ 3: Results Driven**

- Accountability
- Customer Service
- Decisiveness
- Entrepreneurship
- Problem Solving
- Technical Credibility

### **ECQ 4: Business Acumen**

- Financial Management
- Human Capital Management
- Technology Management

### **ECQ 5: Building Coalitions**

- Influencing/Negotiating
- Partnering
- Political Savvy

## THE LEADERSHIP JOURNEY: COMPETENCY-BASED LEARNING

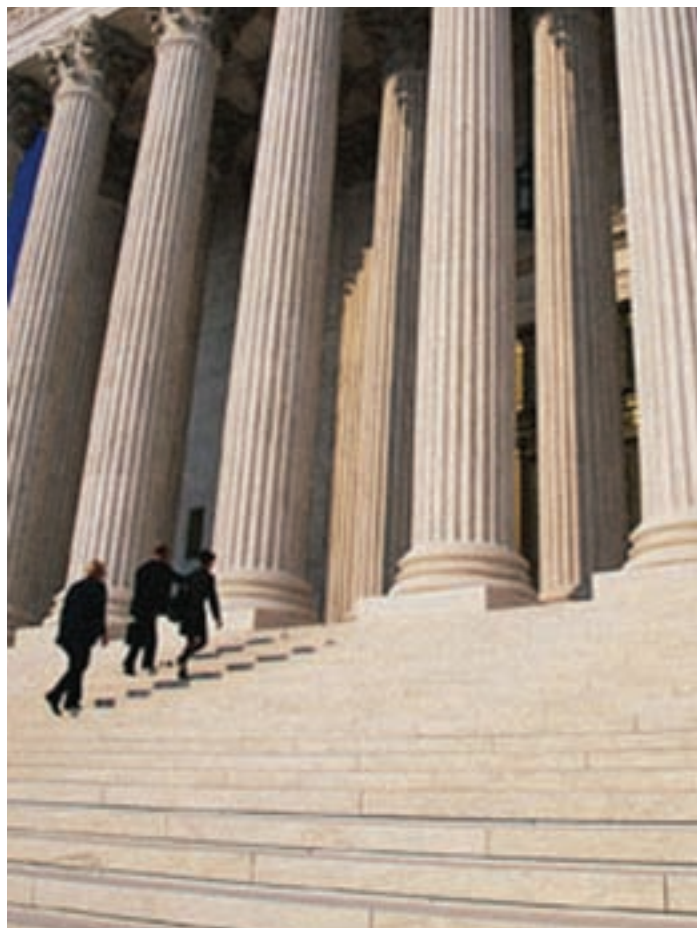
At the Office of Personnel Management's (OPM) Center for Leadership Capacity Services (CLCS), we believe that great leaders are made, not born. With 40 years of experience, we have come to know and appreciate virtually every challenge faced by Federal managers and executives along their Leadership Journey. Compared to private sector training companies, we better understand Government leadership training needs because we *are* Government.

The five Executive Core Qualifications (ECQs), based on an OPM study of 8,000 Federal executives, managers, and supervisors, form the foundation for all CLCS programs and services. Today these core qualifications, and the 28 competencies they comprise, are used throughout Government as an essential part of an agency's selection, development, and performance management system. For the individual Federal manager or executive, the ECQs represent the guideposts along the pathway to career and organizational success—*The Leadership Journey*.

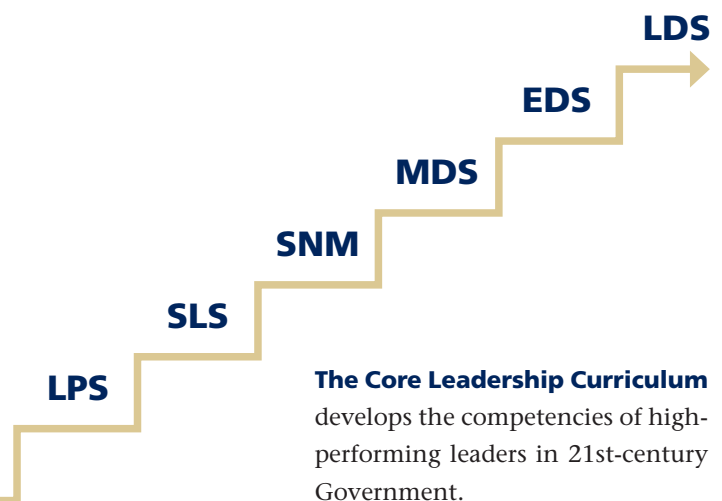
### A PHASED APPROACH TO HIGHER PERFORMANCE

While CLCS does not recommend any single developmental pathway for individuals or groups, we have over 40 years' experience in needs-based curriculum development for Federal Government agencies. Our **Core Leadership Curriculum** stands as one of the most successful training programs ever conceived for Federal managers. In this multi-phased approach, participants are engaged in a career-long process of leadership development, from the pre-supervisory level through preparation for the **Senior Executive Service (SES)**.

Beginning with the **Leadership Potential Seminar** and culminating with the four-week **Leadership for a Democratic Society** program, leaders continually and sequentially prepare for higher levels of responsibility, while providing their agencies with a blueprint for succession planning. These seminars and programs make up CLCS's **Core Leadership Curriculum**.



- **Leadership Potential Seminar (LPS)**  
*for emerging leaders, p. 23*
- **Supervisory Leadership Seminar (SLS)**  
*for new supervisors, p. 39*
- **Seminar for New Managers (SNM)**  
*for new managers, p. 34*
- **Management Development Seminar (MDS)**  
*for mid-level and experienced managers, p. 32*
- **Executive Development Seminar (EDS)**  
*for senior leaders and SES candidates, p. 11*
- **Leadership for a Democratic Society (LDS)**  
*for SES and leaders at the executive level, p. 13-14*





“ My learning experience at FEI has been the most applicable training I’ve received in my 29-year career. To this day I continue to draw from the quality insights, the self-growth, and the connections gained through the small-group interactions. As a Government employee with a disability, my unique needs were addressed before I even requested assistance. You have left a very high mark for other training providers to match! ”

**Joe L. Meade**  
Chugach National Forest





## EXECUTIVE LEADERSHIP DEVELOPMENT

Senior executives in the Federal Government face challenges of the highest risk, the broadest consequences, and the most intricate complexity. Only the Office of Personnel Management has the history, the experienced faculty, and the resources to help you solve the singular problems particular to public sector executives.

With the hundreds of topics presented by expert instructors in our seminars, you can find an educational experience to exactly match your needs. From skills assessment and development to personnel management and group dynamics, to organizational transitions and long-range planning, to issue-specific consulting—our **Executive Leadership Development** seminars offer the best solution for you and your organization.

### Executive Leadership Development

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## A LEADER'S GUIDE TO DEVELOPING RESILIENCE **NEW**

*Sustaining Your Capacity to Lead in Challenging Times*

### OVERVIEW

How do senior executive leaders sustain their initiatives, perspectives, and sense of themselves as agents of change? They consistently articulate new ways of doing things and model these possibilities in the face of daily challenges. They choose effective strategies for dealing with complex and conflicting priorities. They maintain focus, rooted in a purposeful commitment to change. They draw sustenance from a range of practices, both at work and in their larger lives, to develop resilience, capacity, and balance. Lastly, they inspire and coach others to contribute as well.

This dynamic and experiential seminar explores the power of resilience in a world of change. It provides a forum for addressing the challenge of resilience explicitly and directly. You will practice coaching others, receive coaching, and use cutting-edge tools, perspectives, and strategies. You will learn to sustain yourself as an agent of change and to support others during the change process. A resilience self-assessment, individual and group exercises, and skill practices, interspersed with group discussions and brief presentations, will give you the tools to sustain for yourself and others a sense of possibility, perspective, and optimism.

### HOW YOU WILL BENEFIT

- Clarify and embody your purpose as a leader
- Apply research findings concerning the impact of empowering perspectives
- Design ongoing personal practices to strengthen focus and resilience
- Create a map for managing strategic partnerships
- Select key initiatives for proactive engagement
- Commit to a personal strategy to maintain your focus, intensity and persistence

### WHO SHOULD ATTEND

SES members, GS-15s, and their high-performing equivalents in Federal, international, State, and local governments

### COMPETENCIES EMPHASIZED in this seminar

- Creativity/Innovation
- Developing Others
- Flexibility
- Problem Solving
- Resilience

### LENGTH & COST

3 days. \$2,745  
Includes tuition, materials, meals, lodging

### LOCATION

FEI, Charlottesville, VA

### SCHEDULE

Sep 17 - 19, '08.....FEI  
Program Code: M813

### Recommended Prior Seminars or Experience

Emotional Competence:  
Working With Others for Results, p. 9

A Leader's Guide to Developing Resilience

### Recommended Follow-on Seminars

Polarity Leadership Seminar, p. 15

## EMOTIONAL COMPETENCE: WORKING WITH OTHERS FOR RESULTS

*Achieving Better Relationships to Improve Personal and Organizational Performance*

### OVERVIEW

“I know my organization functions better when people get along, but how can I encourage cooperation in my team?” is a question that resonates with many Federal leaders. This seminar will help you develop skills to improve personal and professional relationships.

Dynamic sessions emphasize skill development through exercises, demonstrations, discussions, and practice sessions. Each class begins by exploring participants’ skill levels, orientations, expectations, questions, and life experiences—you will be part of a unique group of adult students willing and eager to learn. The emphasis of the seminar and its exercises and discussions will vary based on this initial class assessment, but the outline will include:

- Emotional competencies all effective leaders need
- Links between the traits of effective leaders and Emotional Intelligence theory
- Basic skills to identify and utilize emotions
- Importance of emotions in relationships and everyday life
- Most recent research on the functions of feelings and emotions in our lives
- Current challenges to old paradigms in neuroscience and brain development research

### HOW YOU WILL BENEFIT

- Understand how interpersonal relationships affect organizational performance
- Discover the organizational benefits of good relationships
- Learn to appreciate and forestall the obvious and hidden costs of bad or strained relationships
- Develop and practice personal and organizational approaches that support good relationships

### WHO SHOULD ATTEND

SES members, GS-15s, and their high-performing equivalents

### COMPETENCIES EMPHASIZED in this seminar

- Continual Learning
- Influencing/Negotiating
- Interpersonal Skills
- Leveraging Diversity
- Political Savvy

### LENGTH & COST

3 days. \$2,745  
Includes tuition, materials, meals, lodging

### LOCATION

FEI, Charlottesville, VA

### SCHEDULE

Apr 2 - 4, '08. . . . . FEI  
Program Code: M808

### Recommended Prior Seminars or Experience

### Recommended Follow-on Seminars

Leading Strategically: From Vision to Performance, p. 51

**Emotional Competence:  
Working With Others for Results**

A Leader’s Guide to Developing Resilience, p. 8

## EXECUTIVE COMMUNICATION SKILLS: LEADING THE PROCESS OF CHANGE

*Dynamic Presentation of Leadership Theory and Practical Approaches to Improving Your Interpersonal Skills and Relationships*

### OVERVIEW

The fast-paced agenda of this seminar moves between videotaped role-play sessions that build your interpersonal communication skills and leadership sessions that provide tools for overcoming barriers to change in your organization.

The seminar combines practical knowledge of the key concepts of leadership with the interactive skills that are essential to communication. Video sessions involve small teams, each with a skilled facilitator from the Federal Executive Institute'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, you will learn how to guide your organization into the future. You will focus on your own work experiences and how they relate to your development as a leader; however, you will also learn from others: analyzing video clips from popular films, hearing brief lectures, and participating in large- and small-group discussions. With one faculty member for every four or five executives, you are guaranteed personal attention.

### HOW YOU WILL BENEFIT

- Learn the theory and application of effective leadership and communication skills
- Practice enhanced listening, probing, and feedback skills
- Become better prepared to lead your colleagues in a changing world
- Conceptualize events in ways that encourage others to follow
- Devise new ways to communicate your vision more effectively

### WHO SHOULD ATTEND

SES members, GS-15s, and their high-performing equivalents

### COMPETENCIES EMPHASIZED in this seminar

- Influencing/Negotiating
- Interpersonal Skills
- Leveraging Diversity
- Oral Communication
- Team Building

### LENGTH & COST

5 days. \$4,050  
Includes tuition, materials, meals, lodging

### LOCATION

FEI, Charlottesville, VA

### SCHEDULE

Jun 2 - 6, '08 . . . . . FEI  
Program Code: M806



### Recommended Prior Seminars or Experience

Leading Across Generations, p. 48

**Executive Communication Skills:  
Leading the Process of Change**

### Recommended Follow-on Seminars

Leading Through Constructive Conflict, p. 52

## EXECUTIVE DEVELOPMENT SEMINAR: LEADING CHANGE (EDS)

*Getting the Big Picture for Tomorrow Right—Today*

### OVERVIEW

This seminar will help senior managers strengthen their ability to make the transition to the Senior Executive Service (SES). You will acquire an agency-level perspective and learn to lead change by examining structure, strategy, and policy. You will also discuss leadership challenges in today's real world and learn what it takes to maintain an ethical environment.

Collaborating with your seminar group, you will design a Government agency, establish its mission, set its goals, and complete an efficient strategic plan aligned with the President's Management Agenda. Guided and independent research will help you determine which Government agencies, congressional committees, and special interest groups are appropriate partners; group discussion and expert instruction will teach you to interact positively and build these relationships. You will learn to act strategically and communicate orally in a variety of settings. Through the Office of Personnel Management's 360-degree assessment, you will explore your leadership style and apply concepts appropriate for today's organization.

### HOW YOU WILL BENEFIT

- Acquire and demonstrate new techniques and approaches for leading change within the Federal Government
- Construct a map of the political environment, identifying the diverse stakeholders involved in a policy area
- Enhance your skills in planning and delivering results-oriented performance
- Improve your political savvy by identifying and cultivating valuable partnerships and coalitions
- Better understand the interrelationship of the Legislative and Executive Branches
- Improve your executive communication skills
- Understand the leader's responsibility for managing an ethical organization

### WHO SHOULD ATTEND

Experienced senior managers (GS-14s/15s)

SES-level managers seeking focused skills development and promotion

Individuals enrolled in an SES Federal Candidate Development Program

### COMPETENCIES EMPHASIZED in this seminar

- External Awareness
- Interpersonal Skills
- Oral Communication
- Political Savvy
- Strategic Thinking

### LENGTH & COST

2 weeks. \$5,200  
Includes tuition, materials, meals, lodging

### LOCATION

EMDC, Shepherdstown, WV  
WMDC, Aurora, CO

### COLLEGE CREDIT

4 Hours/Graduate

### SCHEDULE

Oct 29 - Nov 9, '07 . . . . .	EMDC
Jan 28 - Feb 8, '08 . . . . .	EMDC
Mar 10 - 21, '08 . . . . .	EMDC
Apr 7 - 18, '08 . . . . .	WMDC
May 5 - 16, '08 . . . . .	EMDC
Jun 16 - 27, '08 . . . . .	WMDC
Jul 14 - 25, '08 . . . . .	EMDC
Aug 11 - 22, '08 . . . . .	WMDC
Sep 8 - 19, '08 . . . . .	EMDC

### Recommended Prior Seminars or Experience

Management Development Seminar, p. 31

Executive Development Seminar:  
Leading Change (EDS)

### Recommended Follow-on Seminars

Senior Executive Assessment Program, p. 16

## EXECUTIVE DEVELOPMENT SEMINAR: BLENDED (EEDS)

*Getting the Big Picture for Tomorrow Right—Today*

### OVERVIEW

This seminar was created to help busy senior managers strengthen their ability to make the transition to the Senior Executive Service (SES) without a lengthy absence from personal and professional obligations at home. The combined online and in-residence experience offers the same benefits as the two-week classroom Executive Development Seminar: Leading Change. You will acquire an agency-level perspective and learn to lead change by examining structure, strategy, and policy. You will also discuss leadership challenges in today's real world and learn what it takes to maintain an ethical environment.

Collaborating with your seminar group, you will design a Government agency, establish its mission, set its goals, and complete an efficient strategic plan aligned with the President's Management Agenda. Guided and independent research will help you determine which Government agencies, congressional committees, and special interest groups are appropriate partners; group discussion and expert instruction will teach you to interact positively and build these relationships. You will learn to act strategically and communicate orally in a variety of settings. Through the Office of Personnel Management's 360-degree assessment, you will explore your leadership style and apply concepts appropriate for today's organization.

### HOW YOU WILL BENEFIT

- Acquire and demonstrate new techniques and approaches for leading change within the Federal Government
- Construct a map of the political environment, identifying the diverse stakeholders involved in a policy area
- Enhance your skills in planning and delivering results-oriented performance
- Improve your political savvy by identifying and cultivating valuable partnerships and coalitions
- Better understand the interrelationship of the Legislative and Executive Branches
- Improve your executive communication skills
- Understand the leader's responsibility for managing an ethical organization

### WHO SHOULD ATTEND

Experienced senior managers (GS-14s/15s)

SES-level managers seeking focused skills development and promotion

Individuals enrolled in an SES Federal Candidate Development Program

### COMPETENCIES EMPHASIZED in this seminar

- External Awareness
- Interpersonal Skills
- Oral Communication
- Political Savvy
- Strategic Thinking

### LENGTH & COST

9 weeks. \$3,400  
Includes tuition, materials, meals, lodging

### LOCATION

WMDC, Aurora, CO

### COLLEGE CREDIT

4 Hours/Graduate

### SCHEDULE

#### Online Session

May 5 - Jun 27, '08 (8 weeks)

#### In-Residence Session

Jul 8 - 10, '08 (3 days) . . . . . WMDC

### Recommended Prior Seminars or Experience

Management Development Seminar, p. 31

**Executive Development Seminar: Blended (EEDS)**

### Recommended Follow-on Seminars

Senior Executive Assessment Program, p. 16

## LEADERSHIP FOR A DEMOCRATIC SOCIETY (LDS)

*Historical Foundations for Leading Contemporary Transformations*

### OVERVIEW

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The Federal Executive Institute (FEI) uses the U.S. Constitution as the overarching theme as you build your understanding of the diverse talents, needs, perspectives, and professional goals of your fellow participants, your agencies, and the citizens you serve. FEI fosters executives who excel in a 21st-century world, while remaining connected to the constitutional principles forged in the 18th century. We invite you to join both worlds at FEI.

The themes of FEI's Leadership for a Democratic Society (LDS) seminar reflect and enhance the constitutional underpinning of Federal Government work and the common culture of senior Federal executives. At FEI, you will explore and build your knowledge and skills in personal leadership, transforming public organizations, the policy framework in which Government leadership occurs, and the broad global context of international trends and events that shape Government agendas.

Since 1968, FEI has been known for the personal attention it gives to every executive who attends its seminars. FEI's approach builds a learning community where Federal executives and faculty are both teachers and participants. The LDS seminar is custom designed to fit your particular interests through individual feedback, your choices from a variety of small-group courses and large-group plenary sessions, one-on-one coaching from a faculty facilitator, and assistance from seminar colleagues in a small Leadership Development Team.

The Leadership Development Team is the cornerstone of the FEI experience. Working in teams of eight or nine executives with a faculty facilitator, you will build a supportive learning climate and create relationships that span organizational boundaries and last beyond the seminar's end. During the first week of the seminar, you will explore the nature of leadership and use data from personal assessments and team experience to determine your leadership strengths and identify areas for development.



