

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT

CATALOG
OCTOBER 2010 – SEPTEMBER 2011

**COURSES OFFERED AT THE
FEDERAL EXECUTIVE INSTITUTE AND THE
MANAGEMENT DEVELOPMENT CENTERS**



Great Leaders for Great Government





UNITED STATES OFFICE OF PERSONNEL MANAGEMENT

Washington, DC 20415

The Director

Welcome from the Director, U.S. Office of Personnel Management:

This is an exciting time to work in Government. In fact, it's a New Day for Federal Service. Global awareness, technological advances, workplace diversity and the potential for far-reaching social impact all contribute to a work environment that is enriching and meaningful.

While a career in Government promises great rewards for those committed to public service and Constitutional values, it does not come without challenges. In a world where the only constant is change, today's leaders must be able to articulate and carry out a vision that resonates with diverse stakeholders.

To become that leader, you must embark on a personal and professional leadership journey—one that will help you develop the capacity to nurture collaboration and independent thinking, engage employees and embrace ideas from all sources. Your success also requires that you find the courage to make difficult decisions and the character to inspire trust.

It is our honor at the U.S. Office of Personnel Management to be your trusted partner along your leadership journey. Shaped by more than 40 years of experience developing Federal leaders, our programs and courses will help you expand and exercise the skills and competencies necessary to advance your career and the mission of your agency.

On this journey, you'll share insights with your colleagues throughout government, reinforce essential core competencies and learn effective strategies for identifying your strengths and leveraging them for success. Offered through the Federal Executive Institute and the Management Development Centers, our programs will challenge and inspire you to reach new heights.

Fortune resides at the intersection of opportunity and preparation. Your opportunities for professional growth come as the Government readies for a generation of talent to retire. Filling this void will require a pool of new leaders to step into these critical leadership roles. Your challenge is to align yourself with these opportunities by developing the competencies deemed essential for success in the Federal enterprise. No other training and development resource better equips you to demonstrate these competencies than OPM, the agency that established them for leaders across Government.

I encourage you to explore the professional development opportunities detailed in this catalog and to consult your supervisor or training officer about your agency's enrollment process. Whether you're at the beginning of your career or you're well on your way, these programs and seminars will empower you on your leadership journey.

Best wishes and many thanks for your service,


John Berry
Director

The Leadership Journey 2
 Executive Core Qualifications 3
 LEAD Certificate Program 4
 Custom Solutions 6

ASSESSMENT 7

Opportunities to evaluate your strengths against OPM competencies, consider further development and receive individual coaching.

Leadership Assessment Program Level I 8
 Leadership Assessment Program Level II 9
 Senior Executive Assessment Program 10

CORE DEVELOPMENT 11

Intense and transformative, these programs support major steps in career development with opportunities to apply and integrate new knowledge and skills.

Collaborative Leadership Seminar: Working with Others (formerly Leadership Potential Seminar) 12
 Team Development Seminar I: Team Building (formerly Team Building and Team Leadership and Leading Work and Project Teams) **NEW** 13
 Team Development Seminar II: Team Leadership (formerly Developing High Performance Teams and Leading Work and Project Teams) **NEW** 14
 Supervisory Development Seminar I: Fundamentals (formerly Supervisory Leadership Seminar Week I: Frontline Supervisory Skills) 15
 Supervisory Development Seminar II: Learning to Lead (formerly Supervisory Leadership Seminar Week II: Learning to Lead) 16
 Supervisory Development Seminar II: Learning to Lead—Online (formerly Supervisory Leadership Seminar Week II: Learning to Lead—Online) 17
 Management Development Seminar I: Leading from the Middle (formerly Seminar for New Managers) 18
 Management Development Seminar I: Leading from the Middle (Online) (formerly Seminar for New Managers—Online) 19
 Management Development Seminar II: Leading Organizations 20
 Executive Development Seminar: Leading Change 21
 Executive Development Seminar: Blended Course 22
 Leadership for a Democratic Society 23

PUBLIC POLICY 24

Understand the world of policy development and practice the insights and skills required to support and respond to Federal policy making.

Dynamics of Public Policy Seminar 25
 Environmental Policy Issues Seminar 26
 Federal Budgetary Policies and Processes Seminar 27
 Federal Regulatory Policy Seminar 28
 National Security Policy Seminar **NEW** 29
 Performance Budgeting Seminar 30
 Science, Technology and Public Policy Seminar 31

EXECUTIVE DEVELOPMENT 32

Designed to support senior executives in facing challenges of high risk, broad consequences and intricate complexity.

A Leader’s Guide to Developing Resilience 33
 Executive Communication Skills: Leading the Process of Change 34
 The Aspen Institute Leading Change in Government Seminar 35
 Understanding the 360-Degree Leader 36

ORGANIZATIONAL LEADERSHIP 41

Opportunities to acquire cutting-edge leadership strategies that heighten organizational performance and improve workforce productivity.

Building High-Performance Organizations in the 21st Century 42
 Collaborating Across Organizational Boundaries 43
 FEI in China: The U.S.-China Executive Program—Global Series 44
 Leaders Growing Leaders 45
 Leadership for a Global Society—Global Series 46
 Leading Across Generations 47
 Leading Through Constructive Conflict 48
 Leading Strategically: From Vision to Performance 49
 Power Thinking: The Strategies of Outstanding Leaders 50
 Public Sector Leadership: Vision, Values and Vital Strategies 51

LEADERSHIP HORIZONS 52

Focus on public service and core Constitutional values while exploring new ways to lead effectively in the public arena.

A Cosmic Experience for Executives—Horizons Series 53
 Leadership in Chaos and Crisis (formerly “Lost” for Leaders) 54
 Strategic Business Acumen for Federal Leaders—Horizons Series **NEW** 55
 The Constitution and Contemporary Public Sector Leadership 56
 The Executive Zenith 57

SKILL IMMERSION 58

Opportunities for focused practice in important leadership skills and topics.

Coaching and Mentoring for Excellence 59
 Communicating Face to Face 60
 Conflict Resolution Skills 61
 Crisis Leadership Workshop 62
 Developing Customer-Focused Organizations 63
 Effective Writing in the Federal Government 64
 Facilitation Skills for Leaders (formerly Facilitative Leadership) 65
 Leadership Competencies: Preparing for the Next Step 66
 Leadership Skills for Non-Supervisors 67
 Project Management Principles 68
 Resiliency Advantage 69
 Strategic HR Management 70
 Managing the Flexible Workplace (formerly Supervising and Managing Teleworkers and Other Nontraditional Work Arrangements) 71
 Women’s Leadership Seminar 72

Alphabetical Course Index 73
 3 Easy Ways to Register 76
 Registration Form 75
 About the Centers 76
 Schedule At A Glance Inside Middle Spine

Look for these notations throughout the catalog:

FEI = Federal Executive Institute

WMDC = Western Management Development Center

EMDC = Eastern Management Development Center

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

NEW New courses are marked with this symbol.

LEAD Courses designed specifically to meet requirements of the LEAD Certificate Program feature this symbol.

The Leadership Journey: How Great Leaders are Made

For more than 45 years, the U.S. Office of Personnel Management (OPM) has trained Federal managers and executives to be effective Government leaders. We recognize the need for leadership at all levels, encompassing the many roles that influence, create and implement good governance. We seek to empower Federal leaders by providing career-long training that enlightens and fortifies them on their Leadership Journey.

What makes our training programs unique is how they address contemporary leadership challenges through a perspective of public service and Constitutional values. The five Executive Core Qualifications (ECQs), and comprising 28 competencies, form the foundation of our respected curriculum. Used in selection, development and performance management systems throughout Government, the ECQs also represent guideposts on the path to career and organizational success.

WHAT DISTINGUISHES OPM'S LEADERSHIP TRAINING PROGRAMS?

Our Mission: We are the Federal Government's human resource agency. We established the ECQs and designed the leadership framework that builds on them. We know what works in Government because we are the Government.

Our Approach: We have a public service orientation grounded in the latest public and private research on leadership development. We integrate policy and public governance into the development of effective leadership practices. Our training speaks the language and shares the values and concepts of government.

OPM's competency-based learning experiences in professional, residential environments foster the exchange of ideas, best

practices and resources, and the development of cross-agency networks and partnerships.

Our History: We have defined what it means to be a Federal leader for five decades. The collective experiences and insights of thousands of Federal leaders who have implemented Government policies and have taken our courses are integrated into our programs.

Our Convenience: Since we are a Government organization, processes such as payment, training forms and applications are more easily shared and managed across agencies.

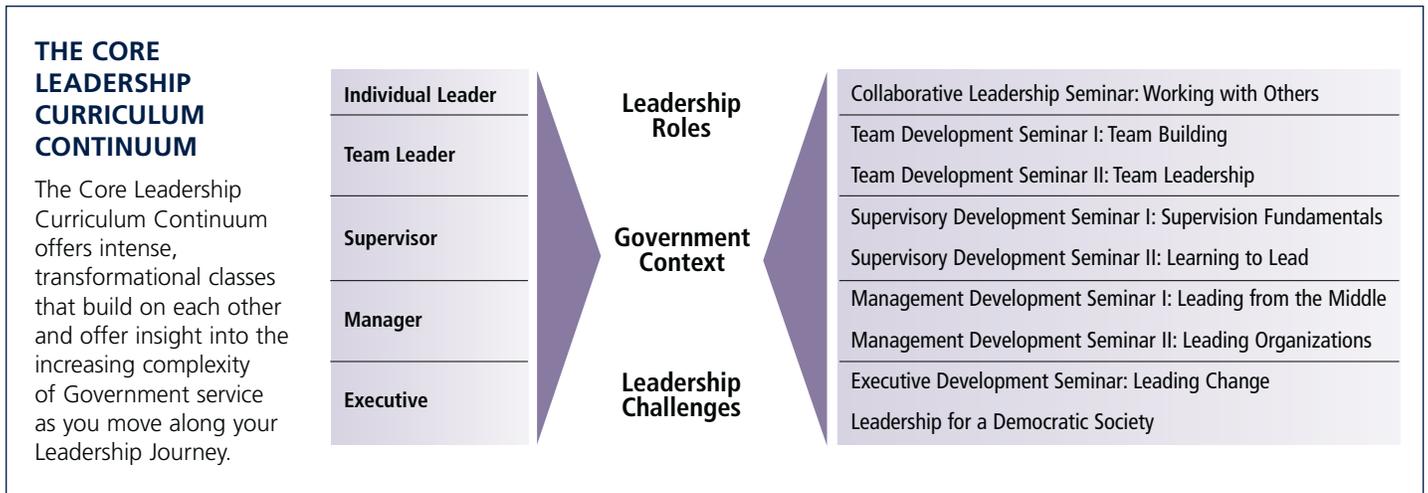


A PHASED APPROACH TO HIGHER PERFORMANCE AND CAREER ADVANCEMENT

Our Core Leadership Curriculum stands as one of the most successful training programs ever conceived for Federal leaders. In our multi-phase approach, participants are engaged in a career-long process of leadership development.

Beginning with the foundational Collaborative Leadership Seminar and culminating with the highly regarded Leadership for a Democratic Society program, leaders prepare for progressively higher levels of responsibility, while ensuring their agencies have an effective blueprint for succession planning.

As you study the catalog, you'll find some changes in our programming. In our continuing efforts to provide up-to-date and cutting-edge leadership development programs, we have revised the names of some courses to reflect changes in course content or focus.



There are five Executive Core Qualifications (ECQs) which are based on an U.S. Office of Personnel Management (OPM) study of 8,000 Federal executives, managers and supervisors. The ECQs define the competencies and characteristics needed to build a Federal corporate culture that strives 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.

OPM emphasizes these ECQs in the training and development provided to Presidential Management Fellows.

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 in 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 in 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 in 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 Education and Development (LEAD) Certificate Program

OVERVIEW

The Office of Personnel Management's Leadership Education and Development (LEAD) Certificate Program empowers Federal leaders to take charge of their professional development by providing a clear path to the leadership training that fits their needs and careers. The LEAD Certificate Program offers the "must have" leadership training skills that help individuals fulfill their Individual Development Plan (IDP), putting them squarely on the path to career advancement.

Each level of LEAD stands on its own and contains five courses to be completed within three years.

- Project/Team Lead
- Supervisor
- Manager
- Executive

BENEFITS TO PARTICIPANTS

- **LEAD** develops and documents your qualifications for one or more leadership tracks recognized throughout the Federal Government. If your agency permits, you may enter LEAD at one level above your current position
- **OPM** competency-based research forms the foundation of the courses and your LEAD Certificate will be signed by the Director of OPM
- **LEAD** allows you to pace your training with your work schedule during the allotted three-year window for completion

BENEFITS TO AGENCIES

- **LEAD** provides a critical short list of training at each of four levels of leadership for employee development and succession planning
- **LEAD** supports agency buying preferences
 - Payment is by inter-agency transfer, so no contracting is involved
 - Allows you to avoid the cost of tuition increases over three-year period by "pre-pay" purchasing a Certificate level at fixed pricing for the current year
 - Allows the pay-as-you-go option
- **OPM** provides the administrative service of tracking agency participants' progress in completing the LEAD requirements and transcript documentation for training officers

LENGTH & COST

Length and cost depend on the LEAD level of leadership with the average of 31 days of training to be completed within three years.

- **Pay-as-you-go**
 - Cost is per course listed in the catalog or online; click on the course selection in the LEAD course table on the website: LEAD is the first entry in the drop down menu under the Certificates and Programs tab at www.leadership.opm.gov
- **Pre-pay**
 - Cost of a pre-pay includes a fixed price for the current year that avoids the cost of tuition increases over the three-year window
 - Cost will not be drawn down until after each course is completed
 - There is a time compression discount of 3 percent a year if the Certificate is completed in a shorter time span than three years
 - For every 25 participants, an additional person may complete a Certificate at no cost
 - A pre-pay establishes a Memorandum of Understanding between OPM and the participant's agency, which gives the further benefit of priority enrollments and cost tracking

SCHEDULE

Each level of LEAD has five courses that need to be completed within a three-year window beginning at the start date of the first course taken. Course times and locations can be found in the catalog or online; click on the selection in the LEAD course table on the website: LEAD is the first entry in the drop down menu under the Certificates and Programs tab at www.leadership.opm.gov.