**LEADERSHIP FOR A DEMOCRATIC SOCIETY (LDS) (CONTINUED)**

Your four-week LDS experience includes an array of teaching and learning approaches.

- ★ **Courses and Plenary Sessions** appeal to a variety of learning styles and executive needs. During the last three weeks of the seminar, you can choose a different course each week from a selection based on the seminar themes. Small courses feature a wide mix of interactive methods, including group exercises, case studies, simulations, skill practice, instruments, and instructional technologies. The plenary sessions bring the entire class together to focus on seminar themes and current policy issues.
- ★ Through **Field Experiences** you will explore leadership issues and practices in multiple settings away from the FEI campus, including trips to private, nonprofit, and public organizations.
- ★ You and your colleagues will help each other learn more about your respective Government agencies by delivering presentations on topics of interest in **Executive Forums**.
- ★ FEI's **Wellness Program** is another special feature that helps you balance your career and your health. 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 fitness and walking sessions, as well as nutritional information on FEI's menus, will support you in living a healthy life.

As you prepare to graduate, you will focus on the leadership question, "Where do I want to lead my organization in facing the challenges of the future?" and formulate a **Leadership Challenge** to present to your organization back home. You will leave FEI with a **Personal Development Plan** to continue your leadership learning.

**HOW YOU WILL BENEFIT**

- Gain a broader understanding of the Constitution and how it continues to inform modern-day government
- Get a better grasp of the policy framework in which executives must lead, and the interplay among major stakeholders at national and global levels
- Develop keen insights into your leadership strengths and areas for development
- Devise a plan to improve your organization's performance
- Increase your networks for enhanced problem-solving support
- Appreciate more fully the importance of Federal service and the diverse talents of Federal executives
- Improve your personal wellness by maintaining a better balance between career and health

**WHO SHOULD ATTEND**

SES members, GS-15s, and their high-performing equivalents  
 Selected senior State, local, and international government executives

**COMPETENCIES EMPHASIZED**  
*in this seminar*

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

**LENGTH & COST**

4 weeks, Sunday start. \$15,950  
 Includes tuition, materials, meals, lodging

**LOCATION**

FEI, Charlottesville, VA

**COLLEGE CREDIT** 

12 Hours/Graduate

**SCHEDULE**

- Oct 21 - Nov 16, '07 . . . . . FEI  
*Program Code: L333*
- Jan 6 - Feb 1, '08 . . . . . FEI  
*Program Code: L335*
- Feb 3 - 29, '08 . . . . . FEI  
*Program Code: L336*
- May 4 - 30, '08 . . . . . FEI  
*Program Code: L339*
- Jun 1 - 27, '08 . . . . . FEI  
*Program Code: L340*
- Aug 3 - 29, '08 . . . . . FEI  
*Program Code: L341*
- Sep 7 - Oct 3, '08 . . . . . FEI  
*Program Code: L342*
- Applied Learning Program\***
- Dec 2, '07 - Mar 21, '08 . . . . . FEI  
*Program Code: L334*
- Mar 30 - Jul 18, '08 . . . . . FEI  
*Program Code: L337*
- Apr 20 - Aug 1, '08 . . . . . FEI  
*Program Code: L338*

\***Applied Learning Program:** 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 Leadership Project. The second two-week residential segment draws lessons from an Executive Learning Project experience and focuses on organizational leadership.

**Recommended Prior Seminars or Experience** ←

The Aspen Institute Executive Seminar, p. 17  
 Executive Development Seminar, p. 11

**Leadership for a Democratic Society**

**Recommended Follow-on Seminars**

Leadership for a Global Society, p. 47



**POLARITY LEADERSHIP SEMINAR NEW**

*Tools for Managing Complexity, Change, and Conflict*

**OVERVIEW**

Chronic issues that are inherently unsolvable, unavoidable, and indestructible can be thought of as “polarities.” The research is clear: Leaders and organizations that manage these dilemmas and paradoxes well outperform those that don’t. This seminar will teach you to effectively balance polarities, helping you to define and solve your most demanding leadership issues and your most complex and chronic organizational issues.

Building on the experience and intuitive knowledge of seasoned executives who understand that leadership involves more than just solving problems, you will learn Polarity Leadership as you practice applying it to the issues you identify in your own workplace. In consulting pairs and work teams, you will move through and learn the seven steps of managing polarities well. Your tacit wisdom will become explicit knowledge and skill development as you create an action plan to anticipate and address the most troubling issues you will face when you return to your office.

**HOW YOU WILL BENEFIT**

- Gain a new perspective and make progress on a personal leadership development issue you identify
- Learn to identify polarities and determine the best ways to manage them over time using the principles of the Polarity Leadership map
- Identify underlying polarities in complex situations to make them more manageable without oversimplifying them
- Convert resistance to change into a resource for change; increase the speed and sustainability of change
- Shift the heart of the conflict from a power struggle to a power-balancing process
- Learn the value of “either/or thinking” and the value of “both/and thinking”

**WHO SHOULD ATTEND**

SES members, GS-15s, and their high-performing equivalents

**COMPETENCIES EMPHASIZED  
in this seminar**

- Building Coalitions
- Conflict Management
- Leading Change
- Leading People
- Team Building

**LENGTH & COST**

2 days. \$2,745  
Includes tuition, materials, meals, lodging

**LOCATION**

FEI, Charlottesville, VA

**SCHEDULE**

Aug 4 - 6, '08 ..... FEI  
Program Code: M815

**Recommended Prior Seminars or Experience** ←

Leading Through Constructive Conflict, p. 52

**Polarity Leadership Seminar**

**Recommended Follow-on Seminars**

The Aspen Institute Executive Seminar, p. 17

## SENIOR EXECUTIVE ASSESSMENT PROGRAM

*Professional Appraisal of Your Senior Executive Service Competencies*

### OVERVIEW

Do your career plans include being a part of the Senior Executive Service (SES)? Would you like to determine your SES potential or reach a higher SES level? This intensive, five-day seminar will help you analyze your performance on selected competencies from all five Executive Core Qualifications (ECQs): Leading Change, Leading People, Being Results Driven, Business Acumen, and Building Coalitions/Communications. Mastery of the ECQs is one of the key selection requirements for entry to the SES.

You will undergo a rigorous assessment process that has many of the same components used for actual SES selection. These include writing a narrative statement on your ECQ abilities, undergoing a behavioral Assessment Center process, real-time observation of SES-level tasks to assess ECQ performance, the Office of Personnel Management’s 360-degree instrument, and sample SES job interviews. Individualized confidential executive coaching sessions, with one assessor for every two participants, will help you review your assessment and develop an improvement plan.

### HOW YOU WILL BENEFIT

- Assess how close you now come to being at the Full Performance Level for a member of the SES on critical ECQ competencies and your potential for the SES
- Assess your readiness for the SES selection process
- Determine whether the SES is right for you based on a realistic SES job preview and discussions with current SES members
- Compare the 360-degree feedback on your current back-home ECQ performance from multiple sources, including your boss, peers, and subordinates, against the more accurate Assessment Center results
- Develop a Career Development Plan to increase either your readiness to be in the SES, or your potential in your current position

### WHO SHOULD ATTEND

Senior staffers, managers, and executives

Individuals enrolled in an SES Federal Candidate Development Program

Restricted to GS-15s and above, and their equivalent

### COMPETENCIES EMPHASIZED in this seminar

- Influencing/Negotiating
- Interpersonal Skills
- Oral Communication
- Strategic Thinking
- Vision

### LENGTH & COST

5 days. \$6,200

Includes tuition, materials, meals, lodging

### LOCATION

WMDC, Aurora, CO

### SCHEDULE

Dec 3 - 7, '07. . . . . WMDC

Mar 31 - Apr 4, '08. . . . . WMDC

Jun 23 - 27, '08. . . . . WMDC

Sep 22 - 26, '08. . . . . WMDC

### Recommended Prior Seminars or Experience

Managerial and leadership experience and training

Seminar

### Recommended Follow-on Seminars

Executive Development Seminar, p. 11  
Communicating to the Media, Congress, and the Public, p. 20

## THE ASPEN INSTITUTE EXECUTIVE SEMINAR

*Values-Based Leadership Principles to Make You a Better Executive*

### OVERVIEW

This seminar will help you define and understand basic values that are at the heart of the issues key leaders face. It will prepare you 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 in enduring ideas and uplifting values. They are sensitive to differing values, and they know how to help their followers focus their energies on the pursuit of common, enlightened goals.

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

### HOW YOU WILL BENEFIT

- Understand basic ideas of a free democratic society and how they affect the way people think and act as citizens
- Gain insights from discussions of the underlying values of a good society and their application to the work of Federal executives
- Appreciate the importance of beliefs and values in leadership challenges

### WHO SHOULD ATTEND

SES members, GS-15s, and their high-performing equivalents

### COMPETENCIES EMPHASIZED in this seminar

- External Awareness
- Influencing/Negotiating
- Integrity/Honesty
- Interpersonal Skills
- Team Building

### LENGTH & COST

5 days. \$3,625  
Includes tuition, materials, meals, lodging

### LOCATION

FEI, Charlottesville, VA

### SCHEDULE

May 19 - 23, '08 .....FEI  
Program Code: M805



### Recommended Prior Seminars or Experience

Polarity Leadership Seminar, p. 15

The Aspen Institute Executive Seminar

### Recommended Follow-on Seminars

Leading Public Sector Transformation, p. 50

## UNDERSTANDING THE 360-DEGREE LEADER

*A Comprehensive Approach to Ensuring Support From Others in Your Management Hierarchy and Beyond*

### OVERVIEW

This seminar is about gaining power and using influence. Although people have different forms of power, some executives 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 and executives?

Managerial leadership influence is bound by organizational roles. It influences down the hierarchy, and is based on “being in charge” and “being the boss.” It can’t be used to manage up or manage across. Only those below you in the hierarchy must comply. In contrast, 360-degree leaders can use their influence in all directions—and anyone, in any position, can gain and apply 360-degree leader influence. This seminar focuses on working with those around you, enabling you to:

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

### HOW YOU WILL BENEFIT

- Achieve more and better results in your job
- Learn how to take a leadership role in any situation
- Enhance your personal power
- Discover how you can adopt a more effective approach when others have a negative impact

### WHO SHOULD ATTEND

SES members, GS-15s, and their high-performing equivalents

### COMPETENCIES EMPHASIZED in this seminar

- External Awareness
- Flexibility
- Influencing/Negotiating
- Interpersonal Skills
- Team Building

### LENGTH & COST

2 days. \$2,535  
Includes tuition, materials, meals, lodging

### LOCATION

FEI, Charlottesville, VA

### SCHEDULE

Mar 13 - 14, '08 .....FEI  
Program Code: M804

### Recommended Prior Seminars or Experience

Leading Across Generations, p. 48

Understanding the 360-Degree Leader

### Recommended Follow-on Seminars

Leading Strategically: From Vision to Performance, p. 51



## INDIVIDUAL ASSESSMENT AND DEVELOPMENT

Leadership is not just motivating others to perform well and engaging them in your agency's mission. Effective leadership takes constant introspection and personal adjustment. The ability to listen and understand as effectively as you communicate is required to build and sustain productive relationships, even with difficult personalities or after tense exchanges.

The Office of Personnel Management's **Leadership Assessment and Development** seminars will help you identify and fortify these and other critical leadership skills, whether you are considering a formal position of leadership for the first time or need some fresh angles on your longstanding leadership career. Let us guide you in planning your personal growth so you can confidently lead your team to peak performance.

### Individual Assessment and Development

Communicating Face to Face .....	20
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Developing and Communicating Leadership Competencies .....	21
Leadership Assessment Program - Level I .....	21
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Leadership Potential Seminar .....	23
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Resiliency Advantage .....	24
Women's Leadership Seminar .....	25

## COMMUNICATING FACE TO FACE

### *Interpersonal Communication for Workplace Success*

#### OVERVIEW

The foundation of successful working relationships is interpersonal communication. As a team leader, supervisor, manager, or informal leader, you must effectively communicate face to face to realize your ideas and achieve results. This seminar focuses on developing the communication skills you need to successfully influence and connect with your peers, supervisors, employees, and important internal and external stakeholders.

The supportive and dynamic format of this seminar combines presentations and interactive sessions on the key components of effective one-on-one communication: listening, inquiring, and conveying. You will practice your newly acquired skills in real-world simulations during your group activities. A professional communication coach works with each small group of four to six participants using video feedback, public sector case studies, and individual consultations to ensure each person develops an individualized action plan for improving communication skills.

#### HOW YOU WILL BENEFIT

- Enhance your communication style to get the results you want within your organization
- Master the interpersonal techniques used by great communicators
- Gain confidence by practicing the key skills for effective communication in real-life simulations
- Learn to defuse the intensity resulting from difficult interactions
- Understand how improved communication achieves desired results through improved relationships
- Learn to influence up, down, and across in the dynamic world of public sector leaders

#### WHO SHOULD ATTEND

Supervisors, managers, team and project leaders, or informal leaders who want to be better communicators and who enjoy learning by doing

#### COMPETENCIES EMPHASIZED in this seminar

- Conflict Management
- Influencing/Negotiating
- Interpersonal Skills
- Oral Communication
- Partnering

#### LENGTH & COST

4 days. \$4,150  
Includes tuition, materials, meals, lodging

#### LOCATION

WMDC, Aurora, CO

#### COLLEGE CREDIT

2 Hours/Undergraduate (Lower)

#### SCHEDULE

Nov 26 - 29, '07 . . . . . WMDC  
Mar 17 - 20, '08 . . . . . WMDC  
Jun 2 - 5, '08 . . . . . WMDC

#### Recommended Prior Seminars or Experience

Seminar for New Managers, p. 34  
Supervisory Leadership Seminar, p. 39

Communicating Face to Face

#### Recommended Follow-on Seminars

Facilitative Leadership Seminar, p. 30  
Management Development Seminar, p. 31

## COMMUNICATING TO THE MEDIA, CONGRESS, AND THE PUBLIC

### *Developing and Refining a Clear Message*

#### OVERVIEW

Public officials and managers often represent their agencies to external audiences: the media, Congress, the public, and other agencies. This highly interactive seminar will prepare you for these important, visible, high-risk, high-reward interactions, where delivering a clear and concise message is critical. You will practice oral and written communication skills in a variety of settings, including a news conference, a briefing, a public hearing, and a congressional hearing. Through videotaped sessions and informal debriefings, you will refine your message, improve your presentation style, and learn techniques to emphasize key points to stay on message and avoid surprises. You will exchange ideas with colleagues from other agencies and learn how to develop best practices.

#### HOW YOU WILL BENEFIT

- Acquire techniques to strategically manage questions and answers from diverse groups
- Represent your agency more effectively to the media and other external audiences
- Enhance your writing skills to clarify your position
- Learn to prepare and present briefings to agency heads, senior staff, or the public
- Learn how to develop and present congressional testimony

#### WHO SHOULD ATTEND

Executives, managers, public affairs officers and others who represent their agencies to the media, Congress, the public, and other agencies

#### COMPETENCIES EMPHASIZED in this seminar

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

#### LENGTH & COST

4.5 days. \$4,150  
Includes tuition, materials, meals, lodging

#### LOCATION

WMDC, Aurora, CO  
Washington, DC

#### COLLEGE CREDIT

2 Hours/Undergraduate (Upper)

#### SCHEDULE

Feb 4 - 8, '08 . . . . . WMDC  
May 5 - 9, '08 . . . . . WMDC  
Aug 18 - 22, '08 . . . Washington, DC\*  
\* Includes tuition, course materials

#### Recommended Prior Seminars or Experience

Management Development Seminar, p. 31  
Executive Development Seminar, p. 11

Communicating to the Media, Congress, and the Public

#### Recommended Follow-on Seminars

Leadership for a Democratic Society, p. 13

## DEVELOPING AND COMMUNICATING LEADERSHIP COMPETENCIES

### *Assessing and Enhancing Your Strengths*

#### OVERVIEW

If you think you have what it takes to be a senior manager, but you need to flesh out your experience in a few key areas, this seminar will help you take stock of your strengths and broaden your range of competencies. The seminar covers the Challenge, Context, Action, and Results model that provides the framework for organizing, tracking, and proving the development of your executive skills. You will be presented with six important leadership competencies and use the Office of Personnel Management's 360-degree feedback to determine your grasp of them. You will develop a full concept of each of the competencies and then practice demonstrating them in a wide variety of learning activities. You will also practice communicating each competency as it pertains to your performance. To culminate your experience, you will summarize your success in a presentation.

#### HOW YOU WILL BENEFIT

- Understand more thoroughly how to present your abilities in the area of the six highlighted competencies
- Develop a methodology for communicating competencies using the Challenge, Context, Action, and Results format

#### WHO SHOULD ATTEND

Those interested in a deeper understanding of the highlighted leadership competencies

Senior managers from any agency, especially those who anticipate moving toward SES positions

#### COMPETENCIES EMPHASIZED in this seminar

- Continual Learning
- Creativity/Innovation
- Entrepreneurship
- Flexibility
- Strategic Thinking

#### LENGTH & COST

5 days. \$3,650  
Includes tuition, materials, meals, lodging

#### LOCATION

EMDC, Shepherdstown, WV

#### SCHEDULE

Dec 3 - 7, '07 . . . . . EMDC  
Apr 21 - 25, '08 . . . . . EMDC  
Jul 14 - 18, '08 . . . . . EMDC  
Sep 22 - 26, '08 . . . . . EMDC

#### Recommended Prior Seminars or Experience

Executive Development Seminar, p. 11

**Developing and Communicating Leadership Competencies**

#### Recommended Follow-on Seminars

Executive Communication Skills, p. 10

## LEADERSHIP ASSESSMENT PROGRAM - LEVEL I

### *for Team Leaders and Emerging Supervisors*

#### OVERVIEW

This intensive, five-day seminar is designed to help you move into a leadership role or to support you in the initial phase of your management career. You will complete personal assessment inventories and personality and temperament profiles, perform a case study analysis, and participate in various problem-solving activities.

Feedback from a multi-rater instrument and from assessment professionals, combined with videotaped self-observation, are integral aspects of the seminar. In the context of a broad range of leadership competencies, assessment center specialists will help you identify your strengths and areas for improvement and provide you with confidential, comprehensive guidance. You will leave with new insights to create a personal learning plan for continued leadership growth.

#### HOW YOU WILL BENEFIT

- Complete your personalized Leadership Development Plan
- Learn how your skills compare with desired leadership competencies
- Get a more complete picture of your ability to lead through a 360-degree assessment instrument
- Receive personalized feedback from assessment specialists, superiors, peers, and subordinates
- Understand how personal behaviors relate to effectively managing workplace interactions

#### WHO SHOULD ATTEND

High-performing career specialists, team leaders, and emerging supervisors who have one year or less supervisory experience

#### COMPETENCIES EMPHASIZED in this seminar

- Conflict Management
- Decisiveness
- Interpersonal Skills
- Oral Communication
- Problem Solving

#### LENGTH & COST

5 days. \$5,200  
Includes tuition, materials, meals, lodging

#### LOCATION

EMDC, Shepherdstown, WV

#### COLLEGE CREDIT

2 Hours/Undergraduate (Upper)  
2 Hours/Graduate

#### SCHEDULE

Oct 22 - 26, '07 . . . . . EMDC  
Feb 11 - 15, '08 . . . . . EMDC  
May 19 - 23, '08 . . . . . EMDC  
Jul 28 - Aug 1, '08 . . . . . EMDC  
Sep 22 - 26, '08 . . . . . EMDC

#### Recommended Prior Seminars or Experience

Leadership Potential Seminar, p. 23

**Leadership Assessment Program - Level I**

#### Recommended Follow-on Seminars

Leadership Assessment Program - Level II, p. 22  
Supervisory Leadership Seminar, p. 39

## LEADERSHIP ASSESSMENT PROGRAM - LEVEL II

*for Supervisors and Managers*

### OVERVIEW

This intensive, five-day seminar provides supervisors and managers with new insights into leadership strengths and areas for improvement. You will be evaluated in several leadership competency areas and coached to build your Individual Development Plan (IDP). Through lectures, exercises, assessments, and individual feedback, you will acquire the critical and confidential information you need to develop effective strategies to improve your leadership performance and have a greater impact on organizational effectiveness and success.

*All participants meet for a half-day, private session with a professional Executive Coach to discuss strengths, areas for development, and next steps.*

### HOW YOU WILL BENEFIT

- Receive a candid and confidential appraisal of your leadership style, preferences, and behaviors
- Analyze individual feedback on your current leadership performance from your boss, peers, and subordinates through a 360-degree assessment instrument
- Assess your approach to managing groups and teams, and your ability to manage relationships
- Learn the factors critical to leadership success
- Acquire important insights from a confidential planning session with a professional executive coach
- Create an IDP for leadership growth

### WHO SHOULD ATTEND

Supervisors and managers with at least one year or more of supervisory experience. It is recommended that supervisors or managers consider updating their 360 assessment every 3-5 years

### COMPETENCIES EMPHASIZED in this seminar

- Decisiveness
- Flexibility
- Conflict Management
- Interpersonal Skills
- Public Service Motivation

### LENGTH & COST

5 days. \$4,975  
Includes tuition, materials, meals, lodging

### LOCATION

WMDC, Aurora, CO

### SCHEDULE

Dec 17 - 21, '07. . . . . WMDC  
Mar 10 - 14, '08 . . . . . WMDC  
Jun 2 - 6, '08. . . . . WMDC  
Sep 8 - 12, '08. . . . . WMDC

### Recommended Prior Seminars or Experience

Mandatory: One year of formal supervisory or managerial experience

Leadership Assessment Program - Level II

### Recommended Follow-on Seminars

Conflict Resolution Skills, p. 62  
Management Development Seminar, p. 31

## LEADERSHIP FOUNDATIONS SEMINAR

*Fundamentals for Aspiring Leaders*

### OVERVIEW

This interactive seminar is specifically designed to help Federal employees develop a fundamental understanding of leadership. Its individualized training will help you acquire and hone the skills you need to become an influential leader, regardless of your current position or title. Working with a variety of seminar materials, activities, simulations, role plays, case studies, and instruments, you will discover your leadership potential and learn to become a more supportive follower.

### HOW YOU WILL BENEFIT

- Learn how leadership and management are complementary but not interchangeable
- Appreciate individual differences in personalities and how they affect group dynamics
- Improve communication skills, including giving and receiving feedback
- Learn the Situational Leadership Model
- Improve problem-solving and conflict-management abilities
- Develop a personal Leadership Development Plan

### WHO SHOULD ATTEND

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

### COMPETENCIES EMPHASIZED in this seminar

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

### LENGTH & COST

5 days. \$3,250  
Includes tuition, materials, meals, lodging

### LOCATION

WMDC, Aurora, CO

### SCHEDULE

Feb 4 - 8, '08. . . . . WMDC  
Aug 18 - 22, '08 . . . . . WMDC

### Recommended Prior Seminars or Experience

N/A

Leadership Foundations Seminar

### Recommended Follow-on Seminars

Leadership Potential Seminar, p. 23



## LEADERSHIP POTENTIAL SEMINAR



*Developing Future Leaders*

### OVERVIEW

Are you transitioning into the supervisory/management pipeline? Are you a high achiever outside a traditional position of authority? This seminar will help you cultivate the skills you need to realize your leadership potential and assist your agency in its leadership succession planning.

Set in the context of peer-to-peer leadership, this dynamic seminar will help you find and define your own mandate for leadership. Through assessment, reflection, discussions, and demanding application, you will discover and practice the skills that foster effective and legitimate leadership: self-awareness, continual learning, building and sustaining relationships, and creative problem solving. You will acquire the tools necessary to outline and implement a strategic action plan that will enhance your potential for leadership and link personal strengths, talents, and objectives to the Government's mission of service.

### HOW YOU WILL BENEFIT

- Discover your mandate to lead
- Develop increased awareness of self and others
- Develop effective communication and feedback skills
- Enhance your sense of personal authority and develop traits needed for long-term leadership growth
- Learn to lead others without relying on traditional authority
- Understand the President's Management Agenda as an opportunity for individual leadership
- Learn and practice strategic leadership skills: influencing, negotiating, goal setting, and problem solving

### WHO SHOULD ATTEND

High-performing technical specialists, project managers, and professionals  
 Presidential Management Fellows

### COMPETENCIES EMPHASIZED in this seminar

- Emotional Intelligence
- Interpersonal Skills
- Oral Communication
- Public Service Motivation
- Team Building

### LENGTH & COST

2 weeks. \$4,750  
 Includes tuition, materials, meals, lodging

### LOCATION

EMDC, Shepherdstown, WV  
 WMDC, Aurora, CO

### COLLEGE CREDIT

3 Hours/Graduate

### SCHEDULE

Oct 15 - 26, '07	EMDC
Dec 3 - 14, '07	WMDC
Feb 4 - 15, '08	EMDC
Mar 3 - 14, '08	WMDC
Apr 7 - 18, '08	EMDC
May 12 - 23, '08	WMDC
Jun 16 - 27, '08	EMDC
Jul 7 - 18, '08	WMDC
Aug 11 - 22, '08	EMDC
Sep 15 - 26, '08	WMDC

### Recommended Prior Seminars or Experience

### Recommended Follow-on Seminars



## LEADERSHIP SKILLS FOR NON-SUPERVISORS/NON-MANAGERS



*Lead Informally and Effectively*

### OVERVIEW

If you have the responsibility of leadership, but lack the formal position and title, how can you command the authority you need? This intensive seminar is designed for individuals who are not currently in supervisory or managerial positions but take on key leadership roles as analysts, project managers, and technical specialists. It will help you develop informal leadership skills to influence positive organizational success without positional authority. Through its highly participatory and experiential exercises, you will create an integrated development plan that matches your organization's needs with individual achievement and success.

*Note: Extensive assessment instrumentation needs to be completed before attending this seminar. The Management Development Centers need to receive individual nominations, by name, along with an obligating document no later than four weeks prior to the seminar start date for scoring and analysis to be completed.*

### HOW YOU WILL BENEFIT

- Discover and test effective models for leadership success
- Understand the importance of personal influence
- Develop values-based leadership practices
- Facilitate groups more effectively
- Cultivate 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

### COMPETENCIES EMPHASIZED in this seminar

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

### LENGTH & COST

6 days, Sunday start. \$3,650  
 Includes tuition, materials, meals, lodging

### LOCATION

EMDC, Shepherdstown, WV  
 WMDC, Aurora, CO

### COLLEGE CREDIT

3 Hours/Undergraduate (Lower)

### SCHEDULE

Sep 30 - Oct 5, '07	WMDC
Nov 25 - 30, '07	WMDC
Feb 24 - 29, '08	WMDC
Mar 16 - 21, '08	EMDC
Apr 13 - 18, '08	WMDC
May 18 - 23, '08	EMDC
Jul 27 - Aug 1, '08	WMDC
Sep 28 - Oct 3, '08	WMDC

### Recommended Prior Seminars or Experience

### Recommended Follow-on Seminars



## REFRESH FOR SUCCESS

*Strategies for Personal Success—at Work and at Home*

### OVERVIEW

The demands and expectations levied on Federal employees have never been higher. It is easy for your personal life, personal success at work, and personal happiness to become casualties of a volatile work environment. You need to have the knack for focusing on the right things, for avoiding common pitfalls that reduce efficiency and limit results and happiness, and for using proven and consistently effective personal strategies. This active, hands-on seminar will refresh and fine-tune these and other skills you need to succeed inside and outside the workplace. Using a combination of case studies, experiential projects, and high-level reflection, you will develop your own personal strategies for success and work-life balance. The seminar will be tailored to your unique needs—which you will identify at the beginning of the seminar—and will provide you with practical, immediate, and proven solutions.

### HOW YOU WILL BENEFIT

- Discover common mistakes that limit personal and career success
- Study practical strategies used by highly successful people
- Learn to diagnose and self-correct to stay on track
- Develop your own strategy for achieving results

### WHO SHOULD ATTEND

Executives, managers, and team leaders who need to refresh and fine-tune personal success strategies

### COMPETENCIES EMPHASIZED in this seminar

- Continual Learning
- Decisiveness
- Flexibility
- Interpersonal Skills
- Problem Solving

### LENGTH & COST

3 days. \$2,400  
Includes tuition, materials, meals, lodging

### LOCATION

EMDC, Shepherdstown, WV

### SCHEDULE

Apr 23 - 25, '08. . . . . EMDC

### Recommended Prior Seminars or Experience

N/A



### Recommended Follow-on Seminars

N/A

Refresh for Success

## RESILIENCY ADVANTAGE

*Leadership Skills for Developing Resiliency in Yourself and Your Workforce*

### OVERVIEW

Nonstop, disruptive change in Federal agencies is pressuring everyone to do more work with fewer people, in less time, in new ways, with a reduced budget. In the past, Government executives and managers had to learn ways to be resilient on their own, but now, the new science of resiliency psychology can help you to develop resiliency strengths that work in your unique circumstances. In this innovative and interactive seminar, you will learn to develop the five levels of resiliency, to be flexible and adaptable, to thrive in constant change that overwhelms others, and to increase the resiliency of your workforce. Using a unique methodology, participants influence which topics are emphasized.

### HOW YOU WILL BENEFIT

- Learn to manage disruptive change with emotional competence
- Develop techniques to manage with questions rather than instructions
- Learn how to handle negativity specialists in positive ways
- Help your teams work with inner attitudes of service and professionalism instead of obediently following position descriptions
- Bounce back from unexpected difficulties and gain strength from challenging experiences
- Help survivors of downsized organizations remain committed to the organization

### WHO SHOULD ATTEND

Decisionmakers at all organizational levels, including senior executives, managers, and team leaders

### COMPETENCIES EMPHASIZED in this seminar

- Conflict Management
- Flexibility
- Interpersonal Skills
- Problem Solving
- Resilience

### LENGTH & COST

3 days. \$2,400  
Includes tuition, materials, meals, lodging

### LOCATION

EMDC, Shepherdstown, WV  
WMDC, Aurora, CO

### SCHEDULE

Oct 22 - 24, '07. . . . . EMDC  
Feb 20 - 22, '08. . . . . EMDC  
Apr 16 - 18, '08. . . . . EMDC  
Jun 18 - 20, '08. . . . . EMDC  
Aug 19 - 21, '08 . . . . . WMDC  
Sep 3 - 5, '08. . . . . EMDC

### Recommended Prior Seminars or Experience

N/A



### Recommended Follow-on Seminars

N/A

Resiliency Advantage

## WOMEN'S LEADERSHIP SEMINAR

*Key Issues, Key Solutions*

### OVERVIEW

Although half of the professional employees in the Federal executive branch are women, only one quarter of the Senior Executive Service is female. Research into the particular challenges professional women face explains such dismal statistics. The Women's Leadership Seminar has been created to help women in managerial positions to understand these multidimensional concerns, specifically the choices and trade-offs that are unique to being a woman in a leadership role; to practice and improve leadership skills; and to prepare for promotion.

To increase leadership insights and self-understanding, you will explore BarOn emotional intelligence and DISC® profiles. You will examine organizational issues revolving around power, influence, and culture, as well as issues for women as senior leaders. Presenters include experienced female Government leaders, academics, and consultants. You will have numerous opportunities to interact with them and other participants, and to discuss your own concerns and challenges. Small-group practice will markedly improve your coaching and assertiveness skills.

### HOW YOU WILL BENEFIT

- Understand the challenges for women at work and the skills required for leadership roles
- Determine assertiveness level and overcome discomforts associated with exercising power
- Explore emotional intelligence as a leadership capacity
- Improve interpersonal communication skills in coaching, mentoring and influence
- Capitalize on leadership style differences
- Evaluate the organization's culture and learn what it takes to be promoted

### WHO SHOULD ATTEND

Managers and others with leadership or management responsibilities who are interested in improving their leadership potential and better understanding the unique challenges for women as leaders

### COMPETENCIES EMPHASIZED in this seminar

- Influencing/Negotiating
- Interpersonal Skills
- Leveraging Diversity
- Oral Communication
- Political Savvy

### LENGTH & COST

5 days. \$3,250  
Includes tuition, materials, meals, lodging

### LOCATION

WMDC, Aurora, CO

### COLLEGE CREDIT

2 Hours/Graduate

### SCHEDULE

Jun 2 - 6, '08 . . . . . WMDC

### Recommended Prior Seminars or Experience

Leadership Potential Seminar, p. 23  
Supervisory Leadership Seminar, p. 39

**Women's Leadership Seminar**

### Recommended Follow-on Seminars

Management Development Seminar, p. 31

*“I attended the Team Building Workshop as a new manager, and it far exceeded my expectations of a Federal training session. It was professional and interesting, and gave me a whole new outlook on the way I manage my people. I recommend this session to all first-line supervisors.”*

***Carol McCullar***

*NORAD/NorthCom*



## MANAGEMENT AND SUPERVISORY SKILLS

Our **Management and Supervisory Skills** seminars address contemporary workforce issues such as coaching and mentoring for succession planning, and collaborative leadership within and across agency boundaries. Our new seminar, **Bridging Organizational Cultures**, will help you manage the interplay of organizational cultures, whether you must coordinate the efforts of subcultures within an agency, merge a co-opted workforce into an existing agency, or improve the outcomes of interagency collaboration.

Because the Office of Personnel Management instructors have such long-term Federal Government experience, you will also learn time-tested facilitation and team-building skills, and get a better grasp of the **Strategic Management of Human Capital** initiative and other essential components of the President's Management Agenda (PMA).

### Management and Supervisory Skills

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## BRIDGING ORGANIZATIONAL CULTURES **NEW**

*Forging Alignment and Capitalizing on Differences*

### OVERVIEW

It has been said that nothing resists change as powerfully as the culture of an organization. Understanding the influence of organizational culture can make or break a project or any other collaborative effort. This comprehensive seminar addresses the challenges and opportunities of working across organizational boundaries from several perspectives:

- Identifying and working with subcultures within a single agency
- Improving the outcomes of interagency efforts such as individual projects or task forces within the Federal Government
- Establishing creative partnerships among public, private, and nonprofit organizations

### HOW YOU WILL BENEFIT

- Understand the key elements of diverse organizational cultures and their potential impact on collaborative action
- Learn how inherited stereotypes, historical mistrust or competition can drive behavior
- Apply proven models to your particular situation, including strategies for developing productive partnerships and processes for facilitating transitions during times of reorganization
- Practice using key tools and skills for working effectively and innovatively across organizational boundaries

### WHO SHOULD ATTEND

Leaders who wish to effect collaborative action across organizational boundaries. The seminar provides practical help for those anticipating these challenges as well as those already in the throes of meeting them.

### COMPETENCIES EMPHASIZED in this seminar

- Influencing/Negotiating
- Partnering
- Political Savvy
- Problem Solving
- Team Building

### LENGTH & COST

5 days. \$3,250  
Includes tuition, materials, meals, lodging

### LOCATION

EMDC, Shepherdstown, WV

### SCHEDULE

Jun 23 - 27, '08 . . . . . EMDC

### Recommended Prior Seminars or Experience

Team Building and Team Leadership, p. 40

**Bridging Organizational Cultures**

### Recommended Follow-on Seminars

Developing High-Performing Teams, p. 29

## COACHING AND MENTORING FOR EXCELLENCE

*Maximizing Employee Development and Performance*

### OVERVIEW

Succession planning is an urgent issue for Federal agencies because of our aging workforce. Many agencies are including coaching and mentoring as part of their succession planning to meet this need and fulfill the President's Management Agenda requirement for Strategic Management of Human Capital. This updated and revised seminar will teach you to coach and mentor individuals in a variety of situations: those in succession or developmental programs, those who want to complete Individual Development Plans (IDP), or those who want to move to the next level of performance. Through a dynamic combination of classroom instruction, small-group interaction, and practice sessions, you will learn effective coaching and mentoring strategies and skills.

*Note: This class is limited to 24 participants to ensure sufficient feedback and practice time in the critical skills and strategies of coaching and mentoring.*

### HOW YOU WILL BENEFIT

- Learn coaching and mentoring strategies and skills, including listening effectively, giving feedback, and guiding others
- Understand the relationship between coaching and mentoring
- Learn a simple guide to conducting effective coaching or mentoring meeting sessions
- Get feedback on how your coaching skills appear to others
- Learn to consider the learning styles of others so you can coach or mentor more effectively
- Build an IDP to continue your development as a coach or mentor

### WHO SHOULD ATTEND

Anyone in a position to coach or mentor other employees, formally or informally

Managers or supervisors who may coach or mentor within their agency's succession plan, or who want to develop others on their staff

### COMPETENCIES EMPHASIZED in this seminar

- Developing Others
- Flexibility
- Interpersonal Skills
- Oral Communication
- Strategic Thinking

### LENGTH & COST

5 days. \$3,650  
Includes tuition, materials, meals, lodging

### LOCATION

WMDC, Aurora, CO

### SCHEDULE

Oct 15 - 19, '07 . . . . . WMDC  
Feb 11 - 15, '08 . . . . . WMDC  
May 12 - 16, '08 . . . . . WMDC  
Aug 4 - 8, '08 . . . . . WMDC

### Recommended Prior Seminars or Experience

N/A

**Coaching and Mentoring for Excellence**

### Recommended Follow-on Seminars

Leadership Assessment Program - Level II, p. 22  
Conflict Resolution Skills, p. 62

## DEVELOPING HIGH-PERFORMING TEAMS

*Demystifying the “Magic” of Exceptional Teamwork*

### OVERVIEW

This is an advanced seminar for experienced team leaders and team members interested in expanding their options and skills for developing powerful, high-performance teams within and among organizational units. With the practical tools this experiential seminar provides, you will explore how to revitalize and raise the bar for established teams; help teams respond to change; launch new or merged teams; “jump-start” short-term project teams; manage multiple alliances; and forge collaborative action among organizational units or agencies.

You will learn realistic strategies for aligning effort, tapping the synergy inherent in individual differences, and creating teams that meet ever-increasing demands for excellence and innovation.