CONTACT INFO

PHONE: 888-676-9632

(Press "3" for program questions;
Press "0" for payment and
registration questions)

FAX: 304-870-8078

EMAIL: lead@opm.gov

WEBSITE: www.leadership.opm.gov

LEAD Certificate Program Matrix

For Fiscal Year 2011 October, 2010–September, 2011

Required Training for a LEAD Certificate at a Given Leadership Level

Leadership Level	Assessment	Core Development	Policy Awareness	Skill Immersion
Project/Team Lead (No formal performance appraisal responsibility)	<u>Take the following:</u> Leadership Assessment Program—Level I	<u>Take one of the following:</u> 1. Collaborative Leadership Seminar 2A. Team Development Seminar I and 2B. Team Development Seminar II	None Required	<u>Take three of the following:</u> 1. Conflict Resolution Skills 2. Effective Writing 3. Facilitation Skills for Leaders 4. Leadership Skills for Non-Supervisors 5. Project Management Principles
Supervisor (Conducts performance appraisals for non-supervisory staff)	<u>Take one of the following:</u> 1. Leadership Assessment Program—Level I 2. Leadership Assessment Program—Level II <i>(This program may be used for the Supervisor Certificate if taken before or during your first year of being a supervisor)</i>	<u>Take both</u> Supervisory Development Seminar I & II 1. Supervisory Development Seminar I: Fundamentals 2. Supervisory Development Seminar II: Learning to Lead	None Required	<u>Take three of the following:</u> 1. Coaching and Mentoring for Excellence 2. Communicating Face to Face 3. Conflict Resolution Skills 4. Effective Writing 5. Managing the Flexible Workplace 6. Women's Leadership Seminar
Manager (Conducts performance appraisals for at least one or more supervisors)	<u>Take the following:</u> Leadership Assessment Program—Level II	<u>Take one of the following:</u> 1. Management Development Seminar I <i>(Suggested for mgrs. with less than 2 yrs. experience)</i> 2. Management Development Seminar II <i>(Suggested for mgrs. with 2+ yrs. experience)</i>	<u>Take one of the following:</u> 1. Dynamics of Public Policy Seminar 2. Environmental Policy Issues Seminar 3. Federal Regulatory Policy Seminar 4. Federal Budgetary Policies and Processes Seminar 5. Science, Technology and Public Policy Seminar	<u>Take two of the following:</u> 1. Coaching and Mentoring for Excellence 2. Communicating Face to Face 3. Conflict Resolution Skills 4. Developing Customer-Focused Organizations 5. Strategic HR Management
Executive (GS-15, Senior Executive Service or equivalent senior manager level)	<u>Take the following:</u> Senior Executive Assessment Program	<u>Take one of the following:</u> 1. Executive Development Seminar 2. Leadership for a Democratic Society	<u>Take one of the following:</u> 1. Dynamics of Public Policy Seminar 2. Environmental Policy Issues Seminar 3. Federal Regulatory Policy Seminar 4. Federal Budgetary Policies and Processes Seminar 5. Science, Technology and Public Policy Seminar	<u>Take two of the following:</u> 1. Collaborating Across Organizational Boundaries 2. Crisis Leadership Workshop 3. Executive Communication Skills: Leading the Process of Change 4. Leadership Competencies: Preparing for the Next Step 5. Leadership for a Global Society—Global Series 6. Leading Through Constructive Conflict 7. Resiliency Advantage

CUSTOM LEADERSHIP DEVELOPMENT AND TRAINING SOLUTIONS

As champions of government leadership development and training, we provide a wide range of solutions uniquely designed to improve individual, team and organizational performance in meeting the demands of the agency's mission. Our custom team is highly experienced and qualified to help you identify your training and development needs, tie them into your strategic objectives and strengthen your organizational transformation efforts.

We take a flexible, integrated approach to working with our clients, tailoring solutions to meet a one-time need or engaging in a long-term strategic partnership. The innovative solutions we will develop with you will help your organization meet its immediate challenges as well as your emerging needs.

Through our collaborative, ten step process we design, develop and deliver solutions unique to your organizations's needs:

- Step 1** Identify Agency Needs
- Step 2** Identify Leadership-Learner Needs
- Step 3** Select Competencies to Develop the Basis of Design
- Step 4** Identify Desired Levels of Mastery
- Step 5** Identify and Acquire High-Leverage Resources
- Step 6** Develop the Leadership Solution
- Step 7** Develop the Program Within Budget
- Step 8** Delivery
- Step 9** Evaluation
- Step 10** Refinement and Expansion

CONTACT INFO

For more information about the Federal Executive Institute and Management Development Centers' customized leadership programs, please select the Custom Solutions tab on our website at: www.leadership.opm.gov.

Custom Solutions
VOICE: 303-671-1133 EMAIL: CustomSolutions@opm.gov FAX: 303-671-1060





Leadership Assessment Program— Level I for Team Leaders and Emerging Supervisors.....	8
Leadership Assessment Program— Level II for Supervisors and Managers	9
Senior Executive Assessment Program.....	10

Leadership is more than motivating others to perform well and engaging them in your agency's mission. Effective leadership is a constant personal challenge requiring effective communication skills and the ability to build productive relationships, even with difficult personalities.

OPM's **Assessment** seminars will help you identify and strengthen these and other critical leadership skills, whether you are considering a formal leadership position for the first time or need a fresh approach to your current leadership career. Let us guide you in planning your personal growth so you can confidently lead your team to peak performance.



Leadership Assessment Program—Level I for Team Leaders and Emerging Supervisors

Discover Your Leadership Strengths

OVERVIEW

This intensive, five-day seminar will help you move into a leadership role or 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.

Thorough feedback and videotaped self-observation are integral aspects of the seminar. 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

- 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
- Complete your personalized Leadership Development Plan

WHO SHOULD ATTEND

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

COMPETENCIES EMPHASIZED

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

LENGTH & TUITION

1 Week. \$5,600
Tuition includes materials, meals and lodging

LOCATIONS

EMDC, Shepherdstown, WV
WMDC, Aurora, CO

COLLEGE CREDITS

2 SH Upper Level
Baccalaureate or
2 SH Graduate

SCHEDULE

Sep 27–Oct 1 '10EMDC
Nov 1–5, '10.EMDC
Feb 7–11, '11EMDC
Apr 4–8, '11EMDC
Jun 20–24, '11WMDC
Sep 19–23, '11EMDC



Recommended Prior Courses or Experience

N/A

Leadership Assessment Program—Level I for
Team Leaders and Emerging Supervisors

Recommended Follow-on Courses or Experience

Supervisory Development Seminar I and II

COMPETENCIES EMPHASIZED

- Resilience
- Developing Others
- Interpersonal Skills
- Flexibility
- Influencing/Negotiating

LENGTH & TUITION

1 Week. \$5,350
Tuition includes materials,
meals and lodging

LOCATIONS

EMDC, Shepherdstown, WV
WMDC, Aurora, CO

COLLEGE CREDITS 

2 SH Upper Level
Baccalaureate or
2 SH Graduate

SCHEDULE

Nov 29–Dec 3, '10 . . . WMDC
Feb 28–Mar 4, '11 . . . WMDC
Jun 13–17, '11EMDC
Sep 19–23, '11WMDC

Leadership Assessment Program—Level II for Supervisors and Managers LEAD

Helping Leaders Define Their Developmental Path to Excellence

OVERVIEW

This intensive five-day program provides supervisors and managers with new insights into their leadership strengths and helps uncover areas for potential improvement. As you learn the factors critical to successful leadership, you will be evaluated in several leadership competency areas and coached to create a Leadership Development Plan (LDP). Using lectures, exercises, assessments and individual feedback, you will acquire the critical strategies you need to improve your leadership performance and achieve organizational success.

All participants meet for a private half-day session with a professional executive coach to discuss strengths, areas for development and next steps on your Government career path.

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 supervisors, peers and subordinates through a 360-degree assessment tool
- Assess your approach to leading groups and teams, as well as one-on-one interactions
- Learn how to be “at your best” by focusing on your strengths and managing your weaknesses
- Acquire important insights from a confidential planning session with a professional executive coach
- Assess your level of *emotional intelligence* to be an effective leader
- Create a personalized Leadership Development Plan (LDP) for continued growth

WHO SHOULD ATTEND

Supervisors, managers or executives who have at least one year of current supervisory experience and who want a clearer picture of their leadership strengths and areas for development

Individuals in agency management or succession development programs who want the most accurate information possible from which to develop an LDP and have at least year of current supervisory experience

Note: It is recommended that supervisors or managers consider updating their leadership assessment every three to five years

Recommended Prior Courses or Experience

One year of current supervisory experience

Leadership Assessment Program—Level II
for Supervisors and Managers

Recommended Follow-on Courses or Experience

Management Development Seminar I & II;
Supervisory Development Seminar I & II

Senior Executive Assessment Program

Professional Appraisal of Your Readiness for the Senior Executive Service

OVERVIEW

Do your career plans include the Senior Executive Service (SES)? Would you like to determine your SES potential or reach a senior SES position? The Senior Executive Assessment Program (SEAP) is an intensive, five-day program that gauges your SES performance potential and determines your readiness to go through the SES selection process (including interviewing and obtaining SES certification). This session will provide a realistic job preview of what life in the SES is like so you can make an informed decision about whether it is the right career path for you.

Using a behavioral Assessment Center (AC), SEAP provides a real-time (observed) assessment of Executive Core Qualifications (ECQ) performance. The AC features a ratio of one assessor for every two participants, as well as multiple opportunities to perform on critical SES competencies. This program provides a comfortable, secure environment in which to appraise your SES potential and then develop a tailored action plan for leadership development at the SES level. When you exit the program, you'll receive a confidential debrief on your performance.

HOW YOU WILL BENEFIT

- Assess how close you are today to being at the Full Performance Level for a member of the SES on critical ECQ competencies
- Gauge your readiness to go through the SES selection process
- Make an informed choice about whether the SES is the right career choice for you
- Receive 360-degree feedback on your current ECQ performance from multiple sources and compare the information against the more accurate Assessment Center results
- Develop an SES Leadership Development Plan

WHO SHOULD ATTEND

Senior staffers, supervisors or managers seriously considering a move within the next year or two into an executive level position

Individuals enrolled in an SES Federal Candidate Development Program

This course is restricted to GS-15s and above or their equivalent. GS-14s and equivalent will also be accepted into the SEAP if they: 1) can provide proof of being currently enrolled in an OPM-approved Candidate Development Program (CDP); or 2) can provide proof of having successfully completed an OPM-approved CDP program within two years of the start of the SEAP class they wish to attend

Note: CDP programs are designed to develop participants for a target position of SES or equivalent

COMPETENCIES EMPHASIZED

- Strategic Thinking
- Vision
- Interpersonal Skills
- Problem Solving
- Team Building

LENGTH & TUITION

1 Week. \$6,350
Tuition includes materials, meals and lodging

LOCATIONS

WMDC, Aurora, CO

COLLEGE CREDITS

1 SH Upper Level
Baccalaureate

SCHEDULE

Dec 6–10, '10 WMDC
Mar 7–11, '11 WMDC
Jun 6–10, '11 WMDC
Sep 12–16, '11 WMDC

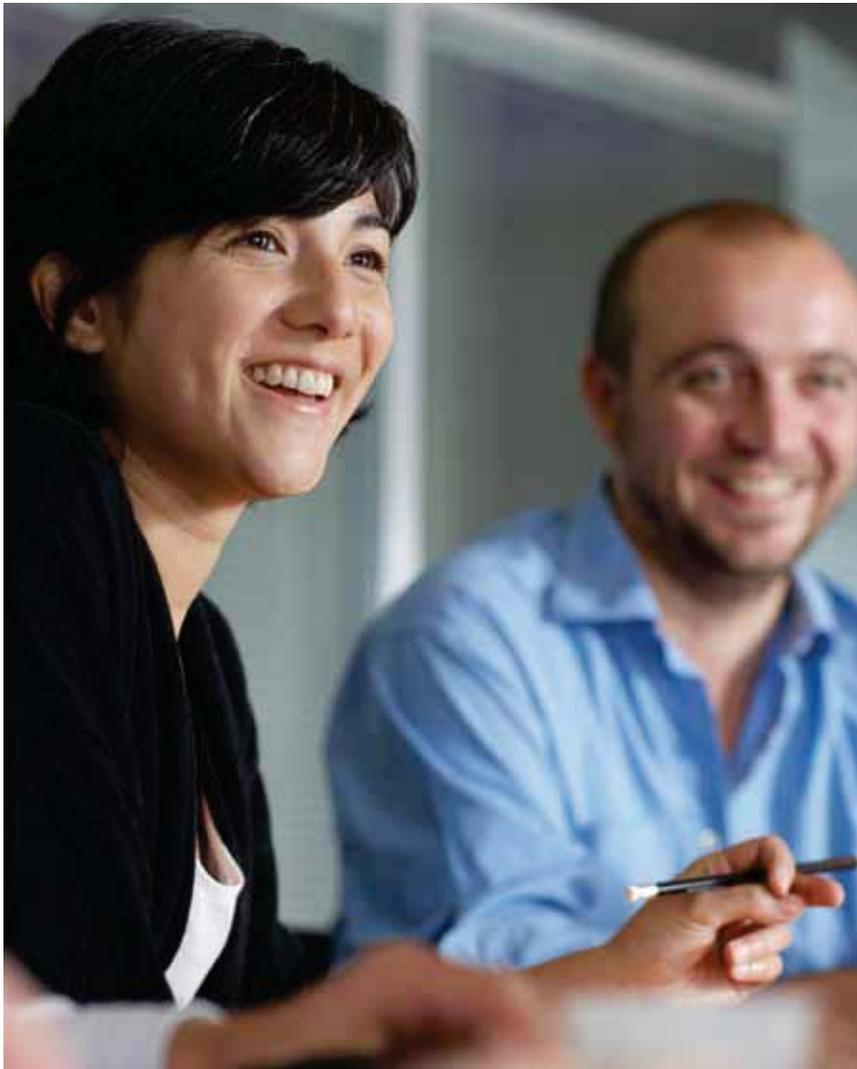
Recommended Prior Courses or Experience

GS-15 or equivalent grade or payband

Senior Executive Assessment Program

Recommended Follow-on Courses or Experience

Executive Development Seminar;
Leadership for a Democratic Society



Collaborative Leadership Seminar.....	12
Team Development Seminar I: Team Building.....	13
Team Development Seminar II: Team Leadership.....	14
Supervisory Development Seminar I: Fundamentals.....	15
Supervisory Development Seminar II: Learning to Lead.....	16
Supervisory Development Seminar II: Learning to Lead (Online).....	17
Management Development Seminar I: Leading from the Middle.....	18
Management Development Seminar I: Leading from the Middle (Online).....	19
Management Development Seminar II: Leading Organizations.....	20
Executive Development Seminar: Leading Change.....	21
Executive Development Seminar: Blended Course.....	22
Leadership for a Democratic Society.....	23

As a Government Leader your Federal career may transition from individual contributor to team leader, supervisor, middle manager and the executive level. Each transition requires a new organizational view, higher level skills and new strategies for achieving results.

The **Core Development Programs** represent a developmental framework focused on career-long competency development, providing the tools you need to successfully understand new roles and responsibilities and increase your personal and organizational effectiveness. They represent the backbone of the LEAD Certificate program.

At the heart of each course is knowledge and experience in Federal sector leadership. Learning occurs through distinguished instructors, experiential activities and networking with other Federal leaders. This government-to-government framework is unique to the Federal Executive Institute and the Management Development Centers and is the foundation for a more collaborative leadership model.

Collaborative Leadership Seminar LEAD

(formerly Leadership Potential Seminar)

Working With Others

OVERVIEW

In the 21st century, the practice of good government involves tremendously complex issues and stakeholders with often radically different worldviews. Finding consensus in this environment is difficult and requires collaborative leadership rather than the traditional top-down approach to problem solving.

This seminar is designed to help you discover your potential for leadership within the context of these complexities, improving your ability to exercise influence and achieve objectives both individually and where collaborative, interdependent leadership is required.

Through assessments, reflection, discussions and demanding application, you will discover your strengths and develop the attitudes that foster effective and legitimate leadership. As you strengthen your understanding of the larger context of public service, you'll build key skills in negotiation, strategic thinking, goal setting and conflict management. Bringing all of the insights of the seminar into focus, you will craft and implement a strategic action plan that will demonstrate your personal leadership potential and link your individual strengths and talents to the Government's mission of service.