### HOW YOU WILL BENEFIT

- Ability to explore different team function levels and identify key elements that characterize high-performance teams
- Techniques to assess your current team’s effectiveness and needs, as well as your own leadership qualities
- Experience using “how-to” tools for team development
- Discern when teams are most appropriate
- Methods to create a positive team culture
- Ideas to apply the seminar lessons back home to develop current or future teams

### WHO SHOULD ATTEND

Experienced team leaders and team members (participating in work-unit or cross-functional teams) interested in strengthening teamwork

### COMPETENCIES EMPHASIZED in this seminar

- Conflict Management
- Interpersonal Skills
- Leveraging Diversity
- Partnering
- Team Building

### LENGTH & COST

5 days. \$3,650  
Includes tuition, materials, meals, lodging

### LOCATION

WMDC, Aurora, CO

### SCHEDULE

May 5 - 9, '08 . . . . . WMDC  
Aug 4 - 8, '08 . . . . . WMDC

### Recommended Prior Seminars or Experience

Team Building and Team Leadership, p. 40



**Developing High-Performing Teams**

### Recommended Follow-on Seminars

Facilitative Leadership Seminar, p. 30

## ETHICAL LEADERSHIP

*Practical Tips for Keeping Your Work Center Legal and Ethical*

### OVERVIEW

Surveys indicate that supervisors, by word and action, set the ethical tone of the workplace, determine the success of its ethics program, and define acceptable behavior. Supervisors must also demonstrate how conflict of interest laws and ethics regulations apply to the particular work center and foster public confidence. Yet there are few opportunities for supervisors to learn about these obligations or to appreciate their role as leaders. This seminar is designed to fill that need.

Our instructors know Federal ethics rules and regulations inside and out and can help you build a strong ethical foundation for your agency, prevent corruption or abuse of power from a position of public trust, and gain a deeper comprehension of the purpose and benefit of ethics statutes and policies. A comprehensive text, *Understanding the Ethics Policy of the United States Government*, will be a resource for the seminar and for your future reference.

### HOW YOU WILL BENEFIT

- Enhance your ability to respond to daily ethical dilemmas
- Increase your knowledge and understanding of the basis of ethics policy
- Receive practical guidance on carrying out supervisor’s duties as part of the agency ethics program
- Get solid advice about how to effectively communicate your department’s or agency’s ethics policy to subordinates
- Develop winning and practical steps to create an ethical and respected work center

### WHO SHOULD ATTEND

Supervisors and agency leaders who desire to effectively carry out the requirements of the Federal ethics program and establish a respected ethical tone for their work center

### COMPETENCIES EMPHASIZED in this seminar

- Business Acumen
- Oral Communication
- Political Savvy
- Strategic Thinking

### LENGTH & COST

3 days. \$2,400  
Includes tuition, materials, meals, lodging

### LOCATION

EMDC, Shepherdstown, WV

### SCHEDULE

Jul 9 - 11, '08 . . . . . EMDC

### Recommended Prior Seminars or Experience

N/A



**Ethical Leadership**

### Recommended Follow-on Seminars

N/A

## FACILITATIVE LEADERSHIP SEMINAR

*Making Work Groups, Teams, and Organizations More Effective*

### OVERVIEW

Have you encountered organizational situations that need to be addressed by new and more collaborative responses? This seminar is designed as a learning laboratory to develop your facilitation skills for such situations. "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. Using real-life experiences, videotaping, and one-on-one personal feedback, this seminar will help you develop leadership skills for a variety of complex situations.

### HOW YOU WILL BENEFIT

- Learn new approaches to facilitating and leading workgroups, teams, and organizations to greater effectiveness
- Acquire specialized skills to identify, diagnose, and resolve interpersonal behaviors that may be undermining your team's or workgroup's success
- Experiment with innovative solutions to problem-solving in groups
- Strengthen your ability to inspire stronger commitment and loyalty
- Increase team collaboration and cooperation to achieve new levels of thinking and performance

### WHO SHOULD ATTEND

Managers, supervisors, facilitators, team leaders, and project managers

### COMPETENCIES EMPHASIZED in this seminar

- Conflict Management
- Flexibility
- Influencing/Negotiating
- Interpersonal Skills
- Team Building

### LENGTH & COST

5 days. \$3,350  
Includes tuition, materials, meals, lodging

### LOCATION

WMDC, Aurora, CO

### COLLEGE CREDIT

2 Hours/Undergraduate (Upper)

### SCHEDULE

Mar 10 - 14, '08 . . . . . WMDC  
Jun 2 - 6, '08 . . . . . WMDC

### Recommended Prior Seminars or Experience

Developing High-Performing Teams, p. 29



Facilitative Leadership Seminar

### Recommended Follow-on Seminars

Management Development Seminar, p. 31

## GRASSROOTS LEADERSHIP: IT'S YOUR SHIP

*Empowering Your People to Share the Responsibility for Achievement*

### OVERVIEW

Leading change and producing results is challenging in the Federal Government. The controls necessary to manage the largest employer in the United States also create bureaucratic barriers to success. This is exactly what Captain Mike Abrashoff experienced when he took command of USS *Benfold*. Using GrassRoots Leadership, a principle that empowers every individual to share the responsibility for achieving excellence, he produced outstanding results. Mike would tell his people, "It's your ship," to encourage them to act in the best interest of the organization, and then he would support their best efforts. The strategies and tools behind *Benfold's* success are brought to life in this seminar. Featured instructors have decades of experience teaching enlightened leadership principles, and will provide insightful debriefings of your pre-seminar DISC® assessment. This transformational experience serves equally well as a foundational seminar for those being groomed for leadership or as refresher seminar for upper-level managers.

### HOW YOU WILL BENEFIT

- Learn the importance of leading by example
- Understand the need to communicate purpose and generate unity
- Learn techniques to create a climate of trust
- Explore ways to listen aggressively, so you hear and understand what your people are telling you
- Comprehend the power in strengthening others to create a winning environment

### WHO SHOULD ATTEND

Beginning and experienced leaders and managers at all levels who are interested in building a people-centered environment as a foundation for a high-performing organization

### COMPETENCIES EMPHASIZED in this seminar

- Flexibility
- Human Capital Management
- Influencing/Negotiating
- Interpersonal Skills
- Team Building

### LENGTH & COST

3 days. \$1,950  
Includes tuition, materials, meals, lodging

### LOCATION

WMDC, Aurora, CO

### SCHEDULE

Mar 18 - 20, '08 . . . . . WMDC  
May 13 - 15, '08 . . . . . WMDC  
Aug 12 - 14, '08 . . . . . WMDC

### Recommended Prior Seminars or Experience

N/A



GrassRoots Leadership: It's Your Ship

### Recommended Follow-on Seminars

N/A



## MANAGEMENT DEVELOPMENT SEMINAR (MDS)

*Transitioning From Manager to Leader*

### OVERVIEW

This seminar provides experienced mid-level managers with the tools they need to make the transition from experienced manager to effective leader. You will step into the world of dynamic thinking, creativity, and innovative results-producing performance. You will learn ways to achieve superior levels of organizational excellence and deal with the day-to-day challenges of your workplace through guided discussions, practical exercises, case studies, experiential activities with facilitated debriefings, and individual assignments. You will explore your own personal leadership philosophy and its effectiveness, learn how you can enhance it, and then develop an action plan for success.

Assessments will provide feedback on how you are perceived by your peers, employees, superiors, and customers, and a personal executive coaching session will address your particular needs. Small-group sessions provide safe forums to practice new skills and techniques and help you achieve real results. You will also make invaluable connections and strong professional relationships that will carry you forward on your leadership journey.

### HOW YOU WILL BENEFIT

- Improve your performance by receiving personal feedback and executive coaching
- Improve your competencies while focusing on personal strengths and weaknesses
- Acquire new approaches to managing that can lead to greater organizational efficiency
- Develop concepts and skills for partnering and building more effective teams
- Examine core value issues and their impact on the Federal manager
- Be inspired to become a better leader

### WHO SHOULD ATTEND

Managers with two or more years of experience at the managerial level

### COMPETENCIES EMPHASIZED in this seminar

- Continual Learning
- Interpersonal Skills
- Oral Communication
- Strategic Thinking
- Vision

### LENGTH & COST

9 days. \$5,000  
Includes tuition, materials, meals, lodging, and individual coaching

### LOCATION

EMDC, Shepherdstown, WV  
WMDC, Aurora, CO

### COLLEGE CREDIT

3 Hours/Undergraduate (Upper)  
3 Hours/Graduate

### SCHEDULE

Oct 15 - 25, '07 . . . . . WMDC  
Oct 29 - Nov 8, '07 . . . . . EMDC  
Dec 3 - 13, '07 . . . . . EMDC  
Jan 7 - 17, '08 . . . . . EMDC  
Feb 4 - 14, '08 . . . . . WMDC  
Feb 25 - Mar 5, '08 . . . . . EMDC  
Apr 21 - May 1, '08 . . . . . WMDC  
May 5 - 15, '08 . . . . . EMDC  
Jun 2 - 12, '08 . . . . . EMDC  
Jul 21 - 31, '08 . . . . . WMDC  
Aug 11 - 21, '08 . . . . . EMDC  
Sep 8 - 17, '08 . . . . . EMDC  
Sep 22 - Oct 2, '08 . . . . . WMDC

### Recommended Prior Seminars or Experience

Seminar for New Managers, p. 34

Management Development Seminar (MDS)

### Recommended Follow-on Seminars

Executive Development Seminar, p. 11  
Conflict Resolution Skills, p. 62

## MANAGEMENT DEVELOPMENT SEMINAR: BLENDED (EMDS)

*Make the Leadership Transition: Online and In-residence*

### OVERVIEW

This seminar was created to provide busy experienced mid-level managers with the tools they need to make the transition from a manager to an effective leader—without a lengthy absence from personal and professional obligations at home. The blended format consists of seven weeks online, followed by a three-day in-residence session, which will usher you into the world of dynamic thinking, creativity, and innovative results-producing performance. You will learn ways to achieve superior levels of organizational excellence and deal with the day-to-day challenges of your workplace through guided discussions, practical exercises, case studies, and experiential activities with facilitated debriefings, which carry into the in-residence portion of the class. Conflict management assessments and the Office of Personnel Management’s 360-degree assessments provide feedback on how you are perceived by your peers, employees, superiors, and customers, and a personal executive coaching session will address your particular needs. You will explore your own personal leadership philosophy and its effectiveness, learn how you can enhance it, and then develop an action plan for success. This seminar will provide a safe forum to practice new skills and techniques and help you achieve real results.

### HOW YOU WILL BENEFIT

- Improve your performance by receiving personal feedback and executive coaching
- Fortify your competencies while focusing on personal strengths and weaknesses
- Acquire new approaches to managing that lead to greater organizational efficiency
- Develop concepts and skills for partnering and building more effective teams
- Examine core value issues and their impact on the Federal manager
- Be inspired to become a better leader

### WHO SHOULD ATTEND

Mid-level managers with two or more years of experience at the managerial level

### COMPETENCIES EMPHASIZED in this seminar

- Continual Learning
- Interpersonal Skills
- Strategic Thinking
- Vision
- Oral Communication

### LENGTH & COST

7 weeks online.  
3 days in-residence. \$2,750  
Includes tuition and materials. Students will be on per diem during the in-residence.

### LOCATION

Washington, DC

### COLLEGE CREDIT

3 Hours/Graduate  
3 Hours/Undergraduate (Upper)

### SCHEDULE

#### Online Session

Feb 4 - Mar 21, '08 (7 weeks)

#### In-Residence Session

Apr 8 - 10, '08 (3 days) . . . Washington, DC

### Recommended Prior Seminars or Experience

Seminar for New Managers, p. 34

Management Development Seminar: Blended (EMDS)

### Recommended Follow-on Seminars

Conflict Resolution Skills, p. 62  
Executive Development Seminar, p. 11

## MAXIMIZING YOUR ORGANIZATION'S GREATEST ASSET: PEOPLE

*Learn Good Stewardship of Human Capital*

### OVERVIEW

Years of downsizing, restructuring, de-layering, and diminished budgets have presented formidable challenges to Federal agencies. Limitations on hiring and large numbers of impending retirements will pose additional challenges to fulfilling your mission objectives. This seminar will show you how you can help your organization survive and prosper in the years ahead by successfully developing its most important asset: its employees. You will learn new skills in human capital management, including strategic workforce planning and approaches to recruit, retain, train, and reward employees. You will be able to create a high-performing workforce that will deliver sustained excellence now and in the future.

### HOW YOU WILL BENEFIT

- Understand how to build a high-performance organization that people are eager to work for
- Assess your organization's future needs and identify workforce and succession planning requirements
- Generate strategies for recruiting, retaining, motivating, and rewarding the best employees—from all generations
- Gain new approaches to fostering an organizational culture for positive change
- Explore creativity techniques to inspire workplace innovations and revitalize the workforce in challenging times
- Learn more about Federal Government human capital issues

### WHO SHOULD ATTEND

Supervisors, managers, and others who are responsible for achieving mission objectives and managing programs and human resources

### COMPETENCIES EMPHASIZED in this seminar

- Creativity/Innovation
- Entrepreneurship
- Human Capital Management
- Partnering
- Problem Solving

### LENGTH & COST

5 days. \$3,250  
Includes tuition, materials, meals, lodging

### LOCATION

WMDC, Aurora, CO

### SCHEDULE

Feb 25 - 29, '08 . . . . . WMDC  
Sep 8 - 12, '08 . . . . . WMDC



#### Recommended Prior Seminars or Experience

Management Development Seminar, p. 31  
Seminar for New Managers, p. 34

**Maximizing Your Organization's  
Greatest Asset: People**

#### Recommended Follow-on Seminars

Strategic Management of Human Capital, p. 60

## SEMINAR FOR NEW MANAGERS: LEADING PEOPLE (SNM)

*A Powerful, Interactive Learning Experience for New Managers*

### OVERVIEW

Highly motivated new managers should take this opportunity to acquire crucial leadership competencies for successful transition from first-line supervision into management. Experienced managers who have not had the opportunity to develop these competencies formally will also benefit.

You will diagnose your preferred leadership styles and learn their appropriate use, and develop skills in conflict resolution, human capital management, leveraging diversity, emotional intelligence, problem solving, and communication. Adult learning methods include scenario thinking, case studies, and group exercises. Faculty from the Management Development Centers, the Federal leadership community, universities, and the private sector will use a very interactive and experiential approach in this seminar, helping you apply current information on leadership theory and practice to your real organizational problems.

### HOW YOU WILL BENEFIT

- Develop new skills to accomplish work through peers and subordinates
- Become more astute at adapting your leadership styles to diverse groups
- Acquire new conflict management tools to resolve organizational challenges
- Better understand the flexibilities available in managing human capital
- Increase your commitment to and understanding of the leadership role
- Enhance your awareness of the role emotional intelligence plays in managerial effectiveness

### WHO SHOULD ATTEND

New managers (typically those with subordinate supervisors) in the early stages of their management position

### COMPETENCIES EMPHASIZED in this seminar

- Conflict Management
- Human Capital Management
- Interpersonal Skills
- Leveraging Diversity
- Problem Solving

### LENGTH & COST

2 weeks. \$4,650  
Includes tuition, materials, meals, lodging

### LOCATION

EMDC, Shepherdstown, WV  
WMDC, Aurora, CO

### COLLEGE CREDIT

3 Hours/Undergraduate (Upper)  
3 Hours/Graduate

### SCHEDULE

Oct 22 - Nov 2, '07 . . . . . WMDC  
Dec 3 - 14, '07 . . . . . EMDC  
Jan 28 - Feb 8, '08 . . . . . WMDC  
Mar 10 - 21, '08 . . . . . EMDC  
Apr 7 - 18, '08 . . . . . WMDC  
Apr 28 - May 9, '08 . . . . . EMDC  
Jun 9 - 20, '08 . . . . . EMDC  
Jul 7 - 18, '08 . . . . . WMDC  
Jul 28 - Aug 8, '08 . . . . . EMDC  
Sep 8 - 19, '08 . . . . . WMDC  
Sep 15 - 26, '08 . . . . . EMDC

#### Recommended Prior Seminars or Experience

Supervisory Leadership Seminar, p. 39  
Experience as a first-line supervisor

Seminar for New Managers: Leading People (SNM)

#### Recommended Follow-on Seminars

Management Development Seminar, p. 31

## SEMINAR FOR NEW MANAGERS: BLENDED

*A Powerful Learning Experience for New Managers*

### OVERVIEW

The Seminar for New Managers (SNM) Blended Seminar presents the popular two-week, traditional SNM curriculum in a blended format, where half of the seminar content is delivered through an online, distance-learning format, paired with a three-day in-residence experience. The seminar uses tested methods to diagnose your preferred leadership style and help you determine its appropriate use. You will also develop skills in conflict resolution, human resources management, leveraging diversity, emotional intelligence, problem solving, and communication.

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 three days in the classroom. During the seven-week online portion, you will read books, interact with instructors, complete assessments, do online research, and work on group projects. You are required to log in to the virtual classroom twice each week. When you have completed the online portion of the class, you arrive in the classroom, meet your team members, and complete the remaining SNM experience in a three-day, intensive, interactive class. The online portion is academic and rigorous and must be successfully completed before attending the classroom portion.

### HOW YOU WILL BENEFIT

- Acquire new skills to accomplish 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 (those to whom supervisors report), typically in the early stages of their management career

### COMPETENCIES EMPHASIZED in this seminar

- Conflict Management
- Human Capital Management
- Interpersonal Skills
- Leveraging Diversity
- Problem Solving

### LENGTH & COST

7 weeks online.  
3 days in-residence. \$2,750  
Includes tuition, materials, meals, lodging

### LOCATION

Washington, DC

### COLLEGE CREDIT

3 Hours/Undergraduate (Upper)  
3 Hours/Graduate

### SCHEDULE

#### Online Session

Apr 14 - May 30, '08 (7 weeks)

#### In-Residence Session

Jun 10 - 12, '08 (3 days)

Washington, DC

### Recommended Prior Seminars or Experience

Experience as a first-line supervisor  
Supervisory Leadership Seminar, p. 39

Seminar for New Managers: Blended

### Recommended Follow-on Seminars

Management Development Seminar, p. 31

## STARTING OUT STRONG: TRANSITION STRATEGIES THAT WORK

*Essential Steps for Adapting to Your New Workplace*

### OVERVIEW

Whether you are moving into a new leadership position or need to adjust your strategies and tactics because your organization is in transition, the actions you take in the first few months determine your success or failure. As administrations change, agencies reorganize, or potential mentors move toward retirement, it is imperative that you garner as much information and goodwill as swiftly as possible. This seminar will show you how to quickly lay a secure foundation for long-term success.

You will learn how to diagnose your situation and discern its risks and opportunities. You will assess your strengths and weaknesses and identify personal vulnerabilities in your new situation. You will gain insights into how to learn about your new organization and quickly establish your priorities, and receive solid advice about how to manage key relationships by building teams and creating alliances. You will leave the session with a road map for creating your transition plan.

### HOW YOU WILL BENEFIT

- Diagnose key aspects of your approach to leadership, including learning preference, leadership style, and strengths and weaknesses
- Accelerate your transition to new leadership assignments by applying a proven framework and tool kit to your situation
- Apply this framework to navigate organizational transitions and strengthen your qualifications for future advancement
- Describe common pitfalls that derail leaders in all stages of their careers and identify different types of transitions and strategies appropriate in each of them
- Create initial strategies for establishing or enhancing critical working relationships and partnerships, and gaining necessary support from your peers, team, and boss
- Set and test your leadership transition priorities

### WHO SHOULD ATTEND

Individuals who are new to Government or experienced individuals transferring from one agency to another, who supervise, manage, or lead efforts to transform an organization

Presidential Management Fellows

### COMPETENCIES EMPHASIZED in this seminar

- Continual Learning
- Influencing/Negotiating
- Political Savvy
- Strategic Thinking
- Team Building

### LENGTH & COST

3 days. \$2,400  
Includes tuition, materials, meals, lodging

### LOCATION

EMDC, Shepherdstown, WV

### SCHEDULE

Apr 28 - 30, '08. . . . . EMDC  
Aug 25 - 27, '08 . . . . . EMDC

### Recommended Prior Seminars or Experience

N/A

Starting Out Strong

### Recommended Follow-on Seminars

Management Development Seminar, p. 31  
Seminar for New Managers, p. 34

## STRATEGIC LEADERSHIP

*Secrets to Successfully Implementing Critical Organizational Goals or Programs*

### OVERVIEW

Federal agencies often are faced with external mandates or internal strategic plans that lead them to implement changes in the form of critical organization-wide goals or programs. At the agency level, these projects are often critical components rated by the Office of Personnel Management or other groups for their contribution to agency effectiveness and efficiency. As a middle or senior manager, you may be responsible for successfully implementing these critical goals or programs that will directly affect the long-term operation of your agency. This cutting-edge, interactive seminar will help you develop the thought processes, strategies, procedures, and tools you will need.

This seminar is designed for managers and project leaders who need to develop and monitor a successful, high-level implementation strategy for complex agencywide projects. It will teach you how to manage the human side of implementing projects of this scope, including getting buy-in from multiple groups or individuals, dealing with resistance and push-back, keeping people involved and supportive during the implementation process, and having a clear strategy to sustain the implemented project.

### HOW YOU WILL BENEFIT

- Learn to create a high-level implementation strategy for critical agency goals or programs that will allow you to successfully monitor progress and success
- Learn how to get the project buy-in needed by developing multiple engagement strategies tailored for different stakeholders (individuals or groups) using varied approaches and styles
- Understand how to manage the human side of implementing critical projects, including dealing with resistance, push-back, and frustration in different stakeholder and employee groups
- Develop the implementation strategy you will need for a critical project back home

### WHO SHOULD ATTEND

Middle and senior managers and high-level project managers who have the responsibility and desire to implement critical organizational goals and programs

### COMPETENCIES EMPHASIZED in this seminar

- Accountability
- External Awareness
- Influencing/Negotiating
- Strategic Thinking
- Vision

### LENGTH & COST

4 days. \$3,550  
Includes tuition, materials, meals, lodging

### LOCATION

WMDC, Aurora, CO

### SCHEDULE

Nov 5 - 8, '07 ..... WMDC  
Feb 4 - 7, '08..... WMDC  
Mar 31 - Apr 3, '08..... WMDC  
Jul 7 - 10, '08 ..... Washington, DC  
Sep 8 - 11, '08..... WMDC

### Recommended Prior Seminars or Experience

Management Development Seminar, p. 31

**Strategic Leadership**

### Recommended Follow-on Seminars

Project Management Principles, p. 65

## SUPERVISING AND MANAGING A VIRTUAL WORKFORCE

*Efficient Procedures for Communication and Workflow*

### OVERVIEW

In today's Government workforce, more and more people are taking advantage of flexible work options and are working virtually a large percentage of their time. A virtual workforce creates unique management challenges, not the least of which is effectively managing a mixed workforce of some virtual and some in-office workers. This seminar will help supervisors and managers develop strategies for managing in this new reality.

Through experiential activities, small- and large-group discussions, skill practice, and application planning, you will understand how your attitudes and beliefs about virtual work affect how you manage virtual workers. You will learn the difference between managing virtual workers versus in-office workers, which job types lend themselves well to virtual work and which don't, and how to communicate with your employees about whether virtual work is appropriate for them. You will learn tools and techniques for communicating with virtual workers, setting expectations, and creating policies and procedures that will drive the behavior and achieve the results you are looking for.

### HOW YOU WILL BENEFIT

- Understand how to manage your own and others' attitudes about virtual workers
- Manage the dilemma of trust versus control that can arise with virtual workers
- Describe the aspects of a job that make it appropriate for virtual work
- Establish expectations, policies, and procedures for virtual workers
- Identify strategies for working effectively with a dispersed team
- Use various communication methods, including meeting tools, to communicate effectively with virtual workers
- Create specific tactics for making the strategies work in your own teams

### WHO SHOULD ATTEND

Supervisors and managers who want to better navigate the brave new world of a virtual workforce

### COMPETENCIES EMPHASIZED in this seminar

- Accountability
- Conflict Management
- Continual Learning
- Flexibility
- Oral Communication

### LENGTH & COST

3 days. \$2,400  
Includes tuition, materials, meals, lodging

### LOCATION

EMDC, Shepherdstown, WV

### SCHEDULE

Feb 20 - 22, '08. . . . . EMDC  
Sep 3 - 5, '08. . . . . EMDC

### Recommended Prior Seminars or Experience

N/A

Supervising and Managing a Virtual Workforce

### Recommended Follow-on Seminars

Ethical Leadership, p. 29



## SUPERVISORY LEADERSHIP SEMINAR: LEARNING TO LEAD (SLS)

*Gaining Fundamental Tools and Techniques*

### OVERVIEW

This seminar will provide new supervisors with basic supervisory and leadership skills. You can take the seminar as a two-week unit, or either week can be taken alone. Topics covered in the “Supervision” portion of the seminar have to do with administration: managing within the merit system, performance management, hiring and firing, managing human capital, and communication. The “Leadership” week teaches you to use your supervision skills in dealing with people. Topics include emotional intelligence, leadership through coaching, planning your success, managing conflict, and creating an inclusive environment. You will participate in self-assessment activities (the Strength Deployment Inventory in week two) and small-group discussions, and share best practices. Our instructors know the rules of Government supervision better than anyone, and you will have many opportunities for question-and-answer sessions. Past participants say they wish they had taken this seminar sooner.

### HOW YOU WILL BENEFIT

- Acquire and practice basic supervisory and leadership skills and tools
- Understand the hiring process, as well as recruiting and managing within the merit system
- Learn how to diagnose and address problem situations and poor performance
- Develop various leadership styles
- Coach, communicate, and give feedback more effectively
- Learn to value human capital and create an inclusive environment

### WHO SHOULD ATTEND

New Government supervisors and experienced supervisors in all agencies and professions looking to sharpen management and leadership skills

### COMPETENCIES EMPHASIZED in this seminar

- Communication
- Conflict Management
- Human Capital Management
- Interpersonal Skills
- Problem Solving

### LENGTH & COST

Supervisory Leadership Seminar:  
**Supervision**  
5 days. \$3,250

Supervisory Leadership Seminar:  
**Leadership**  
5 days. \$3,250

Cost for **both weeks** is \$5,500  
Includes tuition, materials, meals, lodging

### LOCATION

EMDC, Shepherdstown, WV  
WMDC, Aurora, CO

### COLLEGE CREDIT

For each individual week: 2 Hours/  
Undergraduate or Graduate  
For 2 weeks: 4 Hours/Undergraduate  
or Graduate

### SCHEDULE

#### Week 1: Supervision

Oct 22 - 26, '07 . . . . . EMDC  
Nov 26 - 30, '07 . . . . . WMDC  
Jan 7 - 11, '08 . . . . . EMDC  
Mar 3 - 7, '08 . . . . . WMDC  
Apr 7 - 11, '08 . . . . . EMDC  
May 12 - 16, '08 . . . . . EMDC  
Jun 16 - 20, '08 . . . . . WMDC  
Jul 7 - 11, '08 . . . . . EMDC  
Aug 18 - 22, '08 . . . . . EMDC  
Sep 15 - 19, '08 . . . . . WMDC

#### Week 2: Leadership

Oct 15 - 19, '07 . . . . . EMDC  
Dec 3 - 7, '07 . . . . . WMDC  
Jan 14 - 18, '08 . . . . . EMDC  
Mar 10 - 14, '08 . . . . . WMDC  
Apr 14 - 18, '08 . . . . . EMDC  
May 19 - 23, '08 . . . . . EMDC  
Jun 23 - 27, '08 . . . . . WMDC  
Jul 14 - 18, '08 . . . . . EMDC  
Aug 25 - 29, '08 . . . . . EMDC  
Sep 22 - 26, '08 . . . . . WMDC

### Recommended Prior Seminars or Experience

Leadership Potential Seminar, p. 23

**Supervisory Leadership Seminar:  
Learning to Lead (SLS)**

### Recommended Follow-on Seminars

Seminar for New Managers, p. 34

## SUPERVISORY LEADERSHIP SEMINAR ONLINE: LEADERSHIP

*Gaining Fundamental Tools and Techniques*

### OVERVIEW

If you can't afford to be away from the office for a week, this online seminar duplicates the Leadership week of the Supervisory Leadership Seminar. While online for five weeks, you will learn how to use leadership when dealing with the people you supervise. This is a cohort-based seminar with fixed assignment dates. It is not self-paced. The topics include emotional intelligence, coaching, counseling and mentoring, managing conflict, leading with different styles, and creating an inclusive environment. You will participate in self-assessment activities and online discussions, and have lots of opportunities to present ideas and ask questions.

### HOW YOU WILL BENEFIT

- Develop various leadership styles
- Coach, counsel, and mentor employees while giving feedback more effectively
- Learn to value human capital and create an inclusive environment

### WHO SHOULD ATTEND

New Government supervisors and experienced supervisors looking to sharpen leadership skills

### COMPETENCIES EMPHASIZED in this seminar

- Conflict Management
- Human Capital Management
- Interpersonal Skills
- Problem Solving
- Team Building

### LENGTH & COST

5 weeks online. \$1,750  
Includes tuition, materials

### LOCATION

Online

### SCHEDULE

Jan 7 - Feb 8, '08 . . . . .Online  
Jun 23 - Jul 25, '08 . . . . .Online

### Recommended Prior Seminars or Experience

Leadership Potential Seminar, p. 23

Supervisory Leadership Seminar Online: Leadership

### Recommended Follow-on Seminars

Seminar for New Managers, p. 34

## TEAM BUILDING AND TEAM LEADERSHIP

*Fostering Commitment Toward Common Goals*

### OVERVIEW

Government reform has created downsized and flattened organizations that need to manage their work in new ways. The resulting growth of team-oriented workplaces and wider spans of control has created a whole host of new leadership challenges as well. This seminar will help you develop fundamental skills for effective team participation and leadership. You will learn to apply basic team processes and tools to foster commitment and trust, empower people to appreciate their differences, and create synergy for accomplishing organizational goals. The techniques you will learn in this seminar are extremely useful for organizations that use work-unit or project teams.

### HOW YOU WILL BENEFIT

- Learn to discern when teams are most appropriate
- Strengthen the interpersonal and managerial skills critical to productive teamwork
- Develop techniques to create a team identity, value and understand diversity, and encourage participation
- Sharpen and reinforce key team leadership skills, including using influence without authority
- Devise new strategies to manage team conflict

### WHO SHOULD ATTEND

Team members, including leaders, facilitators, and supervisors

### COMPETENCIES EMPHASIZED in this seminar

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

### LENGTH & COST

5 days. \$3,250  
Includes tuition, materials, meals, lodging

### LOCATION

EMDC, Shepherdstown, WV  
WMDC, Aurora, CO

### COLLEGE CREDIT

3 Hours/Undergraduate (Upper)

### SCHEDULE

Oct 22 - 26, '07 . . . . . WMDC  
Jan 28 - Feb 1, '08 . . . . . WMDC  
Apr 7 - 11, '08 . . . . . WMDC  
Jun 16 - 20, '08 . . . . . EMDC  
Jul 21 - 25, '08 . . . . . WMDC  
Sep 22 - 26, '08 . . . . . WMDC

### Recommended Prior Seminars or Experience

Experience with teams or workgroups as a member or leader

Team Building and Team Leadership

### Recommended Follow-on Seminars

Developing High-Performing Teams, p. 29  
Facilitative Leadership Seminar, p. 30



## ORGANIZATIONAL LEADERSHIP FOR EXECUTIVES

If you are a 21st-century Federal Government executive, conflicting priorities crowd the top of your list. You must constantly redesign the structure and culture of your workplace, yet never waver from your agency's mission. You need time to reflect on and hone your own leadership skills to maintain authority and trust, yet you must never take your mind off successful day-to-day operations. The **Federal Executive Institute's (FEI) Organizational Leadership** seminars can help you balance these and other competing issues. We have a long history of helping senior executives plan, communicate, and implement the steps between vision and accomplishment, and you will benefit from our insights into why agencies fall short of their goals.

We will walk you through staff assessments that will teach you to value individual strengths and tap the energy from generational and cultural diversity. You will learn how to challenge and inspire your employees to productive innovation, creating new partnerships across organizational boundaries and cultivating the collaboration needed to meet the highest performance standards.

### Organizational Leadership for Executives

Building a Great Place for People to Work . . . . .	42
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Creating Breakthroughs: Innovating in Government . . . . .	45
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Leading Strategically: From Vision to Performance . . . . .	51
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Public Sector Leadership: Vision, Values, and Vital Strategies . . . . .	53

## BUILDING A GREAT PLACE FOR PEOPLE TO WORK

*A Blueprint for Successful Human Capital Leadership*

### OVERVIEW

How do you build a great public service organization that meets the intensified expectations of governing in today's environment? How do you energize the people in it to produce consistently excellent results? This seminar is for leaders who need answers to these key questions. The course provides a design for "people practices" that make a difference—recruiting, developing, motivating, and succession planning approaches that work for your employees and your organization.

You will 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 you will 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.

### HOW YOU WILL BENEFIT

- Appreciate the importance of a comprehensive approach to transforming Federal human capital practices
- Learn how to launch and implement a succession and leader-development strategy
- Develop your organization's culture as the framework for a healthy and successful public service agency
- Devise strategies to develop a climate of encouragement and learning
- Learn from other leaders who have successfully retooled their workforces
- Gain special insights from high-potential recruits who have recently chosen public service as a career

### WHO SHOULD ATTEND

SES members, GS-15s, and their high-performing equivalents

### COMPETENCIES EMPHASIZED in this seminar

- Continual Learning
- External Awareness
- Human Capital Management
- Leveraging Diversity

### LENGTH & COST

3 days. \$2,745  
Includes tuition, materials, meals, lodging

### LOCATION

FEI, Charlottesville, VA

### SCHEDULE

Jun 25 - 27, '08.....FEI  
Program Code: M810

### Recommended Prior Seminars or Experience

Leaders Growing Leaders, p. 46

Building a Great Place for People to Work

### Recommended Follow-on Seminars

Leading Public Sector Transformation, p. 50

## BUILDING HIGH-PERFORMANCE ORGANIZATIONS

*Understanding the Theory and Practice of Organizational Change*

### OVERVIEW

This seminar is based on three assumptions:

- ★ Through your years of observation, you are an expert on your organization
- ★ You want to lead a change process to build a high-performance organization
- ★ You can better effect change if you have a framework for your knowledge of organization theory

Take the role of diagnostic consultant to look inside your agency and ask, “How can I move it toward high performance?” This process will help you link your expert knowledge about your surroundings with the best organizational theory to transform your agency into one that delivers high-quality products and services, outstanding customer value, and sound financial performance. Presentations will be varied. Small-group formats will maximize discussion “airtime.” You will be able to consult with the faculty outside of class throughout the seminar for individualized feedback.

### HOW YOU WILL BENEFIT

- Discover why most organizations today need a significant paradigm shift to raise their performance level
- Appreciate the critical nature of leadership as the primary “lever” to begin positive organizational change
- Grasp the importance of developing and articulating a shared vision for the organization
- Understand how commonly held organizational values can play a central role in performance building
- Recognize organizational strategies, structures, and systems that currently inhibit change, and learn to use them as catalysts

### WHO SHOULD ATTEND

SES members, GS-15s, and their high-performing equivalents

### COMPETENCIES EMPHASIZED in this seminar

- Continual Learning
- Creativity/Innovation
- Decisiveness
- Entrepreneurship
- External Awareness

### LENGTH & COST

4 days. \$3,295  
Includes tuition, materials, meals, lodging

### LOCATION

FEI, Charlottesville, VA

### SCHEDULE

Jan 15 - 18, '08 . . . . . FEI  
Program Code: M801

#### Recommended Prior Seminars or Experience

#### Recommended Follow-on Seminars



## COLLABORATING ACROSS ORGANIZATIONAL BOUNDARIES

*Identifying and Solving the Problems of Working With Other Organizations*

### OVERVIEW

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As leaders, we need to get out of our stovepipe mentality and start collaborating. With a downsized workforce, complex problems that can't be solved from a single discipline or point of view, and customers who don't want to shop around to meet their needs, the need for collaboration and partnerships is increasing. The Federal Executive Institute'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 do you develop the needed trust? How do you deal with different funding streams, measurement systems, and cultures? And what about the egos and turf that get in the way? This seminar helps answer those questions.

### HOW YOU WILL BENEFIT

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

### WHO SHOULD ATTEND

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SES members, GS-15s, and their high-performing equivalents

### COMPETENCIES EMPHASIZED in this seminar

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- Influencing/Negotiating
- Interpersonal Skills
- Oral Communication
- Partnering
- Political Savvy

### LENGTH & COST

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2 days. \$2,535  
Includes tuition, materials, meals, lodging

### LOCATION

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FEI, Charlottesville, VA

### SCHEDULE

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Feb 19 - 20, '08. . . . . FEI  
Program Code: M803

### Recommended Prior Seminars or Experience

Building High-Performance Organizations, p. 43

Collaborating Across Organizational Boundaries

### Recommended Follow-on Seminars

Leading Strategically: From Vision to Performance, p. 51

## CREATING BREAKTHROUGHS: INNOVATING IN GOVERNMENT

*Unleashing Creativity to Improve Your Organization's Performance*

### OVERVIEW

Creative solutions need not come from outside experts. They are in your organization. And nobody knows your organization better than you and your co-workers. Bring your team to this seminar or come by yourself. You will learn proven techniques for becoming deliberately creative, then practice applying these methods using key issues drawn from your organization.

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

- ★ Clarify the issue to make sure you're solving the right problem
- ★ Work on techniques to effectively evaluate your ideas
- ★ Develop an action plan including practical techniques for successfully implementing solutions

### HOW YOU WILL BENEFIT

- Understand how to build group consensus around complex issues
- Ensure 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

SES members, GS-15s, and their high-performing equivalents

### COMPETENCIES EMPHASIZED in this seminar

- Creativity/Innovation
- Flexibility
- Leveraging Diversity
- Problem Solving
- Team Building

### LENGTH & COST

2 days. \$2,535  
Includes tuition, materials, meals, lodging

### LOCATION

FEI, Charlottesville, VA

### SCHEDULE

Jul 7 - 8, '08 ..... FEI  
Program Code: M811



### Recommended Prior Seminars or Experience

Executive Communication Skills:  
Leading the Process of Change, p. 10

Creating Breakthroughs: Innovating in Government

### Recommended Follow-on Seminars

Leading Strategically: From Vision  
to Performance, p. 51

## LEADERS GROWING LEADERS

*Building Your Organization by Developing Leaders—At Every Level*

### OVERVIEW

This seminar prepares you for a central task and test of leadership: growing other leaders. Developing new, imaginative approaches to managing succession is critical to successful human capital management, which is drawing increasing Presidential and congressional focus, and is 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 you understand the leadership gap and to develop innovative approaches to improve the situation in your organization. It draws on years of research that clearly demonstrate that leaders are primarily grown, formally and informally, through challenging job-based experiences and interaction with senior leaders.