HOW YOU WILL BENEFIT

- Develop rigorous habits of the mind and skills in collaborative inquiry that enhance your ability to render good judgment about important issues
- Understand diversity in its broadest sense and learn to work well within diverse relationships
- Recognize your key strengths and learn to develop and deploy them strategically
- Learn to change difficult conversations into productive, learning interactions
- Learn to project and to exercise personal authority to get things done, and influence decisions whether or not you are in charge
- Apply negotiation strategies and tactics to a variety of influencing situations
- Prepare yourself for leadership in the kind of government capable of successful adaptation to new circumstances, issues and opportunities

WHO SHOULD ATTEND

Leadership Assessment Program graduates

Presidential Management Fellows and all those considering, or being considered for, formal supervisory or management positions

Project leaders, professional and technical specialists, analysts and those who must work effectively with and through others

COMPETENCIES EMPHASIZED

- Interpersonal Skills
- Leveraging Diversity
- Influencing/Negotiating
- Public Service Motivation
- Continual Learning

LENGTH & TUITION

2 Weeks. \$5,150
Tuition includes materials, meals and lodging

LOCATIONS

EMDC, Shepherdstown, WV
WMDC, Aurora, CO

COLLEGE CREDITS

3 SH Graduate

SCHEDULE

Jan 24–Feb 4, '11EMDC
Mar 28–Apr 8, '11EMDC
May 2–13, '11WMDC
May 16–27, '11EMDC
Jun 6–17, '11EMDC
Jul 11–22, '11WMDC
Jul 25–Aug 5, '11EMDC
Aug 22–Sep 2, '11WMDC
Sep 12–23, '11WMDC

Recommended Prior Courses or Experience

Leadership Assessment Program—Level I

Collaborative Leadership Seminar (formerly Leadership Potential Seminar)

Recommended Follow-on Courses or Experience

Team Development Seminars I and II; Resiliency Advantage; Dynamics of Public Policy Seminar

COMPETENCIES EMPHASIZED

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

LENGTH & TUITION

1 Week. \$3,500
Tuition includes materials, meals and lodging

LOCATIONS

EMDC, Shepherdstown, WV
WMDC, Aurora, CO

SCHEDULE

Nov 29–Dec 3, '10EMDC
Mar 7–11, '11EMDC
May 16–20, '11EMDC
Aug 8–12, '11WMDC

Team Development Seminar I: Team Building **NEW**

formerly Team Building and Team Leadership/Leading Work and Project Teams
Build Skills for Successful Teamwork

OVERVIEW

Government reform efforts have downsized and flattened organizations to manage work in new ways. This resulted in team-oriented workplaces and a move toward distributed, collaborative and shared leadership that empowers decision-making at all levels. This seminar will help you develop fundamental skills for effective team participation, as well as provide a deeper understanding of teams—including the types, uses and interpersonal dynamics of teams. Participants learn how to be collaborative team members, and how to contribute to an effective team dynamic that will result in synergistic and interdependent teams throughout Government.

This seminar can be completed as a stand-alone seminar week or as a two-week experience when combined with the Team Development Seminar II: Team Leadership. The courses are complementary so when taken together the Team Building seminar is considered a prerequisite for the Team Leadership seminar.

HOW YOU WILL BENEFIT

- Study and apply various team strategies, effective team protocols and stages of team development
- Learn to be an effective team member through exercises and reflection on the collaborative nature of team processes
- Discover your communication and conflict management styles and how they impact team success, especially during times of stress
- Learn about the effective use of peer/group coaching to ensure focused and productive conflict management, problem solving and decision making
- Understand and apply the concept of shared leadership
- Identify personal strengths and challenges for further development

WHO SHOULD ATTEND

Team members, team leaders and supervisors/managers seeking to deepen their understanding of teamwork and strengthen their effectiveness in working with teams



Team Development Seminar II: Team Leadership **LEAD NEW**

formerly Developing High-Performing Teams/Leading Work and Project Teams
Learn to Lead High Performing Teams

OVERVIEW

As Government evolves to meet the needs of the future, so must its leaders. The team leader role is particularly challenging because it carries with it the responsibility for completing work, but not the formal authority to ensure the work is done well and on time. This seminar focuses on the role of the team leader, and its importance in developing and leading successful high-performing teams. Participants will learn practical leadership techniques, and explore ways of engaging, motivating and holding team members accountable. Team experiences will be analyzed in the context of modern, dynamic and complex Government systems.

This seminar complements the Team Development Seminar: Team Building. While it may be taken at a separate time from the Team Building seminar, Team Building is considered a prerequisite for the Team Leadership seminar.

HOW YOU WILL BENEFIT

- Understand the roles and responsibilities of a team leader and determine your "fit" as a team leader
- Learn and practice tools and techniques for facilitation, decision-making, work planning, meeting management, team member engagement and performance management
- Discover and analyze different team challenges and relevant solutions
- Study how teams function within the context of an organizational system and how to balance and optimize team dynamics

WHO SHOULD ATTEND

Those who play a formal or informal leadership role in teams and workgroups, including team members, team leaders and supervisors who are managing teams

COMPETENCIES EMPHASIZED

- Interpersonal Skills
- Leveraging Diversity
- Influencing/Negotiating
- Public Service Motivation
- Continual Learning

LENGTH & TUITION

1 Week. \$3,500
Tuition includes materials, meals and lodging

LOCATIONS

EMDC, Shepherdstown, WV
WMDC, Aurora, CO

SCHEDULE

Dec 6–10, '10EMDC
Mar 14–18, '11EMDC
May 23–27, '11EMDC
Aug 15–19, '11WMDC



Recommended Prior Courses or Experience

Team Development Seminar I (formerly Leading Work and Project Teams/Team Building and Team Leadership); Leadership Assessment Program Level I; Collaborative Leadership Seminar (formerly Leadership Potential Seminar)

Recommended Follow-on Courses or Experience

Team Development Seminar II: Team Leadership (formerly Developing High-Performing Teams/Leading Work and Project Teams)

Recommended Follow-on Courses or Experience

Facilitation Skills for Leaders (formerly Facilitative Leadership Seminar)

COMPETENCIES EMPHASIZED

- Interpersonal Skills
- Conflict Management
- Oral Communication
- Written Communication
- Accountability

LENGTH & TUITION

1 Week. \$3,350
Tuition includes materials, meals and lodging

LOCATIONS

EMDC, Shepherdstown, WV
WMDC, Aurora, CO

COLLEGE CREDITS

2 SH Lower Level or
2 SH Upper level Baccalaureate

SCHEDULE

Sep 27–Oct 1, '10 . . . WMDC
Oct 25–29, '10EMDC
Nov 29–Dec 3, '10EMDC
Jan 24–28, '11WMDC
Mar 14–18, '11EMDC
Apr 4–8, '11WMDC
May 2–6, '11EMDC
Jun 20–24, '11WMDC
Jul 11–15, '11EMDC
Aug 8–12, '11WMDC
Aug 22–26, '11EMDC
Sep 26–30, '11EMDC

Supervisory Development Seminar I: Fundamentals

(formerly Supervisory Leadership Seminar Week 1: Frontline Supervision)
Tools and Techniques for the Frontline Supervisor

OVERVIEW

Designed for new Federal supervisors, this seminar will teach you the “nuts and bolts” of frontline supervision and give you the tools you need to transition successfully into a supervisory role. You will learn critical skills to manage human resources within Federal personnel rules, establish and implement an effective performance management process, maintain high performing employees and, when required, use discipline and termination procedures.

This seminar can be completed as a stand-alone seminar week or as a two-week experience when combined with Supervisory Development Seminar II: Learning to Lead. When taken together, the weeks do not have to run consecutively.

HOW YOU WILL BENEFIT

- Familiarize yourself with the Business Acumen Executive Core Qualification
- Understand merit system principles as the foundation of Federal civil service and apply them to supervising your employees
- Learn appropriate personnel actions for recruiting, hiring and retaining Federal employees
- Discover how to set appropriate expectations and encourage effective performance
- Learn how to take appropriate legal action to discipline and terminate poor performers or those who violate workplace behavioral standards
- Network with peers to ease your transition to supervisor

WHO SHOULD ATTEND

New frontline supervisors and existing supervisors who have not completed formal supervisory training

Also recommended for frontline supervisors who need a refresher

Note: This seminar meets the requirements of the Congressional mandate requiring training for all new supervisors



Recommended Prior Courses or Experience

Leadership Assessment Program-Level I

Supervisory Development Seminar I: Fundamentals (formerly Supervisory Leadership Seminar Week 1: Frontline Supervision)

Recommended Follow-on Courses or Experience

Supervisory Development Seminar II: Learning to Lead (formerly Supervisory Leadership Seminar Week II: Learning to Lead)
Leadership Assessment Program Level II;
Managing the Flexible Workplace

Supervisory Development Seminar II: Learning to Lead

(formerly Supervisory Leadership Seminar Week II: Learning to Lead)

Develop your Approach to Leadership

OVERVIEW

Successful frontline supervisors are able to balance the authority of formal supervision with the influence and rapport of leadership. Developing your interpersonal skills is essential to success and this course will shape your approach to leading. Since a critical part of your job is managing performance, this course will give you a deeper understanding of conflict resolution, the motivations and values of successful leaders and the personal preferences that guide your behavior as well as the behavior of your direct reports.

This seminar can be completed either as a stand-alone seminar or as a two-week experience when combined with Supervisory Development Seminar I: Fundamentals. When taken together, the weeks do not have to run consecutively.

HOW YOU WILL BENEFIT

- Gain knowledge and skills under the Leading People Executive Core Qualification
- Understand your motivations and those of others by exploring personal preferences
- Identify and practice the critical communication skills necessary to engage in performance feedback and coaching for excellence
- Develop effective communication skills for managing conflict as a supervisor
- Network and learn from peers in other Federal agencies facing the opportunities and challenges of leadership and supervision

WHO SHOULD ATTEND

New frontline supervisors and existing supervisors who have not yet participated in formal leadership development

Frontline supervisors who want to refresh their understanding and refine their approach to leadership

Note: This seminar meets the requirements of the Congressional mandate requiring training for all new supervisors

COMPETENCIES EMPHASIZED

- Interpersonal Skills
- Developing Others
- Conflict Management
- Oral Communication
- Leveraging Diversity

LENGTH & TUITION

1 Week. \$3,350
Tuition includes materials, meals and lodging

LOCATIONS

EMDC, Shepherdstown, WV
WMDC, Aurora, CO

COLLEGE CREDITS

2 SH Upper Level
Baccalaureate or
2 SH Graduate

SCHEDULE

Oct 4–8, '10 WMDC
Nov 1–5, '10 EMDC
Feb 7–11, '11 EMDC
Mar 21–25, '11 EMDC
Apr 11–15, '11 WMDC
May 9–13, '11 EMDC
Jun 27–Jul 1, '11 WMDC
Jul 18–22, '11 EMDC
Aug 15–19, '11 WMDC
Aug 29–Sep 2, '11 EMDC



COMPETENCIES EMPHASIZED

- Interpersonal Skills
- Developing Others
- Conflict Management
- Oral Communication
- Leveraging Diversity

LENGTH & TUITION

5 Weeks. \$1,750
Tuition includes materials

LOCATION

Completely online through
WMDC, Aurora, CO

COLLEGE CREDITS

2 SH Upper Level
Baccalaureate

SCHEDULE

Apr 18–May 22, '11. . . Online

Supervisory Development Seminar II: Learning to Lead (Online) LEAD

(formerly Supervisory Leadership Seminar Week II: Learning to Lead—Online)

OVERVIEW

Successful frontline supervisors are able to balance the authority of formal supervision with the influence and rapport of leadership. Developing superior interpersonal skills is essential to success, and this course will shape your approach to leading as you explore the motivations, values and behaviors of successful leaders.

You will develop coaching skills to manage performance and increase your understanding of personal preferences that guide your behavior and the behavior of others. To improve your own conflict resolution skills, you'll explore several different conflict resolution styles that have proven effective.

Supervisory Development Seminar II: Learning to Lead (Online) covers the same materials as the second week of the in-residence seminar. Over the course of five weeks, participants communicate virtually in an online classroom, spending between six to eight hours working every week. The group meets weekly for a one-hour webinar, where the instructor will host guest experts, make reading assignments and lead discussions of current books and research. There are stated deadlines for assignments. This is not a self-paced course; the group works as an integrated cohort.

HOW YOU WILL BENEFIT

- Gain knowledge and skills under the Leading People Executive Core Qualification
- Understand your motivations and those of others by exploring personal preferences
- Identify and practice the critical communication skills necessary to engage in performance feedback and coaching for excellence
- Develop effective communication skills for managing conflict as a supervisor
- Network and learn from peers in other Federal agencies facing the opportunities and challenges of leadership and supervision

WHO SHOULD ATTEND

New frontline supervisors and existing supervisors who have not yet participated in formal leadership development

Frontline supervisors who want to refresh their understanding and refine their approach to leadership

Note: This seminar meets the requirements of the Congressional mandate requiring leadership training for all new supervisors

Recommended Prior Courses or Experience

Leadership Assessment Program Level I;
Supervisory Development Seminar I
(formerly Supervisory Leadership
Seminar Week I: Frontline Supervision)

Supervisory Development Seminar II:
Learning to Lead (Online) (formerly Supervisory
Leadership Seminar—Learning to Lead—Online)

Recommended Follow-on Courses or Experience

Coaching and Mentoring for Excellence; Leadership
Assessment Program-Level II, Management
Development Seminar I and II

Management Development Seminar I: Leading from the Middle

(formerly Seminar for New Managers)

A Powerful, Interactive Learning Experience

OVERVIEW

Managers, especially those of supervisors or those with oversight of groups and programs, have a great deal of responsibility for Government's productivity and performance. As a key leader in your organization, your challenges are complex, and your leadership is integral to your agency's success.

Whether you are a new middle manager or an experienced first-line supervisor, you need to think critically and develop your communications skills. This nine-day, residential program targets essential management competencies through individual assessments, readings, small group activities, real-world experiences and stimulating class discussions. During this seminar, you will:

- Learn and apply tools for improving skills in conflict resolution and problem solving
- Increase your self-knowledge and leadership capacity through critical thinking, exploring strengths theory and examining change models
- Solve a real management challenge through a small group action learning process
- View your leadership role through Constitutional values and courageous relationships

HOW YOU WILL BENEFIT

- Improve your conflict resolution and problem-solving skills
- Examine your own ways of thinking and how they influence behavior
- Learn new ways to develop and deploy your staff
- Build peer networks across Federal agencies
- Reflect on your leadership competencies away from day-to-day responsibilities

WHO SHOULD ATTEND

Managers recently promoted to second-line supervision and experienced first-line supervisors seeking to update their management skills and knowledge

COMPETENCIES EMPHASIZED

- Conflict Management
- Problem Solving
- Accountability
- Developing Others
- Leveraging Diversity

LENGTH & TUITION

2 Weeks. \$5,035
Tuition includes materials, meals and lodging

LOCATIONS

EMDC, Shepherdstown, WV
WMDC, Aurora, CO

COLLEGE CREDITS

3 SH Upper Level
Baccalaureate

SCHEDULE

Oct 18–29, '10 WMDC
Nov 29–Dec 10, '10 . . . EMDC
Jan 24–Feb 4, '11 WMDC
Feb 28–Mar 11, '11 . . . EMDC
Mar 28–Apr 8, '11 . . . WMDC
Apr 18–29, '11 EMDC
Jun 6–17, '11 EMDC
Jul 25–Aug 5, '11 EMDC
Aug 22–Sep 2, '11 . . . WMDC
Sep 12–23, '11 EMDC
Sep 26–Oct 7, '11 . . . WMDC



COMPETENCIES EMPHASIZED

- Conflict Management
- Problem Solving
- Accountability
- Developing Others
- Leveraging Diversity

LENGTH & TUITION

8 Weeks. \$2,800
Tuition includes materials

LOCATION

Online

COLLEGE CREDITS 

3 SH Upper Level
Baccalaureate or
3 SH Graduate

SCHEDULE

Aug 1–Sep 30, '11 . . . Online

Management Development Seminar I: Leading from the Middle (Online) LEAD

(formerly Seminar for New Managers—Online)

A Powerful, Interactive Learning Experience

OVERVIEW

As a manager of supervisors, or someone with oversight of groups or programs, you have a great deal of responsibility for your organization's productivity and performance. Your challenges are complex, and your leadership is integral to the success of your organization.

Whether you are a new middle manager or an experienced front-line supervisor, you need to think strategically and develop your communications skills. This online course targets critical management competencies through individual assessments, readings, small group activities, real-world experiences and stimulating class discussions. During this seminar, you will:

- Learn and apply tools for improving skills in conflict resolution and problem solving
- Increase your self-knowledge and leadership capacity through critical thinking, exploring strengths theory and examining change models
- Solve a real management challenge through a small group action learning process
- View your leadership role through Constitutional values and courageous relationships

This innovative online program covers the same materials as the two-week, in-residence seminar. Over the course of eight weeks, participants communicate virtually in an online classroom, spending between six to eight hours working every week. The group meets weekly for a one-hour webinar, where the instructor will host guest speakers, make reading assignments and lead discussions of current books and research. There are stated deadlines for assignments. This is not a self-paced course; the group works as an integrated cohort.

HOW YOU WILL BENEFIT

- Improve your conflict resolution and problem-solving skills
- Examine your own ways of thinking and how they influence behavior
- Learn new ways to develop and deploy your staff
- Build peer networks across Federal agencies

WHO SHOULD ATTEND

Managers recently promoted to second-line supervision and experienced first-line supervisors seeking to update their management skills and knowledge

Recommended Prior Courses or Experience

Leading Work and Project Teams; Supervisory Leadership Seminar Week I and II; Leadership Assessment Program Level I

Management Development Seminar I: Leading from the Middle (Online)
(formerly Seminar for New Managers—Online)

Recommended Follow-on Courses or Experience

Management Development Seminar II; Coaching and Mentoring for Excellence; Leading Strategically

Management Development Seminar II: Leading Organizations

A Systems Understanding of Managing Organizations

OVERVIEW

This seminar helps experienced mid-level managers assess and improve their organization's overall effectiveness. Discover how to help guide your organization towards excellence during times of unprecedented change, challenge and uncertainty. Find out how to engage your workers and foster innovative thinking and action. This seminar also helps you gain "systems" for understanding how to manage culture and productivity throughout your organization. You will learn four useful "frames" recognizing, understanding and improving interrelated, vital "systems" at work within your organization:

- The Structural Frame: organizing and structuring groups and teams
- The Human Resource Frame: tailoring organizations to satisfy human needs, improve human resource management and build positive interpersonal and group dynamics
- The Political Frame: coping with power and conflict, building coalitions, honing political skills and dealing with internal and external politics
- The Symbolic Frame: shaping a culture that gives purpose and meaning to work; staging organizational performance drama for internal and external audiences; building effective team spirit

You will share challenges and best practices with peers from other agencies, deepen your understanding of interagency systems and make connections for networked governance capable of delivering seamless customer service.

HOW YOU WILL BENEFIT

- Enhance your ability as a leader to think comprehensively and multi-dimensionally
- Encourage flexibility within your organization and view opportunities and events from multiple angles
- Try new approaches to managing that can lead to greater organizational efficiency
- Practice collaborative management of workteam cultures
- Create a powerful vision for your organization and set strategies for moving toward its realization
- Forge productive negotiations and defuse wasteful, unproductive conflict

WHO SHOULD ATTEND

Second- and third-line managers (those who typically manage supervisors or other managers) who are seeking to refine and improve the performance of their organizations

COMPETENCIES EMPHASIZED

- Strategic Thinking
- Human Capital Management
- Influencing/Negotiating
- Political Savvy
- Vision

LENGTH & TUITION

2 Weeks. \$5,300
Tuition includes materials, meals and lodging

LOCATIONS

EMDC, Shepherdstown, WV
WMDC, Aurora, CO

COLLEGE CREDITS

3 SH Upper Level
Baccalaureate

SCHEDULE

Oct 18–29, '10EMDC
Nov 29–Dec 10, '10 . . .WMDC
Jan 24–Feb 4, '11EMDC
Feb 28–Mar 11, '11 . . .EMDC
Mar 14–25, '11WMDC
Apr 4–15, '11EMDC
May 16–27, '11WMDC
Jun 13–24, '11EMDC
Jul 11–22, '11WMDC
Aug 8–19, '11EMDC
Sep 12–23, '11WMDC

Recommended Prior Courses or Experience

Collaborative Leadership Seminar (formerly Leadership Potential Seminar); Leadership Assessment Program-Level II; Team Development Seminar II (formerly Leading Work and Project Teams/Developing High-Performing Teams)

Management Development Seminar II:
Leading Organizations

Recommended Follow-on Courses or Experience

Coaching and Mentoring for Excellence; Crisis Leadership Workshop; Women's Leadership Seminar

COMPETENCIES EMPHASIZED

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

LENGTH & TUITION

2 Weeks. \$6,000
Tuition includes materials, meals and lodging

LOCATIONS

EMDC, Shepherdstown, WV
WMDC, Aurora, CO

COLLEGE CREDITS 

4 SH Graduate

SCHEDULE

Oct 18–29, '10EMDC
Nov 29–Dec 10, '10 . . .EMDC
Jan 24–Feb 4, '11EMDC
Mar 14–25, '11EMDC
May 16–27, '11EMDC
Jun 20–Jul 1, '11WMDC
Aug 1–12, '11WMDC
Sep 12–23, '11EMDC

Executive Development Seminar: Leading Change



Getting Tomorrow Right Today

OVERVIEW:

Designed for senior Federal and other public sector managers, this seminar focuses on developing and transitioning senior managers from technical, division-level work to strategic, agency-level leadership positions. You will be challenged to think about your organization's big picture as it relates to policy, strategic planning, leadership, and change. Enhance your ability to communicate and interact positively with constituencies. You will identify and plan for internal and external politics that impact your vision, mission, and organization.

Through a group project, you will learn the fundamentals and finer aspects of strategic thinking, strategic planning, and political research. You will also examine how policy is made and how to maximize the interests of all concerned parties. Participants are expected to have completed a 360-degree leadership assessment prior to this seminar. If not, a 360 assessment will be included.

HOW YOU WILL BENEFIT

- Learn how to implement change in the Federal Government
- Recalibrate strategic planning skills
- Develop political savvy to identify, understand, and meet the needs of and create buy-in from stakeholders
- Design policy to include partnerships and coalitions with internal and external constitutions
- Explore the legislative and executive branches and their impact on policy-making
- Improve oral communications and collaborative skills
- Understand the mindset of senior leaders in relation to strategy, policy and the big picture

WHO SHOULD ATTEND

Highly effective managers at the GS-14 or 15 levels who are eligible to transition to the Senior Executive Service (SES), including those who are in Candidate Development Programs as the seminar meets the requirements for 80 hours of interagency training.

This seminar does not focus on the individual leader; therefore participants should have some basic prior leadership training.



Executive Development Seminar: Blended Course

Getting Tomorrow Right Today—Online and Residential

OVERVIEW

Designed for senior Federal and other public sector managers, this seminar focuses on developing and transitioning senior managers from technical, division-level work to strategic, agency-level leadership. You'll learn to think about the big picture as it relates to an organization's policy, strategic planning and leadership. While strengthening your ability to communicate and interact positively with constituencies, you'll identify the internal and external stakeholders that share your vision, mission and organizational direction.

Through a group project, you'll learn the fundamentals of strategic thinking, strategic planning and political research. You will also examine how policy is made and how to maximize the interests of all parties involved. You are expected to have completed a 360-degree leadership assessment prior to this seminar. If you haven't, a 360-degree assessment will be included.

Covering the same material as the two-week, in-residence seminar, the blended EDS course work is completed primarily online, with a brief in-residence session (2.5 days). Over the course of eight weeks, participants communicate virtually in an online classroom, spending between six to eight hours working every week. The group meets weekly for a one-hour webinar, where the instructor will host guest speakers, make reading assignments and facilitate discussions on the course content. There are stated deadlines for assignments. This is not a self-paced course; the group works as an integrated cohort. The online course meets the requirements of the Candidate Development Program's inter-agency training and the University of Colorado MPA.

HOW YOU WILL BENEFIT

- Learn how to implement change in the Federal Government
- Recalibrate strategic planning skills for the executive level
- Develop political savvy to identify, understand and meet the needs of and create buy-in from key stakeholders
- Design policy to include partnerships and coalitions with internal and external constituencies
- Explore the Legislative and Executive Branches and their impact on policymaking
- Improve oral communications and collaborative skills
- Understand the mindset of senior leaders as they review big-picture strategy and policy

WHO SHOULD ATTEND

Highly effective managers at the GS-14 or 15 levels who are eligible to transition to the Senior Executive Service (SES), including those who are in Candidate Development Programs as the seminar meets the requirements for 80 hours of interagency training

Some SES-level managers

This seminar does not focus on the individual leader; therefore participants should have some basic prior leadership training

COMPETENCIES EMPHASIZED

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

LENGTH & TUITION

8 Weeks. online, 2.5 Days residential. \$3,000
Tuition includes materials, meals and lodging

LOCATIONS

Online and
2.5 days residential in
Shepherdstown in 2011

COLLEGE CREDITS

4 SH Graduate

SCHEDULE

May 16–Jul 17, '11Online
Jul 26–28, '11.
In-residence EMDC



FUNDAMENTAL COMPETENCIES

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

LENGTH & TUITION

4 Weeks. \$19,500
Tuition includes all educational services, materials, meals and lodging

LOCATIONS

FEI, Charlottesville, VA

COLLEGE CREDITS 

12 SH Graduate

SCHEDULE

Oct 24–Nov 19, '10

PROGRAM CODE: L363

Nov 28–Dec 10, '10

and Mar 6–18, '11

PROGRAM CODE: L364

Jan 2–28, '11

PROGRAM CODE: L365

Feb 6–Mar 4, '11

PROGRAM CODE: L366

Mar 27–Apr 8

and Jul 10–22, '11

PROGRAM CODE: L367

Apr 10–May 6, '11

PROGRAM CODE: L368

May 15–27

and Aug 21–Sep 2, '11

PROGRAM CODE: L369

Jun 5–Jul 1, '11

PROGRAM CODE: L370

Jul 24–Aug 19 '11

PROGRAM CODE: L371

Sep 11–Oct 7, '11

PROGRAM CODE: L372

Leadership for a Democratic Society

Historical Foundations for Leading Contemporary Transformations

OVERVIEW

The Federal Executive Institute (FEI) uses the U.S. Constitution as the principal guide in helping you to understand the diverse goals of the Government 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) program reflect and enhance the Constitutional underpinnings of Federal Government work and the common culture of senior Federal executives. At FEI, you will build your skills in personal leadership and gain insights into organizational theory, the policy framework in which Government leadership occurs and the broad global 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 programs. FEI's approach builds a learning community where Federal executives and faculty are both teachers and participants. The LDS program is custom designed to fit your particular interests through individual feedback, small- and large-group sessions, one-on-one coaching from a faculty facilitator and assistance from program colleagues in a small Leadership Development Team.

HOW YOU WILL BENEFIT

- Gain a broader understanding of the Constitution and how it continues to guide today's Government
- Understand 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 improvement
- Devise a plan to enhance 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
- Receive five hours of post-program executive coaching as you return to your day-to-day organizational challenges

WHO SHOULD ATTEND

Senior Executive Service members, GS-15s or their equivalents

Selected senior state, local and international government executives

HOW TO REGISTER

All spaces in the Leadership for a Democratic Society program are sold once a year to agency training offices. Please contact your agency training office to learn how to register and attend. Training offices should contact FEI at:

Voice: 434-980-6232

TDD/TDY: 434-980-6299

Fax: 434-980-6267

Email: fei@opm.gov

Recommended Prior Courses or Experience

The Aspen Institute
Leading Change in Government Seminar

Leadership for a Democratic Society

Recommended Follow-on Courses or Experience

Leadership for a Global Society—Global Series;
Horizons Series Courses



The Executive Branch is charged with carrying out the laws of the nation and the functions of the Federal Government. As a Federal executive you are accountable to elected officials in all three branches of Government and ultimately to the American people. Your decisions impact the way citizens lead their lives, making leadership in the public sector fundamentally different from leadership in private sector enterprises. It is why you take an oath of office.

Our **Public Policy** 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 and your responsibilities as a participant in governance. You will learn to achieve the right results in the right way.

Dynamics of Public Policy Seminar..... 25

Environmental Policy Issues Seminar..... 26

Federal Budgetary Policies and Processes Seminar..... 27

Federal Regulatory Policy Seminar..... 28

National Security Policy Seminar 29

Performance Budgeting Seminar 30

Science, Technology and Public Policy Seminar 31



COMPETENCIES EMPHASIZED

- Political Savvy
- External Awareness
- Influencing & Negotiating
- Oral Communication
- Creativity & Innovation

LENGTH & TUITION

2 Weeks. \$5,035
Tuition includes materials, meals and lodging

LOCATION

EMDC, Shepherdstown, WV

COLLEGE CREDITS

3 SH Upper Level
Baccalaureate or
3 SH Graduate

SCHEDULE

Oct 18–29, '10EMDC
Jul 11–22, '11.EMDC

Dynamics of Public Policy Seminar

An In-Depth View of How Government Works

OVERVIEW

The better you understand how public policy works, the more you will achieve your agency's goals, serve your stakeholders and advance the Government's mission. This seminar focuses on the political, social, economic and cultural factors affecting how U.S. public policy is initiated, developed and implemented. Dynamics of Public Policy Seminar also gives you an in-depth understanding of the ways that policymaking institutions and non-governmental organizations interact and shape policy.

Through interactive simulations that look beyond theories of the public policy process, you and your classmates will discuss issues such as: How does it feel to be a White House aide arguing the President's case to members of Congress? What is it like to be a Representative trying to determine your constituents' best interests while being lobbied by your party as well as special interest groups? What is your perspective as an interest group leader trying to articulate your group's message? By putting yourself in these real-world situations, you will gain a better understanding of public policy and a more sophisticated foundation for dealing with policy in your day-to-day activities.

HOW YOU WILL BENEFIT

- Analyze selected public policy issues in the context of historical events
- Become more effective in your interactions 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

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

Public managers who seek a comprehensive understanding of the governmental context in which they work



Recommended Prior Courses or Experience

Management Development Seminar I; (formerly Seminar for New Managers); Team Development Seminar II; (formerly Developing High-Performing Teams/Leading Work and Project Teams, Conflict Resolution Skills

Dynamics of Public Policy Seminar

Recommended Follow-on Courses or Experience

Effective Writing in the Federal Government; Executive Development Seminar

Environmental Policy Issues Seminar

Stay Up to Date on Relevant Policy

OVERVIEW

This seminar helps you understand the political, scientific, social and economic issues that shape environmental policy. You will examine the administration's environmental agenda, institutional policy roles as well as efforts to improve environmental quality. Through a mix of classroom, small group and workshop activities, you will learn how environmental policy is made—from initiation to implementation.

The curriculum for Environmental Policy Issues Seminar includes an intensive examination of the environmental issues we face today and will likely face in the coming years. The course provides policy-based solutions from a wide variety of perspectives, including current administration executives, former Government officials, business leaders and academics.