### HOW YOU WILL BENEFIT

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

### WHO SHOULD ATTEND

SES members, GS-15s, and their high-performing equivalents

### COMPETENCIES EMPHASIZED in this seminar

- Conflict Management
- Human Capital Management
- Leveraging Diversity
- Team Building
- Vision

### LENGTH & COST

3 days. \$2,745  
Includes tuition, materials, meals, lodging

### LOCATION

FEI, Charlottesville, VA

### SCHEDULE

Jun 23 - 25, '08 . . . . . FEI  
Program Code: M809

### Recommended Prior Seminars or Experience

Leading Across Generations, p. 48

Leaders Growing Leaders

### Recommended Follow-on Seminars

Building a Great Place for People to Work, p. 42



**LEADERSHIP FOR A GLOBAL SOCIETY NEW**

*Leading Your Organization in an Interconnected World*

**OVERVIEW**

As a Federal leader, you must address the international implications of nearly every major issue you face. Whether you're working on trade or transportation, law enforcement or land management, education or the exploration of space, global considerations influence the decisions you make.

In this seminar, you will assess the role of the United States in the world and explore the institutional and policy framework that supports our interactions with other countries. You will focus on what you need to be an effective player in the international arena: the negotiation and teamwork skills that have proven to be the most effective in global interactions. These skills will help you examine and understand the shared values as well as the intractable conflicts that shape our world. Focusing on political and economic realities, you will deepen your understanding through case studies, small-group exercises, and discussions. What you learn will support your leadership as a Federal executive and as a citizen.

**HOW YOU WILL BENEFIT**

- Understand the institutional structure of international relations
- Recognize which global issues are critical to your organization's mission
- Appreciate the importance of global considerations in day-to-day decisionmaking
- Learn to perform effectively in international situations
- Build a network of Federal colleagues who share your interest in the international aspects of Federal leadership

**WHO SHOULD ATTEND**

SES members, GS-15s, and their high-performing equivalents

**COMPETENCIES EMPHASIZED  
in this seminar**

- Building Coalitions
- External Awareness
- Leading Change
- Leading People
- Political Savvy

**LENGTH & COST**

5 days. \$3,625  
Includes tuition, materials, meals, lodging

**LOCATION**

FEI, Charlottesville, VA

**SCHEDULE**

Sep 8 - 12, '08.....FEI  
Program Code: M818

**Recommended Prior Seminars or Experience**

Leading Strategically: From Vision to Performance, p. 51

**Leadership for a Global Society**

**Recommended Follow-on Seminars**

Leadership for a Democratic Society, p. 13

## LEADING ACROSS GENERATIONS

*Learn to Use Generational Differences to Improve Your Workplace and Increase Productivity*

### OVERVIEW

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 they are understood, recognized, valued, and leveraged, they can result in greater productivity and harmony.

This provocative and interactive seminar will help you understand the histories, personalities, strengths, and challenges of our four workplace generations. You will explore together how to lead, manage, recruit, and retain colleagues of various ages and experience levels.

### HOW YOU WILL BENEFIT

- Understand the cycles of generations in American society, and the demographics, events, and trends that have shaped them
- Become more aware of generational differences and challenges
- Train yourself to reexamine perceptions and stereotypes of the four generations in your workplace
- Learn to appreciate and value work-style differences across the generations
- Recognize the ways age diversity can be a strategic advantage for your organization
- Develop effective strategies for recruiting and retaining members of the different generations

### WHO SHOULD ATTEND

SES members, GS-15s, and their high-performing equivalents

### COMPETENCIES EMPHASIZED in this seminar

- Conflict Management
- Continual Learning
- Creativity/Innovation
- External Awareness
- Flexibility

### LENGTH & COST

2 days. \$2,535

Includes tuition, materials, meals, lodging

### LOCATION

FEI, Charlottesville, VA

### SCHEDULE

Feb 21 - 22, '08 . . . . . FEI

Program Code: M802

### Recommended Prior Seminars or Experience

Understanding the 360-Degree Leader, p. 18

Leading Across Generations

### Recommended Follow-on Seminars

Building a Great Place for People to Work, p. 42

**LEADING IN A VIRTUAL WORKPLACE NEW**

*Building a Successful Team—Even When the Members Are Separated by Location and Organization*

**OVERVIEW**

Are you a Federal leader seeking to improve your ability to engage colleagues in a fully digital collaborative environment? Increasingly, public and private sector organizations must venture into this complex, global, and rapidly changing arena. They are seeking to improve performance and productivity, but success has been elusive. Time after time, leaders are discovering that they cannot achieve success simply by adding technology and hoping that the workforce will magically embrace it.

This seminar is based on the lessons these organizations have learned—through their successes and their failures. Blending research and application in a variety of areas, it engages you in a series of work sessions focusing on:

- ★ Practical approaches to developing virtual teams
- ★ Managing the knowledge generated by your team members—individually and collectively
- ★ Understanding how to establish the virtual workplace that most effectively supports your operation
- ★ The group dynamics operating in your team and how they affect your chances of success.

**HOW YOU WILL BENEFIT**

- Understand the essentials of developing and implementing virtual teams
- Discover keys to effective collaboration in the Federal Government
- Recognize which building blocks you must have in place when you begin virtual work
- Appreciate the importance of organizational alignment and virtual culture
- Learn how to build your virtual community and sustain your virtual workplace

**WHO SHOULD ATTEND**

SES members, GS-15s, and their high-performing equivalents

**COMPETENCIES EMPHASIZED  
in this seminar**

- Creativity/Innovation
- Interpersonal Skills
- Leading Change
- Team Building
- Technology Management

**LENGTH & COST**

3 days. \$2,745  
Includes tuition, materials, meals, lodging

**LOCATION**

FEI, Charlottesville, VA

**SCHEDULE**

Jul 9 - 11, '08 ..... FEI  
Program Code: M812

**Recommended Prior Seminars or Experience**

Leading Through Constructive Conflict, p. 52

Leading in a Virtual Workplace

**Recommended Follow-on Seminars**

Leading Strategically: From Vision to Performance, p. 51

## LEADING PUBLIC SECTOR TRANSFORMATION **NEW**

*Develop the Practical Power, Strong Interpersonal Skills, and Clear Organization You Need to Lead Change*

### OVERVIEW

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This fast-paced seminar will engage you at the most intense level of learning and action. You will leave with a personal roadmap to successfully transform your organization, and a working mastery of the concepts, tools, and practices necessary to initiate, manage, and lead that change. No other transformation program provides you with a network of fellow executives from across the public sector who will share your challenges and triumphs. The Federal Executive Institute's (FEI) widely acclaimed Leadership for a Democratic Society Program shapes the agenda and learning approach. Curriculum topics will be extremely helpful whether you are preparing for or are already engaged in transforming your organization:

- ★ Future thinking and the concepts, principles, and practices of successful transformation
- ★ Your personal leadership style and approach
- ★ People issues before, during, and after transformation
- ★ Communication and conversation during transformation
- ★ Managing and resolving conflict
- ★ Discovering and using your power to change the dialogue
- ★ Managing up and managing the culture
- ★ Securing your network
- ★ Approaching the future openly and creatively

### HOW YOU WILL BENEFIT

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- Learn how to redirect, shape, or leverage change initiatives that may be inappropriate for your organization in their current forms
- Develop a rich network of public sector colleagues engaged in similar change initiatives
- Forge relationships with FEI faculty and staff committed to helping you move from vision to action
- Better understand the special challenges and opportunities of public sector change

### WHO SHOULD ATTEND

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SES members, GS-15s, and their high-performing equivalents in State and local government

### COMPETENCIES EMPHASIZED in this seminar

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

### LENGTH & COST

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10 days.\* \$8,995  
Includes tuition, materials, meals, lodging

### LOCATION

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FEI, Charlottesville, VA

### SCHEDULE

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Aug 25 - 29, '08 . . . . . FEI  
Program Code: M816

### Online Session

Jul 14 - Aug 24, '08 (any 5 days)

### Recommended Prior Seminars or Experience

Leaders Growing Leaders, p. 46

**Leading Public Sector Transformation**

### Recommended Follow-on Seminars

Leadership for a Democratic Society, p. 13

## LEADING STRATEGICALLY: FROM VISION TO PERFORMANCE

*Identifying and Applying Proven Techniques for Improving Organizational Performance*

### OVERVIEW

“Developing a new strategic plan” is one of the most common (and essential) ways an organization addresses changes in its environment. Unfortunately, “wondering what went wrong” is an all-too-common follow-up. How do high-performing organizations identify and complete the vital steps between planning and implementation?

This seminar is designed to provide practical skills for leaders in rapidly changing environments. It will begin with the best ways to develop, communicate, and refresh your organizational vision through engaging and supporting your staff. Then you will focus on ways to effectively evaluate performance on each goal as the change effort progresses. Throughout the seminar, your action steps will be based on the most current academic theory.

This fast-paced seminar, composed of large- and small-group discussions and exercises, will help you identify changes your organization needs to realize its vision. It will provide the tools you need to work with your people, the key players in any successful change effort.

### HOW YOU WILL BENEFIT

- Understand why the beginning of the change process often determines future success
- Appreciate how leadership can be the critical, primary “lever” to begin positive organizational change
- Grasp the importance of developing and articulating a shared vision for the organization
- Learn how to help your staff do things differently, an essential element in reaching a different result

### WHO SHOULD ATTEND

SES members, GS-15s, and their high-performing equivalents in State and local government

### COMPETENCIES EMPHASIZED in this seminar

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

### LENGTH & COST

3 days. \$2,745  
Includes tuition, materials, meals, lodging

### LOCATION

FEI, Charlottesville, VA

### SCHEDULE

Mar 31 - Apr 2, '08 . . . . . FEI  
Program Code: M807



### Recommended Prior Seminars or Experience

Building High-Performance Organizations, p. 43

**Leading Strategically: From Vision to Performance**

### Recommended Follow-on Seminars

Emotional Competence: Working With Others for Results, p. 9

## LEADING THROUGH CONSTRUCTIVE CONFLICT **NEW**

*Leveraging the Inevitable to Build Your Organization*

### OVERVIEW

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This seminar offers a new way of thinking about conflict management. Instead of a “technological” process such as arbitration, mediation, or negotiation, it offers constructive engagement through self-awareness, self-management, and effective influencing strategies. You will learn to lead your organization in developing conflict competency by using instruments and tools grounded in emotional intelligence concepts and the newly revised Conflict Management Executive Core Qualification for the Senior Executive Service.

Before the seminar, the Conflict Dynamics Profile, a 360-degree conflict behavior assessment, will be administered to selected colleagues. The resulting analysis will help you examine the impacts of your behavior during conflicting situations at work. Exercises, small-group discussion, and reflection will also enhance self-awareness by examining your preferred conflict style. The final project for the seminar involves examining your own work experiences and determining effective alternative approaches to dealing constructively with conflicts in a leadership context.

### HOW YOU WILL BENEFIT

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- Examine your behavior in conflict situations and explore how it impacts others
- Understand your primary style(s) of handling conflicts and learn how those styles can help or hinder your ability to lead effectively
- Develop useful personalized strategies for engaging in constructive conflicts
- Examine actual conflict situations at work and identify alternative ways to handle them more effectively as a leader
- Explore systematic approaches to creating a workplace culture of conflict competency

### WHO SHOULD ATTEND

---

SES members, GS-15s, and their high-performing equivalents

### COMPETENCIES EMPHASIZED in this seminar

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- Building Coalitions
- Conflict Management
- Leading Change
- Leading People
- Team Building

### LENGTH & COST

---

3 days. \$2,745

Includes tuition, materials, meals, lodging

### LOCATION

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FEI, Charlottesville, VA

### SCHEDULE

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Aug 6 - 8, '08 ..... FEI

Program Code: M814

### Recommended Prior Seminars or Experience

Polarity Leadership Seminar, p. 15

Leading Through Constructive Conflict

### Recommended Follow-on Seminars

A Leader's Guide to Developing Resilience, p. 8

## PUBLIC SECTOR LEADERSHIP: VISION, VALUES, AND VITAL STRATEGIES

*Planning Your Organization's Future*

### OVERVIEW

The challenge of leadership in the public sector has never been greater than in today's complex world. At the same time, the need for effective public sector leadership grows exponentially each day. Success in this dynamic context requires an ever-growing and flexible set of leadership strategies and tools.

This intensive, rigorous, and challenging seminar will provide you with a powerful array of new perspectives and approaches for understanding and leading change in the unique milieu of the Federal Government. It is the perfect opportunity for you to refine your personal vision of public service, your organization's future, and your critical role in leading public sector change.

Experienced Federal Executive Institute (FEI) faculty, themselves public sector leaders, will guide you through a demanding and provocative learning process including case studies, small-group exercises and discussions, executive coaching, and offsite benchmarking trips. The agenda and learning approach are formed by FEI's widely acclaimed **Leadership for a Democratic Society** program. Public Sector Leadership addresses each of the Office of Personnel Management's Executive Core Qualifications, including:

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

### HOW YOU WILL BENEFIT

- Revisiting and refining your personal leadership **vision**, situating it within the unique setting of the public sector, and aligning it with your organization's goals—all while more fully understanding the essential role and power of vision in public service
- Exploring the critical role **values**—personal values and relationships, organizational values, and broader democratic and constitutional values—play in effective leadership and change
- Developing **vital strategies** essential for success in any leadership effort large or small—strategies focused on creating a world-class place for people to work and achieve high levels of performance on behalf of the American people

### WHO SHOULD ATTEND

High-potential GS-14/15 leaders, SES members, and their Foreign Service and uniformed equivalents

### COMPETENCIES EMPHASIZED in this seminar

- Continual Learning
- Integrity/Honesty
- Interpersonal Skills
- Problem Solving
- Team Building

### LENGTH & COST

6 days, Sunday start. \$7,695  
Includes tuition, materials, meals, lodging

### LOCATION

San Diego, TBD

### SCHEDULE

Sep 21 - 26, '08. . . . .TBD (San Diego)  
Program Code: M840

### Recommended Prior Seminars or Experience

### Recommended Follow-on Seminars

Leading Strategically: From Vision to Performance, p. 51

**Public Sector Leadership: Vision, Values,  
and Vital Strategies**

Leadership for a Democratic Society, p. 13

*“The Science, Technology, and Public Policy Seminar I attended at the Management Development Center was by far the best training I have received in my 27 years with the Federal Government. The caliber of speakers, learning exercises, and the meeting facilities set a very high bar. Bravo.”*

***Casper E. Uldriks***

*U.S. Food and Drug Administration*





## POLICY AND INITIATIVES

Although it is well known that the Executive Branch is charged with carrying out the laws of the Nation, not everyone recognizes how intimately this function involves Government leaders. You may not have been elected, but you are accountable to elected officials in all three branches of Government, and ultimately, to the people they were established to serve. Your decisions impact the way citizens lead their lives, and this factor makes leadership in the public sector fundamentally and profoundly different from leadership in private sector enterprises. It is why you take an oath of office.

Our **Policy and Initiatives** seminars are designed not just to improve your effectiveness, but also to honor this important responsibility. You will learn about new Administration initiatives, congressional mandates, legal developments, and intragovernmental policy changes; you will develop new approaches to implementing policy and new strategies for evaluating it—all while enhancing your understanding of your role as a Federal leader in this process; and your responsibilities as a participant in governance. You will learn to achieve the *right* results in the *right* way.

### Policy and Initiatives

Budget and Performance Integration . . . . .	56
Contemporary Leadership Issues. . . . .	56
Dynamics of Public Policy. . . . .	57
Environmental Policy Issues. . . . .	57
Homeland Security: Critical Infrastructure Protection . . .	58
Homeland Security: Understanding the Enemy . . . . .	58
Navigating Federal Budgetary Policies and Processes . . .	59
Science, Technology, and Public Policy. . . . .	59
Strategic Management of Human Capital. . . . .	60

**BUDGET AND PERFORMANCE INTEGRATION** 

*Improving Financial Performance*

**OVERVIEW**

This seminar will show you how to link budget and performance integration (BPI) with improved financial performance to “get to green” on the President’s Management Agenda. You will define your organization’s path to alignment and discuss other agencies’ current successes and lessons learned. You will learn about the Program Assessment Rating Tool (P.A.R.T.) and how to support the scorecard standards for success, and you will examine how improved financial management relates to the other four areas of the management agenda.

**HOW YOU WILL BENEFIT**

- Understand the President’s Management Agenda initiatives and how they reinforce each other
- Create the links between your strategic plan, program cost information, and budget justification
- Learn from others in the Federal Government who have established greater accountability for results
- Understand Office of Management and Budget’s long-term goals for BPI and develop your own goals to “get to green”
- Understand financial management accounting and transaction standards and P.A.R.T.
- Learn new approaches to integrated financial and performance management systems

**WHO SHOULD ATTEND**

Individuals who lead, manage, or work to integrate their organization’s budget and financial management processes with performance

**COMPETENCIES EMPHASIZED in this seminar**

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

**LENGTH & COST**

3 days. \$2,400  
Includes tuition, materials, meals, lodging

**LOCATION**

EMDC, Shepherdstown, WV

**SCHEDULE**

Mar 26 - 28, '08 . . . . . EMDC  
Jul 22 - 24, '08 . . . . . EMDC

**Recommended Prior Seminars or Experience**

Experience formulating and executing budgets

**Budget and Performance Integration**

**Recommended Follow-on Seminars**

Navigating Federal Budgetary Policies and Processes, p. 59

**CONTEMPORARY LEADERSHIP ISSUES**

*What Government Leaders Need to Know*

**OVERVIEW**

This seminar will help you keep abreast of evolving challenges and administration initiatives involving Federal managers across the Government. You will learn what is most relevant and at the cutting edge in Government management and organizational leadership. An expert author on current leadership and Federal management issues will moderate discussions and answer your questions. Publications are provided in advance to allow you to read, reflect, and develop questions.

A cornerstone of this seminar is a comprehensive review of current administration initiatives. Topics range from the President’s Management Agenda to the latest thinking on succession planning, homeland security, and national defense.

**HOW YOU WILL BENEFIT**

- 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 are also encouraged to attend

**COMPETENCIES EMPHASIZED in this seminar**

- Accountability
- Continual Learning
- Customer Service
- External Awareness
- Political Savvy

**LENGTH & COST**

3 days. \$2,400  
Includes tuition, materials, meals, lodging

**LOCATION**

EMDC, Shepherdstown, WV

**SCHEDULE**

Jan 14 - 16, '08 . . . . . EMDC  
Sep 3 - 5, '08 . . . . . EMDC

**Recommended Prior Seminars or Experience**

N/A

**Contemporary Leadership Issues**

**Recommended Follow-on Seminars**

N/A

## DYNAMICS OF PUBLIC POLICY

*An In-Depth View of How Government Works*

### OVERVIEW

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

Through a highly interactive simulation exercise that looks beyond the theory and academic descriptions of the public policy process, you will discuss 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? By putting yourself in these real-world situations, you will gain a better understanding of policy implementation and an excellent foundation for effective management.