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 in 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

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

LENGTH & TUITION

2 Weeks. \$5,035
Tuition includes materials, meals and lodging

LOCATION

EMDC, Shepherdstown, WV

COLLEGE CREDITS

3 SH Upper Level
Baccalaureate or
3 SH Graduate

SCHEDULE

Jan 24–Feb 4, '11EMDC
Aug 8–19, '11EMDC



Recommended Prior Courses or Experience

Management level experience at an agency with environmental responsibilities; environmental stewardship responsibilities at other agencies

Environmental Policy Issues Seminar

Recommended Follow-on Courses or Experience

Effective Writing in the Federal Government; Executive Development Seminar

COMPETENCIES EMPHASIZED

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

LENGTH & TUITION

2 Weeks. \$5,035
Tuition includes materials, meals and lodging

LOCATION

EMDC, Shepherdstown, WV

COLLEGE CREDITS

3 SH Upper Level
Baccalaureate or
3 SH Graduate

SCHEDULE

Apr 4–15, '11EMDC

Federal Budgetary Policies and Processes Seminar

LEAD

Prepare and Present a Winning Budget

OVERVIEW

The Federal Budgetary Policies and Processes Seminar is an excellent program for budget professionals, program managers and executives wishing to gain insight into the Federal budget process. Beginning with an overview of the political, policy and macroeconomic forces affecting the Federal budget, this seminar provides an intensive simulation of the full budget process as well as tips for presenting a winning budget. You will receive instruction from senior-level administration officials who have 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 advisors and consultants during classroom simulations.

HOW YOU WILL BENEFIT

- Improve skills in effective budget preparation, presentation and defense
- Learn from current and former senior U.S. Government budget officials
- Understand the relationship between the Executive and Legislative budget and appropriations processes
- Study current processes for integrating program performance and Federal budgets

WHO SHOULD ATTEND

Program managers and leaders responsible for their organizations' budgets and other Federal budget professionals



Recommended Prior Courses or Experience	Federal Budgetary Policies and Processes Seminar	Recommended Follow-on Courses or Experience
N/A		Dynamics of Public Policy Seminar; Executive Development Seminar

Federal Regulatory Policy Seminar **LEAD NEW**

Key Points of Decision, Access and Influence

OVERVIEW

Regulations affect every aspect of Federal policy as it impacts citizens as well as employees. This seminar provides a comprehensive understanding of the political, scientific, social and economic issues that shape how regulations are made. The course pays particular attention to the interagency aspects of regulatory development and reform. You will learn how to examine regulations for efficiency, effectiveness and unforeseen impacts on agencies, the public and private sectors, citizens and society as a whole. You will also hear from current and former Executive Branch officials, business leaders and academics with extensive knowledge of the regulatory development and review processes.

Classroom sessions will allow you to examine the rulemaking process (including regulatory reform efforts from the Executive Branch), regulatory analysis, cost-benefit tests and Executive Order 12866 ("Regulatory Planning and Review").

HOW YOU WILL BENEFIT

- Learn about the principles of good regulatory development
- Develop a familiarity with interagency and White House regulatory review processes
- Examine the statutory and Executive Order requirements that apply to the rulemaking and review process
- Review the various approaches to successful regulatory reform
- Understand principles of regulatory and economic analysis
- Consider the means and effects of agencies, citizens, the private sector and politics in the regulatory development process

WHO SHOULD ATTEND

Experienced managers, policy analysts and technical specialists or other senior program staff who are involved in regulatory policy development and decision-making, or who need a broader policy perspective

COMPETENCIES EMPHASIZED

- Political Savvy
- External Awareness
- Influencing & Negotiating
- Customer Service
- Flexibility

LENGTH & TUITION

1 Week. \$2,675
Tuition includes materials, meals and lodging

LOCATION

EMDC, Shepherdstown, WV

SCHEDULE

Jun 27-Jul 1, '11EMDC



Recommended Prior Courses or Experience

Involvement in regulatory policy development, management, policy analysis or technical specialist experience with rulemaking or regulatory enforcement

Federal Regulatory Policy Seminar

Recommended Follow-on Courses or Experience

Executive Development Seminar; Dynamics of Public Policy Seminar; Environmental Policy Issues Seminar

COMPETENCIES EMPHASIZED

- Strategic Thinking
- External Awareness
- Political Savvy
- Problem Solving
- Influencing & Negotiating

LENGTH & TUITION

2 Weeks. \$5,035
Tuition includes materials,
meals and lodging

LOCATION

EMDC, Shepherdstown, WV

SCHEDULE

Jul 11–22, '11.EMDC

National Security Policy Seminar **NEW**

Understand National Security in a Global Context

OVERVIEW

This seminar provides a high-level overview of the complex problems involved in the administration of national security policy. We'll examine the interrelationships between political, military and technological factors affecting national security, as well as the economic impacts of a robust national security policy.

Through the course of our work, we'll consider detailed analyses of the following:

- The rapidly changing nature of modern warfare and strategic concepts on which national security policy is based
- The structure of the defense establishment and the processes and agencies involved in policy formulation
- Resources available for national security and the necessity of military preparedness
- Collective defense arrangements and their relationship to the foreign policy of the United States
- The effect of terrorism on national and international security policy
- The role of intelligence in national security
- Theater-by-theater assessment of the status of world conflicts
- How to anticipate national security needs

HOW YOU WILL BENEFIT

- Gain a strategic overview of national security policy and the mechanisms by which it is created and implemented
- Understand some of the basic principles of strategy and the framework for analyzing strategic choices and arguments
- Understand the domestic, organizational and international pressures and constraints on security choices
- Construct a current snapshot of national security actors and processes, and their possible effects on outcomes
- Examine the strengths and limitations of some of the major diplomatic, informational, economic and military tools of security policy

WHO SHOULD ATTEND

Individuals with management-level experience at an agency with a national security mission; managers with a national security function in agencies without a national security mission

Recommended Prior Courses or Experience

N/A

National Security Policy Seminar

Recommended Follow-on Courses or Experience

Dynamics of Public Policy Seminar;
Executive Development Seminar

Performance Budgeting Seminar

Assessing and Demonstrating Your Organization’s Effectiveness

OVERVIEW

This seminar will show you how aligning budgets, financial management and performance can lead to improved organizational effectiveness and productivity. You will define your organization’s path to this critical alignment while examining other agencies’ best practices and successes. You’ll also study the requirements of the Government Performance and Results Act and the Office of Management and Budget-sanctioned successor assessment tools. As performance measurements and budget issues become even more tightly linked in years to come, lessons learned about organizational performance and the Federal budget will serve as critical planning resources.

HOW YOU WILL BENEFIT

- Understand the administration’s performance initiatives and how they reinforce each other
- Align your strategic plan, program cost information and budget justification
- Learn from other Federal agencies who have established greater accountability and achieved outstanding results
- Understand the Office of Management and Budget’s long-term goals for performance measures and develop your own goals
- Study financial management accounting and transaction standards
- Develop 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 process with performance

COMPETENCIES EMPHASIZED

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

LENGTH & TUITION

3 Days. \$2,575
Tuition includes materials, meals and lodging

LOCATION

EMDC, Shepherdstown, WV

SCHEDULE

Mar 28–Apr 1, ‘11EMDC
Apr 25–29, ‘11EMDC
Jun 27–Jul 1, ‘11EMDC



COMPETENCIES EMPHASIZED

- Political Savvy
- External Awareness
- Accountability
- Influencing/Negotiating
- Problem Solving

LENGTH & TUITION

2 Weeks. \$5,035
Tuition includes materials, meals and lodging

LOCATIONS

EMDC, Shepherdstown, WV
WMDC, Aurora, CO

COLLEGE CREDITS

3 SH Upper Level
Baccalaureate or
3 SH Graduate

SCHEDULE

Feb 7–18, '11EMDC
Apr 25–May 6, '11WMDC
Aug 22–Sep 2, '11EMDC

Science, Technology and Public Policy Seminar



Responding to the Challenges of the 21st Century

OVERVIEW

This seminar will help you understand, anticipate and respond to current and future challenges in the development and implementation of science and technology policy. You will study selected issues of national and international importance, and review the institutions that influence science and technology policy in the Executive Branch, Congress, special interest groups and the press.

This course examines *policy for science* (how we generate and implement Federal policy governing science) and *science for policy* (the role of scientific knowledge in public policy design and debates). Additional themes include budget allocation and priorities, technology transfer, differential time horizons for politics and science, increasing scientific complexity and the problem of public education, making policy under scientific uncertainties and the role of 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



Recommended Prior Courses or Experience

Management level experience at an agency with a science or technology mission

Science, Technology and Public Policy Seminar

Recommended Follow-on Courses or Experience

Executive Development Seminar



Senior executives in the Federal Government face challenges of the highest risk, the broadest consequences and the most intricate complexity. Only OPM has the history, expertise and resources to help you solve the singular problems unique to public sector executives.

With the hundreds of topics presented by expert faculty in our courses, you can find an educational experience that matches your specific needs.

A Leader's Guide to Developing Resilience	33
Executive Communication Skills: Leading the Process of Change	34
The Aspen Institute Leading Change in Government Seminar.....	35
Understanding the 360-Degree Leader.....	36



COMPETENCIES EMPHASIZED

- Resilience
- Accountability
- Team Building
- Problem Solving
- Creativity/Innovation

LENGTH & TUITION

3 Days. \$3,250
Tuition includes all educational services, materials, meals and lodging

LOCATION

FEI, Charlottesville, VA

SCHEDULE

Sep 26–28, '11 FEI

A Leader’s Guide to Developing Resilience

Sustaining Your Capacity to Lead in Challenging Times

OVERVIEW

How do successful leaders sustain their initiative and adapt to new circumstances? They innovate. They choose effective strategies for dealing with conflicting priorities. They stay committed to change and allow themselves to be open to new ways of doing things. They inspire and mentor others. You can be that kind of resilient leader, too.

This hands-on program at the Federal Executive Institute (FEI) explores the power of resilience in a world of change through a dynamic array of leadership development exercises. You will use cutting-edge tools and strategies to learn how to sustain yourself as an agent of change and support others during the change process. A variety of individual and group activities will give you the tools to cultivate your sense of possibility, perspective and optimism—for yourself and for the people who rely on your guidance.

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 your 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 equivalents in state, local and international government



Recommended Prior Courses or Experience

Leading Through Constructive Conflict

A Leader’s Guide to Developing Resilience

Recommended Follow-on Courses or Experience

Public Sector Leadership:
Vision, Values and Vital Strategies

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

Improve Your Interpersonal Skills and Relationships with a Dynamic Approach to Leadership

OVERVIEW

There's no question that effective communication with colleagues and team members is key to achieving results. This program combines practical knowledge of the key concepts of leadership with the interactive skills essential to superior communication.

This fast-paced program at the Federal Executive Institute (FEI) moves between role-playing exercises that build your interpersonal communication skills and leadership sessions providing tools for overcoming barriers to change in your organization. Scenarios based on real-world experiences highlight key components of interpersonal communication, followed by feedback from colleagues and facilitators. You will also develop new leadership skills by focusing on your own work experiences and participating in a variety of large- and small-group activities. With one faculty member for every four or five executives, you are guaranteed the personal attention you need to bring your leadership skills to the next level.

HOW YOU WILL BENEFIT

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

WHO SHOULD ATTEND

SES members, GS-15s, and their equivalents in state, local and international government

COMPETENCIES EMPHASIZED

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

LENGTH & TUITION

1 Week. \$4,575
Tuition includes all educational services, materials, meals and lodging

LOCATION

FEI, Charlottesville, VA

SCHEDULE

Jun 20–24, '11 FEI



COMPETENCIES EMPHASIZED

- Creativity/Innovation
- External Awareness
- Influencing/Negotiating
- Strategic Thinking
- Political Savvy

LENGTH & TUITION

1 Week. \$4,100
Tuition includes all educational services, materials, meals and lodging

LOCATION

FEI, Charlottesville, VA

SCHEDULE

Nov 30–Dec 3, '10 FEI

The Aspen Institute Leading Change in Government Seminar

Values-Based Leadership in Your Organization

OVERVIEW

In the Federal Executive Institute's (FEI) Aspen Institute Leading Change in Government Seminar, participants work together to explore different methods of effective leadership and the complex relationships between leaders and followers. The seminar focuses on the values, beliefs and organizational structures that impede or facilitate change. You will learn to ask fundamental questions that deepen and broaden your innovative, creative and responsive talents as you implement transition within agencies.

During this seminar you will:

- Extend your thought processes
- Sharpen your vision
- Discover your personal talents for leading change

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

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

HOW YOU WILL BENEFIT

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

WHO SHOULD ATTEND

SES members, GS-15s, and their equivalents in state, local and international government



Understanding the 360-Degree Leader

A Comprehensive Approach to Influencing People Inside and Outside of Your Management Hierarchy

OVERVIEW

The most effective leaders know how to influence everyone they come in contact with, not just the people who report to them. Traditional managers' power is based on "being in charge" and "being the boss," and can't be used to manage up or manage across. In contrast, 360-degree leaders use their influence in all directions. Anyone in any position can gain and apply this influence. This Federal Executive Institute (FEI) program focuses on helping you work 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 are being negative

WHO SHOULD ATTEND

SES members, GS-15s and their equivalents in state, local and international government

COMPETENCIES EMPHASIZED

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

LENGTH & TUITION

2 Days. \$2,880
Tuition includes materials, meals and lodging

LOCATION

FEI, Charlottesville, VA

SCHEDULE

Sep 12–13, '11 FEI



Recommended Prior Courses or Experience
Leading Across Generations

Understanding the 360-Degree Leader

Recommended Follow-on Courses or Experience
Leading Strategically: From Vision to Performance

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

A Cosmic Experience for Executives—Horizons Series
 \$7,995
 Oct 24–29, '10 . . . U.S. Space & Rocket Center, Huntsville, AL

A Leader's Guide to Developing Resilience
 \$3,250
 Sep 26–28, '11FEI

Building High-Performance Organizations in the 21st Century
 \$3,740
 Jan 24–27, '11FEI

Coaching and Mentoring for Excellence
 \$3,750
 Oct 18–22, '10WMDC
 Jan 31–Feb 4, '11WMDC
 May 16–20, '11 Alexandria, VA
 Aug 1–5, '11WMDC

Collaborating Across Organizational Boundaries
 \$2,880
 Feb 24–25, '11FEI

Collaborative Leadership Seminar: Working with Others (Formerly Leadership Potential Seminar)
 \$5,150

Jan 24–Feb 4, '11EMDC
 Mar 28–Apr 8, '11EMDC
 May 2–13, '11WMDC
 May 16–27, '11EMDC
 Jun 6–17, '11EMDC
 Jul 11–22, '11WMDC
 Jul 25–Aug 5, '11EMDC
 Aug 22–Sep 2, '11WMDC
 Sep 12–23, '11WMDC

Communicating Face to Face
 \$4,400
 Nov 15–19, '10WMDC
 Mar 7–11, '11WMDC
 Jun 13–17, '11WMDC
 Aug 8–12, '11EMDC

Conflict Resolution Skills
 \$3,750
 Nov 1–5, '10EMDC
 Feb 7–11, '11WMDC
 May 2–6, '11WMDC
 Aug 8–12, '11 Alexandria, VA

Crisis Leadership Workshop
 \$3,500
 Nov 1–5, '10EMDC
 Mar 21–25, '11EMDC
 May 2–6, '11WMDC
 Aug 1–5, '11EMDC

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. Please visit our website at www.leadership.opm.gov to confirm rates, dates and locations, or call our Customer Service Office at 888 676-9632.