### HOW YOU WILL BENEFIT

- 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

Any public managers who seek a more complete understanding of the governmental context in which they work

### COMPETENCIES EMPHASIZED in this seminar

- Creativity/Innovation
- Decisiveness
- Influencing/Negotiating
- Oral Communication
- Political Savvy

### LENGTH & COST

2 weeks. \$4,650  
Includes tuition, materials, meals, lodging

### LOCATION

EMDC, Shepherdstown, WV

### COLLEGE CREDIT

3 Hours/Undergraduate (Upper)  
3 Hours/Graduate

### SCHEDULE

Jul 7 - 18, '08 . . . . . EMDC

### Recommended Prior Seminars or Experience

Managers moving to policy level or advising policy-level officials

Dynamics of Public Policy

### Recommended Follow-on Seminars

N/A

## ENVIRONMENTAL POLICY ISSUES

*Stay Up-to-Date on Relevant Policy*

### OVERVIEW

This seminar provides a framework for understanding the political, scientific, social, and economic issues that shape environmental policy. You will 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 activities, you will come to understand how environmental policy is made 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, as well as policy-based solutions from a wide variety of perspectives.

### HOW YOU WILL BENEFIT

- Understand current environmental challenges and the evolving role of Federal, State, and local governments in addressing them
- Identify and understand current administration policy initiatives and implications
- Review alternative and emerging policy management methods
- Ascertain links between policy objectives and 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

### COMPETENCIES EMPHASIZED in this seminar

- Creativity/Innovation
- External Awareness
- Flexibility
- Influencing/Negotiating
- Political Savvy

### LENGTH & COST

2 weeks. \$4,650  
Includes tuition, materials, meals, lodging

### LOCATION

EMDC, Shepherdstown, WV

### COLLEGE CREDIT

3 Hours/Undergraduate (Upper)  
3 Hours/Graduate

### SCHEDULE

Jun 2 - 13, '08 . . . . . EMDC

### Recommended Prior Seminars or Experience

Management-level experience at an agency with environmental management responsibilities

Environmental Policy Issues

### Recommended Follow-on Seminars

N/A

## HOMELAND SECURITY: CRITICAL INFRASTRUCTURE PROTECTION **UPDATED FOR 2008**

### *Examining the Threat*

#### **OVERVIEW**

This seminar will familiarize you with typical critical infrastructure targets, the threats to them, and the ways various agencies address these threats. You will learn about infrastructure vulnerabilities such as information management, utilities, financial institutions, public health, and transportation systems. Representatives from within and outside the Government who are responsible for infrastructure protection will help you understand the response role of their agencies and organizations in a terrorist event. You will also get a better understanding of intelligence collection and alert systems designed to prevent infrastructure attacks, and learn how this information can be shared among agencies.

#### **HOW YOU WILL BENEFIT**

- Understand the current threat to infrastructure targets from terrorists and extremists
- Gain insights from case studies of previous attacks and attempted attacks
- Understand more fully the roles of various Federal agencies in the protection of infrastructure targets
- Learn how various agencies coordinate with the private sector to protect these targets
- Learn about future potential threats to infrastructure targets
- Experience real-world problem solving through a site visit to a representative infrastructure site and presentations by protection specialists

#### **WHO SHOULD ATTEND**

Managers and specialists with critical infrastructure or force protection responsibilities from Federal, State, and local governments

#### **COMPETENCIES EMPHASIZED in this seminar**

- Continual Learning
- External Awareness
- Strategic Thinking
- Vision

#### **LENGTH & COST**

5 days. \$3,250  
Includes tuition, materials, meals, lodging

#### **LOCATION**

EMDC, Shepherdstown, WV

#### **SCHEDULE**

Apr 7 - 11, '08. . . . . EMDC

#### **Recommended Prior Seminars or Experience**

N/A

Homeland Security: Critical Infrastructure Protection

#### **Recommended Follow-on Seminars**

N/A

## HOMELAND SECURITY: UNDERSTANDING THE ENEMY **UPDATED FOR 2008**

### *New Roles, New Challenges*

#### **OVERVIEW**

The War on Terrorism will continue well into the future, and homeland security efforts in response to this war will involve approximately 200,000 Federal employees. If you have been assigned to homeland security duties on a full-time basis, or have new duties added to your current assignments, this seminar will ensure that you are thoroughly grounded for your new role. This updated seminar provides you with essential information on the nature of terrorism and the specific threats to the United States, including international threats, the threats from domestic anti-Government groups, and threats from special interest extremist organizations.

#### **HOW YOU WILL BENEFIT**

- Understand the dynamics of terrorism and the current threats to the United States
- Gain an overview of the evolution of terrorism
- Discuss the nature and dynamics of 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 the United States Homeland Security program and Federal agencies' roles

#### **WHO SHOULD ATTEND**

Managers and specialists dealing with homeland security issues, operations security, counterterrorism, law enforcement, or intelligence responsibilities from Federal, State, and local governments

#### **COMPETENCIES EMPHASIZED in this seminar**

- Continual Learning
- External Awareness
- Strategic Thinking
- Vision

#### **LENGTH & COST**

5 days. \$3,250  
Includes tuition, materials, meals, lodging

#### **LOCATION**

EMDC, Shepherdstown, WV

#### **SCHEDULE**

Oct 15 - 19, '07. . . . . EMDC  
Mar 24 - 28, '08 . . . . . EMDC

#### **Recommended Prior Seminars or Experience**

N/A

Homeland Security: Understanding the Enemy

#### **Recommended Follow-on Seminars**

N/A

## NAVIGATING FEDERAL BUDGETARY POLICIES AND PROCESSES

*Prepare and Present a Winning Budget*

### OVERVIEW

This seminar will help budget professionals, program managers, and executives to gain in-depth insights into the Federal budget process. You will learn all you need to know to successfully prepare and defend your organization's budget. Beginning with an overview of the political, policy, and macroeconomic forces affecting the Federal budget, the seminar provides a thorough explanation of how to present a winning budget through an intensive simulation of the full budget process. You will 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 (P.A.R.T.) to making budget decisions. It 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 executive and legislative branches also serve as advisers and consultants during the simulation.

### HOW YOU WILL BENEFIT

- 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

### WHO SHOULD ATTEND

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

Presidential Management Fellows

### COMPETENCIES EMPHASIZED in this seminar

- Conflict Management
- External Awareness
- Flexibility
- Influencing/Negotiating
- Problem Solving

### LENGTH & COST

2 weeks. \$4,650  
Includes tuition, materials, meals, lodging

### LOCATION

EMDC, Shepherdstown, WV

### COLLEGE CREDIT

3 Hours/Undergraduate (Upper)  
3 Hours/Graduate

### SCHEDULE

Apr 14 - 25, '08. . . . . EMDC

#### Recommended Prior Seminars or Experience

#### Recommended Follow-on Seminars



## SCIENCE, TECHNOLOGY, AND PUBLIC POLICY

*Responding to the Challenges of the 21st Century*

### OVERVIEW

This seminar will help you understand, anticipate, and respond to current and future challenges to science and technology policy development and implementation. You will study selected issues of national and international importance, and examine the institutions that influence science and technology policy in the executive branch, Congress, special interest groups, and the press. You will look at policy for science (how we generate and implement Federal policy governing science) and science for policy (the role of scientific knowledge in public policy debate and design). Additional seminar themes include allocation and priorities, technology transfer, differential time horizons for politics and for science, increasing scientific complexity and the problem of public education, making policy under scientific uncertainties, and scientists as public servants.

### HOW YOU WILL BENEFIT

- Understand administration initiatives and priorities in science and technology
- Explore the promises and challenges of new technologies to public policy in national security, genetic research, computer applications, and space exploration and development
- Learn how economic, political, and social trends affect the future of science and technology
- 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

High-performing mid-level specialists in the policy-related fields covered in the seminar

### COMPETENCIES EMPHASIZED in this seminar

- Accountability
- Decisiveness
- Influencing/Negotiating
- Political Savvy
- Problem Solving

### LENGTH & COST

2 weeks. \$4,600  
Includes tuition, materials, meals, lodging

### LOCATION

EMDC, Shepherdstown, WV

### COLLEGE CREDIT

3 Hours/Undergraduate (Upper)  
3 Hours/Graduate

### SCHEDULE

Jun 16 - 27, '08. . . . . EMDC

#### Recommended Prior Seminars or Experience

#### Recommended Follow-on Seminars



# STRATEGIC MANAGEMENT OF HUMAN CAPITAL

*Enhancing Organizational Performance*

## OVERVIEW

Creating a more effective Government depends on strategic management of human capital: You must attract, develop, and retain quality employees from diverse backgrounds and ensure they perform at high levels. The Office of Personnel Management, Office of Management and Budget, and General Accounting Office have collaborated to make the Human Capital Standards for Success more clearly reflect the discrete outcomes that represent agency goals and better address the need for a comprehensive human capital framework. In this extremely valuable seminar, you will receive comprehensive training in the elements of the revised Human Capital Assessment and Accountability Framework (HCAAF): Strategic Alignment, Leadership and Knowledge Management, Results-Oriented Performance Culture, Talent, and Accountability. The instructors for this seminar include the Office of Personnel Management's own human capital officers. The methods you will learn to transform your organization's employment, development, and evaluation processes will ensure that you achieve your goals.

## HOW YOU WILL BENEFIT

- Understand the HCAAF and its critical role in achieving organizational effectiveness
- Learn to create an improved Human Capital Strategy for your agency
- Align human capital plans with agency mission, goals, and organizational objectives
- Use the HCAAF to monitor your agency's human capital efforts and develop performance goals
- Understand how other agencies are progressing with human capital efforts and learn exemplary agency practices
- Improve your ability to lead and manage organizational change

## WHO SHOULD ATTEND

Federal managers and executives and other key senior program staff, and senior human resources managers charged with executing a human capital plan

## COMPETENCIES EMPHASIZED in this seminar

- Human Capital Management
- Strategic Thinking
- Integrity/Honesty
- Problem Solving
- Vision

## LENGTH & COST

3 days. \$2,400  
Includes tuition, materials, meals, lodging

## LOCATION

EMDC, Shepherdstown, WV

## SCHEDULE

Feb 12 - 14, '08 . . . . . EMDC  
Jul 29 - 31, '08 . . . . . EMDC

### Recommended Prior Seminars or Experience

Other PMA-related seminars or experience developing human capital initiatives

**Strategic Management of Human Capital**

### Recommended Follow-on Seminars

Other PMA-related seminars



## SPECIALIZED SKILLS

Our management development faculty works with executives like you every day, and we know which problems are most current and urgent, which are chronic, and which may lie just over your horizon. To help you dispatch these unique impediments to high performance, we have created a selection of **Specialized Skills** seminars. You can't avoid team member disputes, but we can teach you to resolve them gracefully and positively. Crises are inevitable; let us help you prepare for them and acquire the strength and agility to lead your team through them. Our facilitators know the **President's Management Agenda (PMA)** intimately, and they will share proven, successful ideas to reorient your agency into alignment with these mandated initiatives. The seminars can help you keep up with the most recent developments in information technology or assemble a battery of techniques to manage your projects more efficiently. You will have almost 40 years of experience supporting you, sympathetic and insightful coaches beside you, and innovative planners paving the way to your successful future.

Specialized Skills	
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Conflict Resolution Skills . . . . .	62
Crisis Leadership Workshop . . . . .	63
Developing Customer-Focused Organizations . . . . .	63
Effective Writing in the Federal Government . . . . .	64
Leadership for Information Technology . . . . .	64
Project Management Principles . . . . .	65

*“The Crisis Leadership Workshop was extremely valuable, as it included tasks and exercises which were close to real-life, and done in real-time. Participants are actively engaged in solving crises.”*

**Sandra Slivinsky**  
United States Air Force

## ALTERNATIVE DISPUTE RESOLUTION

### *Innovative Conflict Management*

#### **OVERVIEW**

Many organizations today are endorsing the use of consensual methods of dispute resolution instead of litigation or administrative procedures. This seminar explores a variety of alternative dispute resolution (ADR) techniques and current dispute applications in the workplace. Through a series of workgroup exercises using real-world dispute scenarios, you will explore, evaluate, and practice a variety of innovative conflict-resolution techniques. You will learn skills, techniques, and perspectives that you will be able to apply, not only in your career, but also in your daily life.

#### **HOW YOU WILL BENEFIT**

- Understand ADR procedures and their applications
- Be able to recognize sources of conflict
- Learn the principles and importance of interest-based negotiating
- Understand the relative merits of different dispute-resolution processes

#### **WHO SHOULD ATTEND**

Managers and program staff who resolve disputes, within or outside their agencies

Not recommended for those who work with labor and/or employee relations program issues

#### **COMPETENCIES EMPHASIZED in this seminar**

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

#### **LENGTH & COST**

5 days. \$3,250  
Includes tuition, materials, meals, lodging

#### **LOCATION**

EMDC, Shepherdstown, WV

#### **SCHEDULE**

Mar 17 - 21, '08 . . . . . EMDC  
Aug 25 - 29, '08 . . . . . EMDC

## CONFLICT RESOLUTION SKILLS

### *Effective Approaches to Difficult People, Difficult Conversations*

#### **OVERVIEW**

Uncomfortable and tense situations often wreak havoc in the workplace. The strategies discussed in this seminar can help you to transform even the most difficult circumstances into satisfying, win-win experiences through the application of strategic conversations. This practical seminar will help you to work through difficult or uncomfortable situations instead of getting stuck in them. This training uses the Crucial Conversations® program by Vital Smarts. You will receive a certificate of completion for both this seminar and Crucial Conversations®.

#### **HOW YOU WILL BENEFIT**

- Learn to identify and resolve various conflicts through case studies and practice targeted to a back-home situation
- Practice proven approaches to resolve conflicts, moving beyond emotions to win-win situations
- Learn how to build and mend relationships after a lose-lose or win-lose situation
- Determine ways you can achieve results without either person "losing face"
- Develop a strategy for approaching real conflict situations back home
- Train yourself to maintain your composure around difficult people and minimize their negative impact

#### **WHO SHOULD ATTEND**

Anyone who wants to transform uncomfortable workplace conversations and conflicts into win-win solutions

#### **COMPETENCIES EMPHASIZED in this seminar**

- Conflict Management
- Interpersonal Skills
- Oral Communication
- Problem Solving
- Resilience

#### **LENGTH & COST**

4 days. \$3,650  
Includes tuition, materials, meals, lodging

#### **LOCATION**

WMDC, Aurora, CO

#### **SCHEDULE**

Nov 5 - 8, '07 . . . . . WMDC  
Feb 25 - 28, '08. . . . . WMDC  
May 19 - 22, '08 . . . . . WMDC  
Aug 11 - 14, '08 . . . . . WMDC



## CRISIS LEADERSHIP WORKSHOP



### *Planning for Unexpected Challenges*

#### OVERVIEW

Even with your best strategic planning, you are likely to mishandle a crisis. How do you lead when the unexpected occurs, your plans are insufficient, and your core values are threatened? Through case studies, films, interactive exercises, and simulated crises, you will learn to identify a crisis, assess your own biases in high-pressure situations, manage the overwhelming amounts of information that crises generate, organize for effective decisions, and create and lead an effective crisis team. You will identify your personal strengths in relating when you are threatened, and learn to manage relationships before, during, and after a crisis. You will share your experiences in crisis leadership and develop an invaluable network for ongoing support.

#### HOW YOU WILL BENEFIT

- Learn which models of decisionmaking are appropriate to resolve particular crises
- Improve your ability to formulate objectives and strategies under pressure and for complex situations
- Learn to organize and lead a crisis management team, marshal resources, and make ethically sound decisions and plans
- Develop strategies to manage and analyze information and risk perception in high-pressure situations
- Reinforce team-building, development, and decisionmaking abilities
- Understand how to guard against decision-making errors (like "groupthink") in crisis

#### WHO SHOULD ATTEND

Executives and managers at all organizational levels

#### COMPETENCIES EMPHASIZED *in this seminar*

- Integrity/Honesty
- Partnering
- Political Savvy
- Problem Solving
- Resilience

#### LENGTH & COST

5 days. \$3,250  
Includes tuition, materials, meals, lodging

#### LOCATION

EMDC, Shepherdstown, WV

#### COLLEGE CREDIT

2 Hours/Undergraduate (Upper)  
2 Hours/Graduate

#### SCHEDULE

Oct 29 - Nov 2, '07 . . . . . EMDC  
Mar 24 - 28, '08 . . . . . EMDC  
May 5 - 9, '08 . . . . . EMDC  
Aug 4 - 8, '08 . . . . . EMDC

## DEVELOPING CUSTOMER-FOCUSED ORGANIZATIONS

### *Achieving Excellence in Customer Service*

#### OVERVIEW

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, and your agency's success and viability are based in large part on customer satisfaction.

This seminar will provide you with the special knowledge and skills you need to provide services to your customers more efficiently, inspire customer-responsive behavior throughout your organization, and create a culture of organizational change that results in excellent customer service. You will leave with a roadmap for improving your organization's systems and customer service skills.

#### HOW YOU WILL BENEFIT

- Learn how to develop and lead a customer-driven organization
- Develop plans to improve your customer service skills and support systems
- Learn to manage customer expectations, balancing competing or conflicting customer needs
- Acquire techniques to track performance and improve service
- Learn ways to create a culture of organizational change that results in customer service excellence

#### WHO SHOULD ATTEND

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

#### COMPETENCIES EMPHASIZED *in this seminar*

- Customer Service
- External Awareness
- Influencing/Negotiating
- Problem Solving
- Public Service Motivation

#### LENGTH & COST

5 days. \$3,250  
Includes tuition, materials, meals, lodging

#### LOCATION

EMDC, Shepherdstown, WV

#### SCHEDULE

Mar 3 - 7, '08 . . . . . EMDC  
Jun 2 - 6, '08 . . . . . EMDC  
Sep 22 - 26, '08 . . . . . EMDC

## EFFECTIVE WRITING IN THE FEDERAL GOVERNMENT

*Leading With the Written Word*

### OVERVIEW

The ability to prepare clear, concise documents that advocate a position or advance a goal is an essential leadership skill. Budget justifications, testimony, capabilities statements, Q&A responses, support materials for administration positions—each type of Federal document requires a different style of writing, and your success or failure depends on your ability to use them appropriately. In this seminar, experts will teach you how to create a document from the initial thought process and outline to the completed product, reviewing and critiquing your work and making concrete suggestions for improvement. You will learn the styles of writing required for different types of documents and for different target audiences, and the techniques to polish and improve your writing skills when you return to the workplace.

### HOW YOU WILL BENEFIT

- Understand basic writing methods that stress the importance of outlines and orderly composition structure
- Learn to write more precisely, with meaning and purpose
- Reinforce the key ingredients of effective communication techniques
- Develop greater confidence and productivity
- Enhance critical writing skills that will gain necessary support from your peers, team, and boss

### WHO SHOULD ATTEND

Individuals at any level who are interested in improving their writing skills and potential within the Federal Government by learning to organize their writing and communicate in a clear, effective manner

Presidential Management Fellows

### COMPETENCIES EMPHASIZED in this seminar

- Business Acumen
- Written Communication
- Influencing/Negotiating
- Political Savvy
- Strategic Thinking

### LENGTH & COST

4 days. \$2,850  
Includes tuition, materials, meals, lodging

### LOCATION

EMDC, Shepherdstown, WV

### SCHEDULE

Feb 25 - 28, '08 . . . . . EMDC  
Jul 21 - 24, '08 . . . . . EMDC

## LEADERSHIP FOR INFORMATION TECHNOLOGY

*Critical Knowledge and Skills*

### OVERVIEW

For those who aspire to become Federal information technology leaders, this seminar is designed to develop the necessary knowledge, skills and abilities to advance professional career opportunities.