Developing Customer-Focused Organizations
 \$3,500
 Nov 15–19, '10WMDC
 May 23–27, '11EMDC
 Aug 22–26, '11EMDC

Dynamics of Public Policy Seminar
 \$5,035
 Oct 18–29, '10EMDC
 Jul 11–22, '11EMDC

Effective Writing in the Federal Government
 \$3,075
 Oct 4–7, '10WMDC
 Nov 15–18, '10EMDC
 Mar 28–31, '11EMDC
 Apr 25–28, '11EMDC
 Jun 27–30, '11WMDC

Environmental Policy Issues Seminar
 \$5,035
 Jan 24–Feb 4, '11EMDC
 Aug 8–19, '11EMDC

SCHEDULE AT A GLANCE

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

**Executive Communication Skills:
Leading the Process of Change**
\$4,575
Jun 20–24, '11 FEI

**Executive Development Seminar:
Leading Change**
\$6,000
Oct 18–29, '10 EMDC
Nov 29–Dec 10, '10 EMDC
Jan 24–Feb 4, '11 EMDC
Mar 14–25, '11 EMDC
May 16–27, '11 EMDC
Jun 20–Jul 1, '11 WMDC
Aug 1–12, '11 WMDC
Sep 12–23, '11 EMDC

**Executive Development
Seminar: Blended Course**
\$3,800
May 16–Jul 17, '11 Online
Jul 26–28, '11 In-residence
EMDC

**Facilitation Skills for Leaders
(Formerly Facilitative
Leadership Seminar)**
\$3,550
Dec 6–10, '10 WMDC
Jan 31–Feb 4, '11 WMDC
Mar 28–Apr 1 EMDC
Jun 20–24, '11 EMDC
Aug 29–Sep 2, '11 WMDC

**Federal Budgetary Policies
and Processes Seminar**
\$5,035
Apr 4–15, '11 EMDC

Federal Regulatory Policy Seminar
\$2,675
Jun 27–Jul 1, '11 EMDC

**FEI in China: The U.S.-China
Executive Program—Global Series**
\$12,500
Apr 6–16, '11 Washington, Beijing

Leaders Growing Leaders
\$3,250
Jul 25–27, '11 FEI

**Leadership Assessment
Program—Level I**
\$5,600
Sep 27–Oct 1, '10 EMDC
Nov 1–5, '10 EMDC
Feb 7–11, '11 EMDC
Apr 4–8, '11 EMDC
Jun 20–24, '11 WMDC
Sep 19–23, '11 EMDC

**Leadership Assessment
Program—Level II**
\$5,350
Nov 29–Dec 3, '10 WMDC
Feb 28–Mar 4, '11 WMDC
Jun 13–17, '11 EMDC
Sep 19–23, '11 WMDC

**Leadership Competencies:
Preparing for the Next Step**
\$3,950
Nov 15–19, '10 EMDC
Feb 14–18, '11 EMDC
Apr 4–8, '11 WMDC
Aug 15–19, '11 EMDC

**Leadership for a Democratic
Society**
\$19,500
Oct 24–Nov 19, '10 FEI
Nov 28–Dec 10, '10
and Mar 6–18, '11 FEI
Jan 2–28, '11 FEI
Feb 6–Mar 4, '11 FEI
Mar 27–Apr 8
and Jul 10–22, '11 FEI
Apr 10–May 6, '11 FEI
May 15–27
and Aug 21–Sep 2, '11 FEI
Jun 5–Jul 1, '11 FEI
Jul 24–Aug 19 '11 FEI
Sep 11–Oct 7, '11 FEI

**Leadership for a Global Society —
Global Series**
\$4,575
May 9–13, '11 FEI

**Leadership in Chaos and Crisis —
Horizons Series (Formerly “Lost”
for Leaders)**
\$3,995
Apr 27–29, '11 FEI, Roanoke, VA

**Leadership Skills for
Non-Supervisors**
\$3,750
Nov 1–5, '10 EMDC
Dec 13–17, '10 WMDC
Jan 10–14, '11 EMDC
Feb 7–11, '11 WMDC
Feb 28–Mar 4, '11 EMDC
Apr 18–22, '11 WMDC
May 9–13, '11 WMDC
Jul 11–15, '11 WMDC
Aug 1–5, '11 WMDC
Sep 12–16, '11 EMDC
Sep 26–30, '11 WMDC

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

Leading Across Generations
 \$2,880
 Jul 28–29, '11FEI

**Leading Strategically:
 From Vision to Performance**
 \$3,250
 Mar 9–11, '11FEI

**Leading Through Constructive
 Conflict**
 \$3,250
 Apr 4–6, '11FEI

**Management Development
 Seminar I: Leading from the Middle
 (Formerly Seminar for
 New Managers)**
 \$5,035
 Oct 18–29, '10WMDC
 Nov 29–Dec 10, '10EMDC
 Jan 24–Feb 4, '11WMDC
 Feb 28–Mar 11, '11EMDC
 Mar 28–Apr 8, '11WMDC
 Apr 18–29, '11EMDC
 Jun 6–17, '11EMDC
 Jul 25–Aug 5, '11EMDC
 Aug 22–Sep 2, '11WMDC
 Sep 12–23, '11EMDC
 Sep 26–Oct 7, '11WMDC

**Management Development
 Seminar I: Leading from the Middle
 Online (Formerly Seminar for New
 Managers—Online)**
 \$2,800
 Aug 1–Sep 30, '11Online

**Management Development
 Seminar II: Leading Organizations**
 \$5,300
 Oct 18–29, '10EMDC
 Nov 29–Dec 10, '10WMDC
 Jan 24–Feb 4, '11EMDC
 Feb 28–Mar 11, '11EMDC
 Mar 14–25, '11WMDC
 Apr 4–15, '11EMDC
 May 16–27, '11WMDC
 Jun 13–24, '11EMDC
 Jul 11–22, '11WMDC
 Aug 8–19, '11EMDC
 Sep 12–23, '11WMDC

Managing the Flexible Workplace
 \$2,575
 Feb 23–25, '11EMDC
 Apr 27–29, '11WMDC
 Sep 7–9, '11EMDC

National Security Policy Seminar
 \$5,035
 Jul 11–22, '11EMDC

Performance Budgeting Seminar
 \$2,575
 Mar 28–Apr 1, '11EMDC
 Apr 25–29, '11EMDC
 Jun 27–Jul 1, '11EMDC

**Power Thinking: The Strategies
 of Outstanding Leaders**
 \$2,880
 Oct 7–8, '10FEI

Project Management Principles
 \$3,500
 Nov 1–5 '10WMDC
 Apr 18–22, '11WMDC
 Jun 6–10, '11EMDC
 Aug 22–26, '11EMDC

**Public Sector Leadership:
 Vision, Values and Vital Strategies**
 \$7,995
 Aug 22–26, '11 San Diego, CA

Resiliency Advantage
 \$2,575
 Nov 16–18, '10EMDC
 Jan 11–13, '11EMDC
 Mar 29–31, '11WMDC
 Jun 21–23, '11EMDC
 Sep 13–15, '11WMDC

**Science, Technology and
 Public Policy Seminar**
 \$5,035
 Feb 7–18, '11EMDC
 Apr 25–May 6, '11WMDC
 Aug 22–Sep 2, '11EMDC

**Senior Executive
 Assessment Program**
 \$6,350
 Dec 6–10, '10WMDC
 Mar 7–11, '11WMDC
 Jun 6–10, '11WMDC
 Sep 12–16, '11WMDC

**Strategic Business Acumen for
 Federal Leaders—Horizons Series**
 \$3,795
 May 2–4, '11FEI

Strategic HR Management
 \$2,575
 Feb 23–25, '11EMDC
 May 25–27, '11WMDC
 Aug 29–31, '11EMDC

SCHEDULE AT A GLANCE

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

Supervisory Development Seminar—Week 1: Fundamentals (Formerly Supervisory Leadership Seminar I—Frontline Supervision)

\$3,350
 Sep 27–Oct 1, '10 WMDC
 Oct 25–29, '10 EMDC
 Nov 29–Dec 3, '10 EMDC
 Jan 24–28, '11 WMDC
 Mar 14–18, '11 EMDC
 Apr 4–8, '11 WMDC
 May 2–6, '11 EMDC
 Jun 20–24, '11 WMDC
 Jul 11–15, '11 EMDC
 Aug 8–12, '11 WMDC
 Aug 22–26, '11 EMDC
 Sep 26–30, '11 EMDC

Supervisory Development Seminar—Week 2: Learning to Lead (Formerly Supervisory Leadership Seminar II—Learning to Lead)

\$3,350
 Oct 4–8, '10 WMDC
 Nov 1–5, '10 EMDC
 Feb 7–11, '11 EMDC
 Mar 21–25, '11 EMDC
 Apr 11–15, '11 WMDC
 May 9–13, '11 EMDC
 Jun 27–Jul 1, '11 WMDC
 Jul 18–22, '11 EMDC
 Aug 15–19, '11 WMDC
 Aug 29–Sep 2, '11 EMDC

Supervisory Development Seminar—Week 2: Learning to Lead—Online (Formerly Supervisory Leadership Seminar II—Learning to Lead—Online)

\$1,750
 Apr 18–May 22, '11 Online

Team Development Seminar I: Team Building (Formerly Team Building and Team Leadership/Leading Work and Project Teams)

\$3,500
 Nov 29–Dec 3, '10 EMDC
 Mar 7–11, '11 EMDC
 May 16–20, '11 EMDC
 Aug 8–12, '11 WMDC

Team Development Seminar II: Team Leadership (Formerly Developing High-Performing Teams/Leading Work and Project Teams)

\$3,500
 Dec 6–10, '10 EMDC
 Mar 14–18, '11 EMDC
 May 23–27, '11 EMDC
 Aug 15–19, '11 WMDC

The Aspen Institute Leading Change in Government Seminar

\$4,100
 Nov 30–Dec 3, '10 FEI

The Constitution and Contemporary Public Sector Leadership—Horizons Series

\$3,795
 Sep 14–16, '11 . . . FEI, Montpelier, VA

The Executive Zenith—Horizons Series

\$4,775
 Sep 21–23, '11 . . . U.S. Military Academy
 West Point, NY

Understanding the 360-Degree Leader

\$2,880
 Sep 12–13, '11 FEI

Women's Leadership Seminar

\$3,500
 Jun 6–10, '11 WMDC

NOTE: FY 2011 tuition rates do not include agency partner discounts. Increases in tuition rates are only to cover regular inflationary costs.



Building High-Performance Organizations
in the 21st Century 42

Collaborating Across
Organizational Boundaries 43

FEI in China: The U.S.-China
Executive Program—Global Series 44

Leaders Growing Leaders 45

Center for Global Leadership Series:
Leadership for a Global Society 46

Leading Across Generations 47

Leading Through Constructive Conflict 48

Leading Strategically:
From Vision to Performance 49

Power Thinking: The Strategies of
Outstanding Leaders 50

Public Sector Leadership:
Vision, Values and Vital Strategies 51

How can Federal executives better prepare their organizations to meet societal challenges? The Federal Executive Institute’s programs in **Organizational Leadership** draw on the expertise of highly skilled and experienced faculty members who are in continuous contact with leaders at the forefront of innovation throughout the Government. They offer a wide range of development opportunities with a common goal: helping executives improve organizational performance.

Our leadership programs help executives lead effectively in settings where a wide range of people, values and viewpoints are not only common but are a key strength of American democracy.

Programs designated as part of our Global Series are based on the premise that success in leading large public organizations requires an understanding of global consequences. The series offers opportunities to examine contemporary questions of public leadership in a global environment.



Building High-Performance Organizations in the 21st Century

Understanding the Theory and Practice of Organizational Change

OVERVIEW

This advanced program offered by the Federal Executive Institute (FEI) is based on three key assumptions:

- You are an expert on your organization because of your years of experience
- You want to lead your organization into a culture of high performance
- You are better able to bring about change when you have a foundation of organizational theory

This program will help you look inside your agency and ask, "How can I move it toward high performance?" You will join 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. Through varied presentations and an intensive small-group format, you will elevate the quality of your interactions with your colleagues and seminar leaders. Faculty will also be available to provide individualized feedback outside of class.

HOW YOU WILL BENEFIT

- Discover why most organizations today need a change in culture to raise their performance level
- Appreciate the critical nature of leadership as the primary "lever" to begin positive organizational change
- Learn 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 equivalents in state, local and international government

COMPETENCIES EMPHASIZED

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

LENGTH & TUITION

4 Days. \$3,740
Tuition includes all educational services, materials, meals and lodging

LOCATION

FEI, Charlottesville, VA

SCHEDULE

Jan 24-27, '11 FEI

Recommended Prior Courses or Experience
Collaborating Across Organizational Boundaries

Building High-Performance Organizations in the 21st Century

Recommended Follow-on Courses or Experience
Leading Strategically: From Vision to Performance

COMPETENCIES EMPHASIZED

- Partnering
- Influencing & Negotiating
- Interpersonal Skills
- Oral Communication
- Continual Learning

LENGTH & TUITION

2 Days. \$2,880
 Tuition includes all educational services, materials, meals and lodging

LOCATION

FEI, Charlottesville, VA

SCHEDULE

Feb 24–25, '11 FEI

Collaborating Across Organizational Boundaries **LEAD**

Identifying and Solving the Problems of Working with Other Organizations

OVERVIEW

As leaders, we sometimes need to expand our perspectives and collaborate with others. Downsized workforces, intractable problems and difficult customers all create an increasing need for teamwork and partnerships. The evidence is all around us; the Federal Executive Institute (FEI) is seeing a trend toward greater cooperation among Federal agencies, with state and local agencies, nonprofits and even private sector companies.

This program will introduce strategies on how organizations can best share resources, decision-making and ownership of the final product or service. We will address key questions of trust, differing administrative structures and cultures, and the egos and turf issues that often get in the way of cooperative efforts. Collaborating Across Organizational Boundaries will give you the framework, tools and confidence to create change through proactive collaboration.

HOW YOU WILL BENEFIT

- Identify the many ways successful collaboration will benefit your organization
- Learn how other agencies are succeeding through collaboration and which “speed bumps” have slowed their progress
- Develop strategies for anticipating and dealing with the issues you will face while collaborating
- Create and apply a tested framework for implementing successful collaboration in your agency

WHO SHOULD ATTEND

SES members, GS-15s and their equivalents in state, local and international government



Recommended Prior Courses or Experience Building High-Performance Organizations in the 21st Century	Collaborating Across Organizational Boundaries	Recommended Follow-on Courses or Experience Leading Strategically: From Vision to Performance
--	--	--

FEI in China: The U.S.-China Executive Program— Global Series **LEAD NEW**

Traveling to China for Policy Sessions and Discussions with Government Leaders

OVERVIEW

The FEI in China program offers senior Federal leaders an opportunity to travel to Beijing for an educational exchange of information with peers from the government of China. You will engage in off-the-record discussions with Chinese officials on policies relating to the military, energy, environment, space and food. Topics will be tailored to the interests of participants to the extent possible.

The 11-day experience, which begins with an overview in Washington, D.C., provides insight into Chinese governance, including the:

- Structure of the Chinese state
- Role of the Communist Party
- Impact “New Actors” are having on public policy

Other topics include the role of the media and the way information is communicated in China, and China’s military goal of attaining a “Lean and Effective Deterrent” conducive to economic development and its implications for the rest of the world.

FEI in China is a partnership between FEI and Johns Hopkins University (JHU) and offers graduate academic credit through Johns Hopkins University’s Advanced Academic Program. Sessions in China are held at Tsinghua University’s Center for US-China Relations in Beijing.

HOW YOU WILL BENEFIT

- Learn how the Chinese government develops new policies to respond to internal and external change
- Gain new insights into China’s defense planning
- Build a network of Federal executives who have international responsibilities
- Experience open discussions with peers in the Chinese government

WHO SHOULD ATTEND

Federal executives who need to understand current Chinese policies, how policy is formed and future implications for the U.S.