The challenges facing public sector information technology (IT) professionals are many: obtaining scarce budget funds, managing capital investments, supervising projects and personnel, keeping up-to-date with the latest technologies. There has never been a greater need to develop IT leadership at all levels of Government.

This seminar includes a thorough examination of contemporary leadership theory, a personal leadership assessment, understanding and using frameworks for IT investment analysis, effective strategies for IT leadership communication and change management, and discussions about the future of IT.

### HOW YOU WILL BENEFIT

- Gather new and updated leadership theories to apply to your current IT management issues
- Gain a better understanding of your own leadership competencies and stockpile creative ways to triumph over your weaknesses
- Learn more effective communication and change-management strategies for IT systems
- Develop and test new ideas for analyzing IT investments and building a business case
- Create a coherent vision of the future of IT, and devise a plan to stay current

### WHO SHOULD ATTEND

Experienced information technology professionals who want to develop their leadership abilities

### COMPETENCIES EMPHASIZED in this seminar

- Human Capital Management
- Partnering
- Strategic Thinking
- Technology Management
- Vision

### LENGTH & COST

5 days. \$3,250  
Includes tuition, materials, meals, lodging

### LOCATION

WMDC, Aurora, CO

### SCHEDULE

Nov 5 - 9, '07 . . . . . WMDC  
Apr 21 - 25, '08 . . . . . WMDC

## PROJECT MANAGEMENT PRINCIPLES

### *Constructing a Framework for Efficient Project Completion*

#### OVERVIEW

If you want to learn the basic principles, tools, and techniques to manage projects and to understand the role of the project manager, this seminar provides an excellent foundation for learning project management discipline. You will learn important concepts in project planning and implementation, and practice using them with the assistance of knowledgeable and personable facilitators. The Project Management Body of Knowledge (PMBOK) serves as a guide to key project management terminology and process descriptions. You will learn the classic project management framework and learn to plan and manage projects more effectively. A brief online quiz taken before and after the seminar will assess your progress and help to focus your coursework.

#### HOW YOU WILL BENEFIT

- Develop an understanding of the project management discipline and the PMBOK
- Learn to use appropriate project management tools to improve project planning and implementation
- Demonstrate your understanding of effective team behavior and the importance of team membership
- Construct and present a basic project plan incorporating what you learned in the seminar
- Improve interpersonal skills, especially when communicating project changes and progress

#### WHO SHOULD ATTEND

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

#### COMPETENCIES EMPHASIZED *in this seminar*

- Accountability
- Problem Solving
- Strategic Thinking
- Team Building
- Technical Credibility

#### LENGTH & COST

5 days. \$3,250  
Includes tuition, materials, meals, lodging

#### LOCATION

WMDC, Aurora, CO  
Washington, DC (TBD)

#### COLLEGE CREDIT

2 Hours/Undergraduate (Upper)

#### SCHEDULE

May 19 - 23, '08 . . . . . WMDC  
Jul 28 - Aug 1, '08 . . . . . WMDC  
Sep 15 - 19, '08. .Washington, DC

*"I completed all of the OPM Project Management courses and was very impressed with the content and presentation. The training was very focused and intense and prepared me to successfully manage projects. I would highly recommend that anyone who currently manages projects or anticipates managing projects in the future takes this training. The training would be valuable to not only project managers, but anyone who has a project role."*

**Susan Denning**

*Environmental Protection Agency*

## CUSTOM SOLUTIONS

Is your organization facing an immediate challenge? Has a new initiative or reorganization forced you to find a new approach? Do you want to implement a new strategy to improve your organization's performance? The Center for Leadership Capacity Services can custom design a program to satisfy a one-time need or be part of a strategic partnership addressing ongoing challenges. We work with you and your staff to tailor the program to meet your specific requirements. The innovative approaches we design will help your organization to meet its immediate challenges, focus on the future, and successfully adapt to changing circumstances.

### WE OFFER:

- ★ **Custom Workshops** to build strong leadership competencies
- ★ **Team Development Programs** to help you and your associates work more effectively—especially across organizational or geographic barriers
- ★ **Facilitated Planning Programs** that focus on mission, budget, technology, strategic planning, performance improvement, and other critical issues
- ★ **Consulting Activities** to build staff skills and develop an in-house capacity for organizational improvement
- ★ **Organizational and Individual Assessments** to help you understand your staff's needs and optimal alignment
- ★ **Executive Coaching Services** to support individual development at critical junctures, or to enhance overall performance
- ★ **Succession Planning Services** to build leadership capacity for the future
- ★ **Long-term Executive Development Partnerships** to give key personnel the tools for success

## OUR PROCESS

Our custom team is uniquely qualified and experienced to design and deliver training and support for your most important Human Capital Initiatives, including Succession and Career Development programs.



### ARRANGING CUSTOMIZED LEADERSHIP SOLUTIONS

Because we are committed to continuous learning, we provide a wide range of programs that address very specific agency development needs. For more information about customizing leadership programs, contact:

























#### Dale Fruchtnicht

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

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Western Management  
Development Center  
Cherry Creek Place  
3151 S. Vaughn Way, Suite 300  
Aurora, CO 80014  
Voice: 303-671-1039  
TDD/TTY: 303-671-1041  
Fax: 303-671-1018  
email: gliscic@opm.gov

**NEW** = New       = President's Management Agenda       = Available College Credit

A Leader's Guide to Developing Resilience <b>NEW</b> .....	8	Leadership for a Global Society <b>NEW</b> .....	47
Alternative Dispute Resolution .....	62	Leadership for Information Technology .....	64
Bridging Organizational Cultures <b>NEW</b> .....	28	Leadership Foundations Seminar .....	22
Budget and Performance Integration  .....	56	Leadership Potential Seminar  .....	23
Building a Great Place for People to Work .....	42	Leadership Skills for Non-Supervisors/Non-Managers  .....	23
Building High-Performance Organizations .....	43	Leading Across Generations .....	48
Coaching and Mentoring for Excellence .....	28	Leading in a Virtual Workplace <b>NEW</b> .....	49
Collaborating Across Organizational Boundaries .....	44	Leading Public Sector Transformation <b>NEW</b> .....	50
Communicating Face to Face  .....	20	Leading Strategically: From Vision to Performance .....	51
Communicating to the Media, Congress, and the Public  .....	20	Leading Through Constructive Conflict <b>NEW</b> .....	52
Conflict Resolution Skills .....	62	Management Development Seminar (MDS)  .....	31
Contemporary Leadership Issues .....	56	Management Development Seminar: Blended (EMDS)  .....	32
Creating Breakthroughs: Innovating in Government .....	45	Maximizing Your Organization's Greatest Asset: People .....	33
Crisis Leadership Workshop  .....	63	Navigating Federal Budgetary Policies and Processes  .....	59
Developing and Communicating Leadership Competencies .....	21	Polarity Leadership Seminar <b>NEW</b> .....	15
Developing Customer-Focused Organizations .....	63	Project Management Principles  .....	65
Developing High-Performing Teams .....	29	Public Sector Leadership: Vision, Values, and Vital Strategies .....	53
Dynamics of Public Policy  .....	57	Refresh for Success .....	24
Effective Writing in the Federal Government .....	64	Resiliency Advantage .....	24
Emotional Competence: Working With Others for Results .....	9	Science, Technology, and Public Policy  .....	59
Environmental Policy Issues  .....	57	Seminar for New Managers: Blended  .....	35
Ethical Leadership .....	29	Seminar for New Managers: Leading People (SNM)  .....	34
Executive Communication Skills: Leading the Process of Change .....	10	Senior Executive Assessment Program .....	16
Executive Development Seminar: Blended (EEDS)  .....	12	Starting Out Strong: Transition Strategies That Work .....	36
Executive Development Seminar: Leading Change (EDS)  .....	11	Strategic Leadership .....	37
Facilitative Leadership Seminar  .....	30	Strategic Management of Human Capital  .....	60
GrassRoots Leadership: It's Your Ship .....	30	Supervising and Managing a Virtual Workforce .....	38
Homeland Security: Critical Infrastructure Protection .....	58	Supervisory Leadership Seminar Online: Leadership .....	40
Homeland Security: Understanding the Enemy .....	58	Supervisory Leadership Seminar: Learning to Lead (SLS)  .....	39
Leaders Growing Leaders .....	46	Team Building and Team Leadership  .....	40
Leadership Assessment Program - Level I  .....	21	The Aspen Institute Executive Seminar .....	17
Leadership Assessment Program - Level II .....	22	Understanding the 360-Degree Leader .....	18
Leadership for a Democratic Society (LDS)  .....	13-14	Women's Leadership Seminar  .....	25

### 3 EASY WAYS TO REGISTER

**Registration for CLCS programs is remarkably simple.** Register online with a Government Purchase Card. Sign a single document to get the deal done and the funds transferred. Use your own agency-specific procurement forms. We'll use our Federal sector expertise to get you the solutions you need, when you need them, without a protracted contracting process.



**1. Register Online** at the secure Leadership Website:  
[www.leadership.opm.gov](http://www.leadership.opm.gov)

Initiate your seminar registration online with your Government Purchase Card payment, the fastest way to reserve your place. Once we have received your payment, you will receive your registration confirmation within two business days.

-or-



**2. Fax the Registration Form.** This form can be used for CLCS seminars at the Management Development Centers and the Federal Executive Institute (FEI).

-or-



**3. Contact a Representative**

**Customer Service Office**  
(Mention Priority Code CAT08)

Toll Free: 888-676-9632  
Phone: 304-870-8008  
TDD/TTY: 304-870-8066  
Fax: 304-870-8078  
email: [register@opm.gov](mailto:register@opm.gov)

**For Leadership for a Democratic Society (LDS) and continuing development seminars at FEI**

(Mention Priority Code CAT08)

Phone: 434-980-6200  
TDD/TTY: 434-980-6299  
Fax: 434-979-3387  
email: [fei@opm.gov](mailto:fei@opm.gov)

#### **What You Need to Know Before Registering**

- All registrations are final and nonrefundable.
- You will receive email confirmation of your registration.
- A request for a substitution of a participant may be made up to one week prior to the beginning of a course and will be approved if pre-course work can be completed.
- For assessment seminar registrations, a minimum four weeks lead time is required.

**• Transfer Policy:**

Requests for transfers to another seminar or session of equal value may be approved up to four weeks prior to the start date of the seminar. However, your agency will be billed for the original seminar in which you were scheduled. You must reschedule and complete the alternate session within the current fiscal year.

We strive to maintain fair and reasonable tuition fees for all our programs. However, because our programs receive no appropriated funds, fees for some seminars are subject to change. Visit our Website at [www.leadership.opm.gov](http://www.leadership.opm.gov) to confirm rates, or call us at the numbers listed above.

FAX-BACK/MAIL-IN FORM

**FOR SEMINARS AND PROGRAMS AT THE  
FEDERAL EXECUTIVE INSTITUTE**  
**Fax Back to 434-979-3387**  
*Questions? 434-980-6200*

OPM FORM 1672  
 MAY 2006  
**PROMOTION CODE: CAT08**

**FOR SEMINARS AT THE  
MANAGEMENT DEVELOPMENT CENTERS**  
**Fax Back to 304-870-8009**  
*Questions? 304-870-8008 or 888-676-9632*

**FIRST SEMINAR CHOICE**

NAME \_\_\_\_\_  
 CODE (FEI ONLY) \_\_\_\_\_  
 DATE \_\_\_\_\_  
 How did you hear about this seminar? \_\_\_\_\_

**SECOND SEMINAR CHOICE**

NAME \_\_\_\_\_  
 CODE (FEI ONLY) \_\_\_\_\_  
 DATE \_\_\_\_\_  
 How did you hear about this seminar? \_\_\_\_\_

**PARTICIPANT INFORMATION**

NAME \_\_\_\_\_ SSN (LAST 4 DIGITS ONLY) \_\_\_\_\_  
 JOB TITLE \_\_\_\_\_  
 SES OR GS GRADE LEVEL \_\_\_\_\_ OR EQUIVALENT POSITION/RANK (SPECIFY) \_\_\_\_\_  
 SUB AGENCY/DIVISION \_\_\_\_\_  
 AGENCY/ORGANIZATION \_\_\_\_\_  
 MAILING ADDRESS \_\_\_\_\_  
 CITY \_\_\_\_\_ STATE \_\_\_\_\_ ZIP \_\_\_\_\_  
 OFFICE PHONE \_\_\_\_\_ FAX \_\_\_\_\_  
 EMAIL ADDRESS \_\_\_\_\_ NICKNAME \_\_\_\_\_  
 HOME ADDRESS \_\_\_\_\_  
 CITY \_\_\_\_\_ STATE \_\_\_\_\_ ZIP \_\_\_\_\_ HOME PHONE \_\_\_\_\_

**SPECIAL ACCOMMODATIONS**

SMOKING ROOM     PHYSICALLY CHALLENGED \_\_\_\_\_  
 SPECIAL DIETARY NEEDS \_\_\_\_\_

**TUITION BILLING INFORMATION**

AGENCY TRAINING FORM (SF-182, DD-1556, MIPR, OTHER) (COPY ATTACHED)  
 GOVERNMENT PURCHASE CARD (VISA OR MASTERCARD)

\* PURCHASE 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'S NAME \_\_\_\_\_  
 CARDHOLDER'S PHONE # \_\_\_\_\_ FAX # (FOR RECEIPT): \_\_\_\_\_  
 TUITION AMOUNT \_\_\_\_\_

**PRIVACY ACT STATEMENT**

This information is solicited under the authority of 5 U.S.C. §§ 4115-4118. The primary uses of this information are by the Office of Personnel Management (OPM) to register registrants for the various seminars provided at OPM training facilities, and to administer executive, management, and leadership development programs. OPM may use the information for studies and statistics that will not identify you. The Federal Executive Institute (FEI) Alumni Association may use the information for FEI alumni activities. The information may be disclosed to appropriate Federal, State, or local agencies when relevant to civil, criminal, or regulatory investigations or prosecutions; in judicial or administrative proceedings; to congressional offices; and to Federal agencies for employment or security reasons. To keep our records in order, we request the last four digits of your Social Security Number (SSN) under the authority of Executive Order 9397. This Executive Order requires the use of SSNs for the purpose of uniform, orderly administration of records. Giving us your SSN or any of the other information is voluntary; however, we cannot process your registration if you do not provide the information we request.





FAX-BACK/MAIL-IN FORM

**FOR SEMINARS AND PROGRAMS AT THE  
FEDERAL EXECUTIVE INSTITUTE**  
**Fax Back to 434-979-3387**  
*Questions? 434-980-6200*

OPM FORM 1672  
 MAY 2006  
**PROMOTION CODE: CAT08**

**FOR SEMINARS AT THE  
MANAGEMENT DEVELOPMENT CENTERS**  
**Fax Back to 304-870-8009**  
*Questions? 304-870-8008 or 888-676-9632*

**FIRST SEMINAR CHOICE**

NAME \_\_\_\_\_  
 CODE (FEI ONLY) \_\_\_\_\_  
 DATE \_\_\_\_\_  
 How did you hear about this seminar? \_\_\_\_\_

**SECOND SEMINAR CHOICE**

NAME \_\_\_\_\_  
 CODE (FEI ONLY) \_\_\_\_\_  
 DATE \_\_\_\_\_  
 How did you hear about this seminar? \_\_\_\_\_

**PARTICIPANT INFORMATION**

NAME \_\_\_\_\_ SSN (LAST 4 DIGITS ONLY) \_\_\_\_\_  
 JOB TITLE \_\_\_\_\_  
 SES OR GS GRADE LEVEL \_\_\_\_\_ OR EQUIVALENT POSITION/RANK (SPECIFY) \_\_\_\_\_  
 SUB AGENCY/DIVISION \_\_\_\_\_  
 AGENCY/ORGANIZATION \_\_\_\_\_  
 MAILING ADDRESS \_\_\_\_\_  
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 OFFICE PHONE \_\_\_\_\_ FAX \_\_\_\_\_  
 EMAIL ADDRESS \_\_\_\_\_ NICKNAME \_\_\_\_\_  
 HOME ADDRESS \_\_\_\_\_  
 CITY \_\_\_\_\_ STATE \_\_\_\_\_ ZIP \_\_\_\_\_ HOME PHONE \_\_\_\_\_

**SPECIAL ACCOMMODATIONS**

SMOKING ROOM     PHYSICALLY CHALLENGED \_\_\_\_\_  
 SPECIAL DIETARY NEEDS \_\_\_\_\_

**TUITION BILLING INFORMATION**

AGENCY TRAINING FORM (SF-182, DD-1556, MIPR, OTHER) (COPY ATTACHED)  
 GOVERNMENT PURCHASE CARD (VISA OR MASTERCARD)

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CARD NUMBER\* \_\_\_\_\_ EXPIRATION DATE \_\_\_\_\_  
 CARDHOLDER'S NAME \_\_\_\_\_  
 CARDHOLDER'S PHONE # \_\_\_\_\_ FAX # (FOR RECEIPT): \_\_\_\_\_  
 TUITION AMOUNT \_\_\_\_\_

**PRIVACY ACT STATEMENT**

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## ABOUT THE CENTERS

### FEDERAL EXECUTIVE INSTITUTE (FEI)

*1301 Emmet Street, Charlottesville, VA 22903*

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, D.C., 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. Seminars 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 was the home of three of the Nation's first five presidents: Thomas Jefferson, James Madison, and James Monroe.

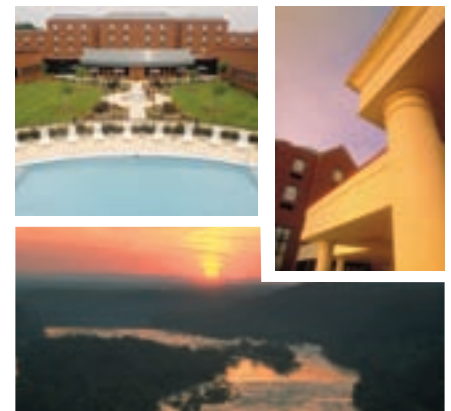


### EASTERN MANAGEMENT DEVELOPMENT CENTER (EMDC)

*239 Lowe Drive, Shepherdstown, WV 25443*

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

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. 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. In 2000, 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 whiteboards. The classrooms are also equipped with networked computers, and have breakout rooms.

### WESTERN MANAGEMENT DEVELOPMENT CENTER (WMDC)

*3151 S. Vaughn Way, Suite 300, Aurora, CO 80014*

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. In November 2006, the addition of a new light-rail station means that downtown Denver is just minutes away from the WMDC campus.

The WMDC campus is a self-contained center for living and learning. Recent renovations to the facilities include the WMDC dining room, lounge, and guest rooms, and a completely revised dining menu. 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. Wireless Internet is now available throughout the facility.



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.

# CENTER FOR LEADERSHIP CAPACITY SERVICES

## Customer Service Office

Voice: 888-676-9632 or 304-870-8008

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UNITED STATES  
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