COMPETENCIES EMPHASIZED

- External Awareness
- Partnering
- Political Savvy
- Strategic Thinking
- Influencing/Negotiating

LENGTH & TUITION

11 Days. \$12,500
Tuition includes all educational services and materials, airfare to China, and food and lodging in China.

LOCATIONS

Washington, DC,
Beijing, China

SCHEDULE

Apr 6–16, ‘11. . . . Washington,
Beijing



Recommended Prior Courses or Experience
Leadership for a Global Society—Global Series

FEI in China: The U.S.-China Executive Program—
Global Series

Recommended Follow-on Courses or Experience
The Aspen Institute
Leading Change in Government Seminar

COMPETENCIES EMPHASIZED

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

LENGTH & TUITION

3 Days. \$3,250
 Tuition includes all educational services, materials, meals and lodging

LOCATION

FEI, Charlottesville, VA

SCHEDULE

Jul 25–27, '11. FEI

Leaders Growing Leaders

Building Your Organization by Developing Leaders at Every Level

OVERVIEW

Developing new, imaginative approaches to managing succession is critical to successful human capital management. This program prepares you to grow new leaders in your organization—a central task of leadership that is drawing increased Presidential and Congressional focus and is included in the General Accounting Office’s list of high-risk Federal activities. The impending retirement of a large number of senior executives is further intensifying this interest.

The Leaders Growing Leaders program at the Federal Executive Institute (FEI) will help you understand the leadership gap and develop innovative approaches to cultivating new leaders in your organization. It draws on years of research that clearly demonstrates that leaders are 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 equivalents in state, local and international government



Leadership for a Global Society—Global Series **LEAD**

Leading Your Organization in an Interconnected World

OVERVIEW

As a Federal leader, you must address the international implications of 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 program offered by the Federal Executive Institute (FEI), 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 best practices in dealing with issues having international implications, and the negotiation and teamwork skills that have proven to be the most effective in global interactions.

Focusing on political and economic realities, you will deepen your understanding of these factors through case studies, small-group exercises and discussions. These skills will help you examine and understand the shared values as well as the conflicting priorities that shape our world.

HOW YOU WILL BENEFIT

- Understand the institutional structure of international relations
- Recognize the global issues critical to your organization's mission
- Appreciate the importance of global considerations in day-to-day decision-making
- Learn to balance your responsibilities with the international issues affecting them
- 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 equivalents in state, local and international government

COMPETENCIES EMPHASIZED

- External Awareness
- Political Savvy
- Strategic Thinking
- Influencing/Negotiating
- Partnering

LENGTH & TUITION

1 Week. \$4,575
Tuition includes all educational services, materials, meals and lodging

LOCATION

FEI, Charlottesville, VA and Washington, DC

SCHEDULE

May 9–13, '11 FEI



Recommended Prior Courses or Experience

Leading Strategically From Vision to Performance

Center for Global Leadership Series:
Leadership for a Global Society

Recommended Follow-on Courses or Experience

Leadership for a Democratic Society

COMPETENCIES EMPHASIZED

- Leveraging Diversity
- Developing Others
- Vision
- Team Building
- Human Capital Management

LENGTH & TUITION

2 Days. \$2,880
 Tuition includes all educational services, materials, meals and lodging

LOCATION

FEI, Charlottesville, VA

SCHEDULE

Jul 28–29, '11. FEI

Leading Across Generations

Use Generational Differences to Improve Your Workplace and Increase Productivity

OVERVIEW

It's no secret that the diversity of today's Federal workforce encompasses a variety of individual characteristics—including the often overlooked area of generational differences. These differences can cause conflict or dysfunction in the workplace, but if they are recognized, understood, valued and leveraged, they can result in greater productivity and harmony.

Four distinct generations are now working together in the Federal workplace:

- Traditionalists (born between 1922–43)
- Baby Boomers (1944–60)
- Generation X (1961–80)
- Millennial (1981–?)

Although these groups share some outlooks and beliefs, each possesses values and attitudes unique to its history and experiences. These values significantly affect the workplace styles, preferences, behaviors and expectations of each generation. The Federal Executive Institute's (FEI) Leading Across Generations program is provocative and interactive. It will help you understand the histories, personalities, strengths and challenges of our four generational groups, while you explore how to lead, manage, recruit and retain colleagues of various ages and experience levels.

HOW YOU WILL BENEFIT

- Understand generational cohorts 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 the differing work styles 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 equivalents in state, local and international government



Leading Through Constructive Conflict **LEAD**

Leveraging the Inevitable to Build Your Organization

OVERVIEW

Through this program, the Federal Executive Institute (FEI) offers you a new way of thinking about conflict management. Instead of formal processes such as arbitration, mediation or negotiation, this program presents 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 Conflict Management Executive Core Qualification for the Senior Executive Service.

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

HOW YOU WILL BENEFIT

- Examine your behavior in conflict situations and explore how it impacts others
- Understand your styles 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 equivalents in state, local and international government

COMPETENCIES EMPHASIZED

- Conflict Management
- Leveraging Diversity
- Creativity & Innovation
- Team Building
- Influencing/Negotiating

LENGTH & TUITION

3 Days. \$3,250
Tuition includes all educational services, materials, meals and lodging

LOCATION

FEI, Charlottesville, VA

SCHEDULE

Apr 4-6, '11 FEI

Recommended Prior Courses or Experience

Executive Communication Skills:
Leading the Process of Change

Leading Through Constructive Conflict

Recommended Follow-on Courses or Experience

A Leader's Guide to Developing Resilience

COMPETENCIES EMPHASIZED

- Strategic Thinking
- External Awareness
- Entrepreneurship
- Influencing & Negotiating
- Accountability

LENGTH & TUITION

3 Days. \$3,250
 Tuition includes all educational services, materials, meals and lodging

LOCATION

FEI, Charlottesville, VA

SCHEDULE

Mar 9–11, '11 FEI

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 change. Unfortunately, “wondering what went wrong” is an all-too-frequent follow-up. How do high-performing organizations identify and complete the vital steps between planning and implementation?

This program offered by the Federal Executive Institute (FEI) provides practical skills for leaders in rapidly changing environments. Through large- and small-group discussions and exercises, you will identify changes your organization must undertake to realize its vision. You will also learn the best ways to develop, communicate and refresh your organizational vision by engaging your staff, then focusing on methods to evaluate performance on each goal as the change initiative progresses.

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 equivalents in state, local and international government



Power Thinking: The Strategies of Outstanding Leaders

Effective Thinking to Improve Organizational Performance

OVERVIEW

A recent study identified substantial differences among outstanding leaders, but noted that they all possess superior thinking ability, which allows them to reach sound decisions and solve complex problems quickly and effectively. Power Thinking: The Strategies of Outstanding Leaders helps you develop these useful skills and habits. By sharpening your thinking, you'll learn to react positively to innovation, respond quickly to challenges and design and implement new initiatives.

This program has helped executives from other organizations, ranging from the U.S. Federal Reserve to the Army War College, from Merrill Lynch to IBM. It begins with the Yale Assessment of Thinking, an instrument administered to more than 50,000 professionals, which provides confidential information on thinking effectiveness. You'll learn to interpret the results and understand what they mean for you, then focus on the three dimensions of thinking: reasoning, insight and self-knowledge. While each component of the discussion begins with you, it is also linked to improved organizational performance.

HOW YOU WILL BENEFIT

- Understand why you should enhance your thinking skills
- Assess your current thinking proficiencies and identify those that could be improved
- Learn ways to improve your thinking level
- Increase organizational performance by helping others to think more effectively

WHO SHOULD ATTEND

SES members, GS-15s and their equivalents in state, local and international government

COMPETENCIES EMPHASIZED

- Creativity & Innovation
- Decisiveness
- Entrepreneurship
- Problem Solving
- Strategic Thinking

LENGTH & TUITION

2 Days. \$2,880
Tuition includes all educational services, materials, meals and lodging

LOCATION

FEI, Charlottesville, VA

SCHEDULE

Oct 7-8, '10 FEI



Recommended Prior Courses or Experience

Building High-Performance Organizations in the 21st Century

Power Thinking: The Strategies of Outstanding Leaders

Recommended Follow-on Courses or Experience

Public Sector Leadership: Vision, Values and Vital Strategies

COMPETENCIES EMPHASIZED

- External Awareness
- Partnering
- Political Savvy
- Strategic Thinking
- Influencing/Negotiating

LENGTH & TUITION

1 Week. \$7,995
 Tuition includes all educational services, materials, meals and lodging

LOCATION

San Diego, CA

SCHEDULE

Aug 22–26, '11
 San Diego, CA

Public Sector Leadership: Vision, Values and Vital Strategies

Sustaining Public Service in an Era of Change

OVERVIEW

Leading effectively in the public sector is a challenge that requires a full array of flexible and up-to-date strategies for success. This rigorous program will provide you with a powerful set of new approaches for understanding and leading change in 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 off-site benchmarking trips.

The agenda and learning approach are informed by FEIs widely acclaimed Leadership for a Democratic Society program. The Public Sector Leadership program addresses each of the Office of Personnel Management's Executive Core Qualifications, including:

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

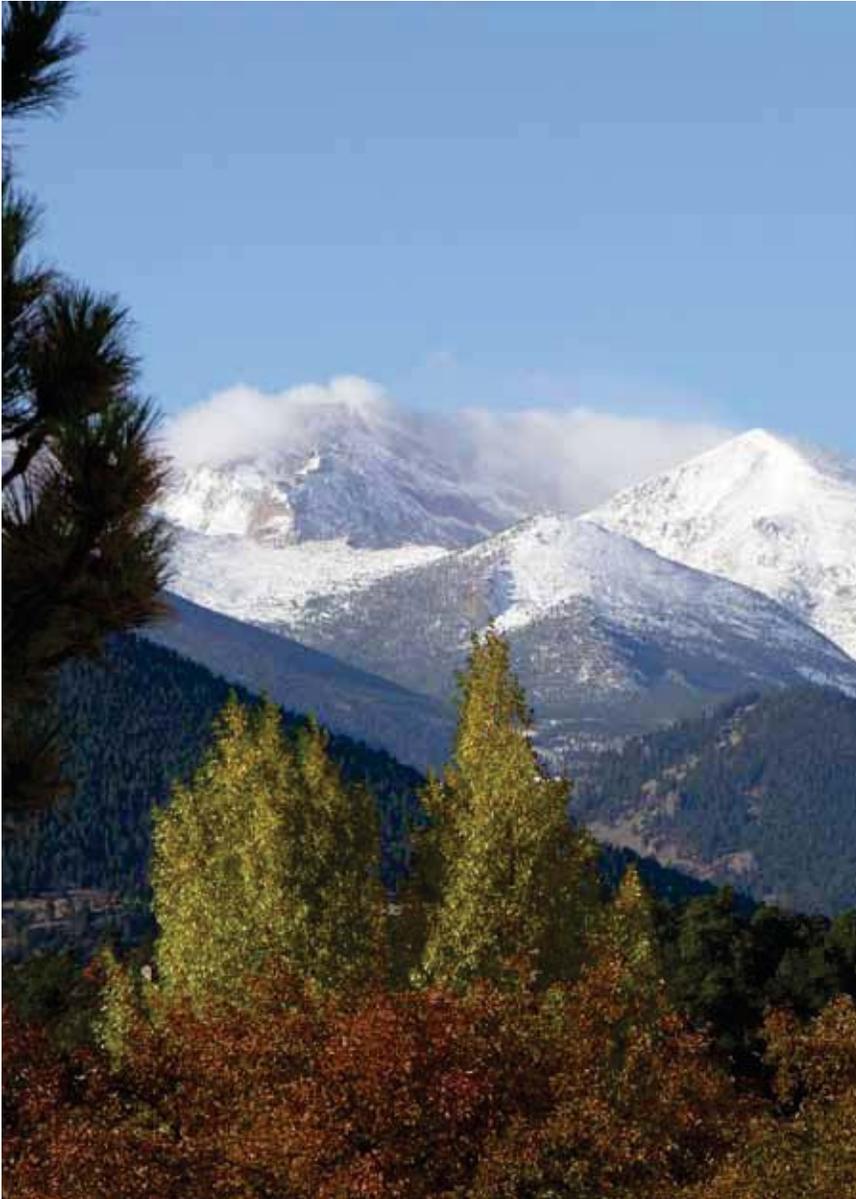
HOW YOU WILL BENEFIT

- Revisit and refine your personal leadership vision
- Explore the critical role that personal, organizational and political values play in effective leadership and change
- Develop vital strategies focused on creating a world-class workplace that achieves high levels of performance for the American people

WHO SHOULD ATTEND

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





FEI's **Horizons Series** is specifically designed for experienced GS-15s and members of the Senior Executive Service (SES), focusing on pressing issues of the day while drawing on the lessons of the past. Like the nation we serve, the Horizons Series is founded on a strong and invigorating sense of public service and core Constitutional values. Within that key framework you will join with FEI faculty, distinguished guest speakers and peers from across Government to expand your leadership horizon by exploring the latest thinking in the field of leadership and learning new ways of leading effectively in the challenging public environment that defines the SES.

A Cosmic Experience for Executives— Horizons Series	53
Leadership in Chaos and Crisis— Horizons Series	54
Strategic Business Acumen for Federal Leaders— Horizons Series	55
The Constitution and Contemporary Public Sector Leadership—Horizons Series.....	56
The Executive Zenith—Horizons Series	57



COMPETENCIES EMPHASIZED

- Flexibility
- Resilience
- Decisiveness
- Problem Solving
- Influencing/Negotiating

LENGTH & TUITION

6 Days. \$7,995
 Tuition includes all educational services, materials, meals and lodging

LOCATION

U.S. Space and Rocket Center, Huntsville, AL

SCHEDULE

Oct 24–29, '10
 U.S. Space & Rocket Center, Huntsville, AL

A Cosmic Experience for Executives— Horizons Series **NEW**

Leadership Through a Space Shuttle Simulation

OVERVIEW

Having the confidence to perform under pressure, think through complex problems, take decisive action and rally your team toward a common goal are all traits of extraordinary leaders. This one-of-a-kind program utilizes multifaceted simulations, individual and group activities and real-time situational analysis to evaluate your leadership skills, as it builds on a solid foundation of human space flight experience and 40 years of Federal Executive Institute (FEI) knowledge.

Located at the U.S. Space and Rocket Center in Huntsville Alabama, this multi-day learning experience will challenge the boundaries of your leadership ability. You will be immersed in a dynamic Space Shuttle simulation using state-of-the-art equipment used to train astronauts for demanding missions in space. You'll learn about NASA's best practices in agency-level crisis planning and attend a leadership briefing by a prominent astronaut. The program also features a behind-the-scenes NASA facility tour.

HOW YOU WILL BENEFIT

- Develop your understanding of shared leadership with an emphasis on collective mission focus
- Practice your ability to make strategic-level decisions under tightly controlled, time sensitive deadlines
- Test your ability to solve problems rapidly while under pressure and working within the group structure of a peer level team
- Gain new insights into your ability to influence outcomes in a complex and dynamically changing situation
- Learn valuable lessons on the importance of leadership during critical times from leading NASA officials and a former Apollo astronaut

WHO SHOULD ATTEND

FEI's Horizon Series is designed for Federal leaders who are SES members, have a minimum of two years experience at the GS-15 level, senior military officers and state/local/international counterparts

Because of FEI's emphasis on interagency networks and building a vibrant learning community, participants will be selected to represent the fullest range of the Federal sector possible



Leadership in Chaos and Crisis—Horizons Series **NEW**

(formerly “Lost” for Leaders)

Testing Your Leadership Approach in a Survival Situation

OVERVIEW

In times of chaos and crisis, even the best leaders can falter and fail. This seminar focuses on strategic thinking in the real world of senior Federal leaders—a dangerous world of crisis, chaos and constant change. The program challenges you to engage with and depend on others. The Federal Executive Institute’s (FEI) approach to this critical topic emphasizes that understanding, awareness and experiential activities—coupled with reflection—lead to personal growth, effective leadership and practical applications for your organization.

Designed for leaders at the Senior Executive Service (SES) and GS-15 level, this brief, focused seminar is based at FEI and the Mountain Shepherd Wilderness Survival School. Following classroom discussions on the key elements of crisis leadership at FEI’s Charlottesville, VA campus, you will head outdoors for an intense survival situation. Your scenario: a downed aircraft in unfamiliar wilderness terrain. Your challenge: demonstrate leadership during a crisis by drawing upon your own experience as well as the effective action planning gained from Leadership in Chaos and Crisis.

HOW YOU WILL BENEFIT

- Develop and understand your personal leadership style in challenging, time-sensitive situations
- Learn the principles of effective decision making under pressure
- Explore stress, resilience and the 3 “Cs” of crisis leadership
- Be better positioned to respond nimbly and strategically to organizational crisis
- Appreciate the dynamics and advantages of teamwork during times of chaos and crisis
- Understand the utility and application of negotiation, conflict resolution and resiliency
- Examine the personal and psychological aspects of crisis leadership

WHO SHOULD ATTEND

FEI’s Horizon Series is designed for Federal leaders who are SES members, have a minimum of two years experience at the GS-15 level, senior military officers and state/local/international counterparts

Because of FEI’s emphasis on interagency networks and building a vibrant learning community, participants will be selected to represent the fullest range of the Federal sector possible

COMPETENCIES EMPHASIZED

- Creativity/Innovation
- Resilience
- Team Building
- Decisiveness
- Partnering

LENGTH & TUITION

3 Days. \$3,995
Tuition includes all educational services, materials, meals and lodging

LOCATIONS

FEI, Charlottesville, VA and
Roanoke, VA

SCHEDULE

Apr 27–29, ‘11 FEI,
Roanoke, VA

Recommended Prior Courses or Experience

The Constitution and Contemporary Public Sector Leadership—Horizons Series

Leadership in Chaos and Crisis—Horizons Series (formerly “Lost” for Leaders)

Recommended Follow-on Courses or Experience

The Executive Zenith—Horizons Series

COMPETENCIES EMPHASIZED

- Financial Management
- Human Capital Management
- Technology Management
- Strategic Thinking
- Accountability

LENGTH & TUITION

3 Days. \$3,795
 Tuition includes all educational services, materials, meals and lodging

LOCATION

FEI, Charlottesville, VA

SCHEDULE

May 2–4 FEI

Strategic Business Acumen for Federal Leaders **NEW**

Using Financial, Human Capital and Technology Management to Support Your Agency’s Mission

OVERVIEW

As a senior leader in the Federal Government, you’re frequently immersed in issues calling for expert knowledge of financial, human capital and technology management. The Strategic Business Acumen for Federal Leaders course lets you take that expertise to the next level by using your resources in these areas as part of your strategy for meeting your agency’s mission. This rigorous three-day course goes beyond the standard MBA approach to focus on business acumen in the U.S. Government as only the Federal Executive Institute (FEI) can.

You will begin each day with a lively discussion of state-of-the-art approaches to Federal financial planning and execution, including procurement; human capital, from recruitment to succession planning; and technology that supports your key initiatives. Then you will work with simulations, case studies and team projects as you make the concepts your own and plan to implement them in your agency.

Throughout the program, conversations with your peers, both supportive and challenging, will test and deepen your understanding. You will return to your office with a support group of colleagues in other agencies to call on when you face the business-related opportunities and crises that are often part of Federal leadership.

HOW YOU WILL BENEFIT

- Enhance your ability to manage human, financial and information resources strategically
- Gain new insights on linking your human capital, financial and information management to the accomplishment of your agency’s mission
- Recognize how the possibilities and challenges of Federal financial processes, workforce development and technology affect you and your stakeholders
- Interact with peers at the highest level of the Federal Government as you learn best practices
- Expand your peer network to include colleagues in other agencies who you can call on for support and assistance

WHO SHOULD ATTEND

FEI’s Horizon Series is designed for Federal leaders who are SES members, have a minimum of two years experience at the GS-15 level, senior military officers and state/local/international counterparts

Because of FEI’s emphasis on interagency networks and building a vibrant learning community, participants will be selected to represent the fullest range of the Federal sector



The Constitution and Contemporary Public Sector Leadership—Horizons Series

Connecting Day-to-Day Work With Our Governmental Framework

OVERVIEW

Each day, senior Federal leaders struggle with leadership challenges with potentially profound implications for their organizations and American society. Their leadership occurs within a context perhaps more demanding than any other: our Constitutional system and democratic society. As leadership researcher and writer Jim Collins noted, “Social sector leaders are not less decisive than business leaders as a general rule; they only appear that way to those who fail to grasp the complex governance and diffuse power structures common to social sectors.”

The Federal Executive Institute’s (FEI) The Constitution and Contemporary Public Sector Leadership program will provide you with an unrivaled opportunity to step back from day-to-day demands, to explore and better understand the unique, challenging milieu in which you operate and seek to excel. Splitting time between FEI’s Charlottesville campus and Montpelier, the home of President James Madison, father of the Constitution, seminar participants will heighten their understanding of the relationship between historical antecedents and their contemporary leadership, while discovering new perspectives and approaches to apply in their organizations.

HOW YOU WILL BENEFIT

- Reconnect with the Constitution and concepts of public service and “trusteeship,” and work with key values and issues underlying public sector leadership
- Strengthen leadership skills required for success in leading employees and navigating the career/political interface
- Deepen your cross-agency Senior Executive Service network and your “corporate” sense of the Federal sector
- Enhance your personal “constitution” with new strategies for wellness and resilience

WHO SHOULD ATTEND

FEI’s Horizon Series is designed for Federal leaders who are SES members, have a minimum of two years experience at the GS-15 level, senior military officers and state/local/international counterparts

Because of FEI’s emphasis on interagency networks and building a vibrant learning community, participants will be selected to represent the fullest range of the Federal sector possible

COMPETENCIES EMPHASIZED

- External Awareness
- Conflict Management
- Problem Solving
- Influencing/Negotiating
- Political Savvy

LENGTH & TUITION

3 Days. \$3,795
Tuition includes all educational services, materials, meals and lodging

LOCATIONS

FEI, Charlottesville, VA and Montpelier, VA

SCHEDULE

Sep 14–16, ‘11 FEI, Montpelier, VA



COMPETENCIES EMPHASIZED

- Vision
- Team Building
- Decisiveness
- Influencing & Negotiating
- Strategic Thinking

LENGTH & TUITION

3 Days. \$4,775
 Tuition includes all educational services, materials, meals and lodging

LOCATIONS

U.S. Military Academy,
 West Point, NY

SCHEDULE

Sep 21–23, '11
 U.S. Military Academy
 West Point, NY

The Executive Zenith—Horizons Series

Neuroscience and Leadership Performance

OVERVIEW

The complex demands on today's American public servants make achieving high levels of leadership performance a serious challenge. Designed for senior Federal leaders, this three-day program helps you achieve personal and professional excellence by focusing on and developing your attitude, mental acuity, motivation and commitment.

Jointly presented by the Federal Executive Institute (FEI) and the U.S. Military Academy at West Point's Center for Enhanced Performance, this program will help you explore and practice the intangible but indispensable mental skills that underline peak human performance: confidence despite setbacks; concentration amidst distractions; and composure under stress.

You will draw from leading-edge work in sports psychology and neuroscience to expand the critical skills necessary for developing a positive state of mind. This, in turn, will significantly improve your ability to maximize leadership performance at the upper ranges of your talent—your personal zenith—where you will achieve goals critical to you and your country.

HOW YOU WILL BENEFIT

- Learn how to apply key psychological and neuroscience methods to leadership performance
- Develop mental strength for confidence and success in any endeavor under any circumstance
- Gain attention control and increase pattern recognition and problem solving ability
- Increase adaptive thinking, mental agility and self-regulation
- Apply leading-edge, goal-setting methods to specific individual and organizational goals

WHO SHOULD ATTEND

FEI's Horizon Series is designed for Federal leaders who are SES members, have a minimum of two years' experience at the GS-15 level, senior military officers and state/local/international counterparts

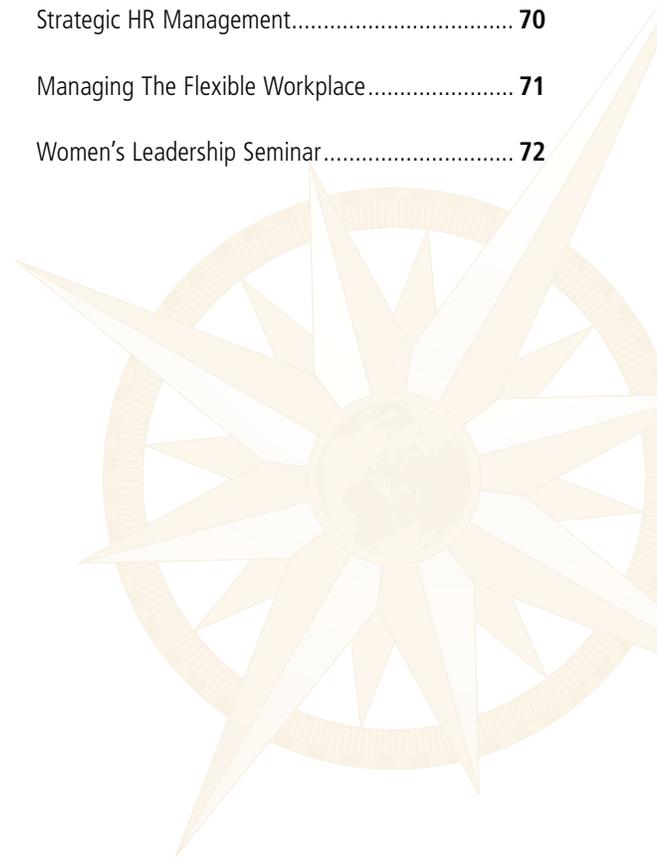
Because of FEI's emphasis on interagency networks and building a vibrant learning community, participants will be selected to represent the fullest range of the Federal sector possible





Coaching and Mentoring for Excellence.....	59
Communicating Face to Face.....	60
Conflict Resolution Skills.....	61
Crisis Leadership Workshop.....	62
Developing Customer-Focused Organizations.....	63
Effective Writing in the Federal Government: Leading with the Written Word.....	64
Facilitation Skills for Leaders.....	65
Leadership Competencies: Preparing for the Next Step.....	66
Leadership Skills for Non-Supervisors.....	67
Project Management Principles.....	68
Resiliency Advantage.....	69
Strategic HR Management.....	70
Managing The Flexible Workplace.....	71
Women's Leadership Seminar.....	72

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 be waiting just over the horizon. To help you dispatch these unique impediments to high performance, we have created a selection of **Skill Immersion** courses. You can't avoid team member disputes, but we can teach you how 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 courses can help you keep up with the most recent developments in personnel management, or provide new techniques to help manage your projects more efficiently.



COMPETENCIES EMPHASIZED

- Creativity/Innovation
- Resilience
- Team Building
- Decisiveness
- Partnering

LENGTH & TUITION

1 Week. \$3,750
Tuition includes materials, meals and lodging

LOCATIONS

WMDC, Aurora, CO
Alexandria, VA

COLLEGE CREDITS 

2 SH Upper Level
Baccalaureate or
2 SH Graduate

SCHEDULE

Oct 18–22, '10 WMDC
Jan 31–Feb 4, '11 WMDC
May 16–20, '11
Alexandria, VA
Aug 1–5, '11 WMDC

Coaching and Mentoring for Excellence

Maximizing Employee Development and Performance

OVERVIEW

Increasing demands on the Federal workforce are requiring organizations to perform at higher levels with fewer resources and staff. Developing employees through on-the-job coaching and/or mentoring can increase the organization's capability to succeed by making them more skilled at what they do and more effective in how they choose to get work done.

By combining classroom instruction, small-group interaction and practice sessions, this course will teach you how to effectively develop others through coaching and mentoring approaches. You will learn how to mentor employees when they are facing choices regarding career advancement or professional development. You also will learn the coaching techniques needed to help them master their current position.

Note: To ensure sufficient feedback and practice time, this class is limited to 24 participants.

HOW YOU WILL BENEFIT

- Explore coaching and mentoring as the core tools to help others develop leadership competencies
- Learn the key coaching and mentoring strategies to help employees reach the next level of performance and make good choices on the future direction of their careers
- Learn how to conduct effective coaching or mentoring meeting sessions
- Get feedback on how your coaching skills appear to others
- Discover other people's learning styles so you can coach or mentor more effectively
- Build a plan for continuing 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



Communicating Face to Face **LEAD**

Interpersonal Communication for Workplace Success

OVERVIEW

Whether you are an informal leader or a supervisor with direct reports, communicating face to face is critical to building meaningful workplace relationships. This seminar focuses on developing the skills needed to successfully connect and influence peers, supervisors, employees as well as internal and external stakeholders.

Communicating Face to Face combines presentations and interactive sessions relative to one-on-one communication including listening, inquiring and conveying. You will learn and practice new skills in real-world simulations during small group activities. Plus, a professional communication coach will help you master effective interpersonal communication using video feedback, public sector case studies as well as individual consultation.

HOW YOU WILL BENEFIT

- Recognize and enhance your own communication style
- Study and adopt interpersonal techniques used by great communicators
- Gain confidence by practicing key skills in small group, real-world, relevant simulations
- Practice strategies to defuse intensity during difficult conversations and interactions
- Learn to build rapport with ease

WHO SHOULD ATTEND

Those wishing to master the art of building productive relationships through improved communication and understanding

COMPETENCIES EMPHASIZED

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

LENGTH & TUITION

1 Week. \$4,400
Tuition includes materials, meals and lodging

LOCATIONS

EMDC, Shepherdstown, WV
WMDC, Aurora, CO

SCHEDULE

Nov 16–20, '09. WMDC
Mar 8–12, '10 WMDC
Jun 7–11, '10 WMDC
Aug 2–6, '10 EMDC



Recommended Prior Courses or Experience

Leadership Assessment Program Levels I and II;
Collaborative Leadership Seminar (formerly
Leadership Potential Seminar)

Communicating Face to Face

Recommended Follow-on Courses or Experience

Conflict Resolution Skills

COMPETENCIES EMPHASIZED

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

LENGTH & TUITION

1 Week. \$3,750
 Tuition includes materials, meals and lodging

LOCATIONS

EMDC, Shepherdstown, WV
 WMDC, Aurora, CO
 Alexandria, VA

COLLEGE CREDITS

2 SH Associates or
 2 SH Upper Level
 Baccalaureate

SCHEDULE

Nov 1–5, '10EMDC
 Feb 7–11, '11WMDC
 May 2–6, '11WMDC
 Aug 8–12, '11
 Alexandria, VA

Conflict Resolution Skills LEAD

Effective Approaches to Handling Difficult People or Circumstances

OVERVIEW

Awkward, emotional and tense situations can wreak havoc in the workplace, escalating stress and undermining productivity. In this seminar, you'll learn strategies to help you transform even the most difficult disagreements into productive workplace discussions. These newfound skills will help you facilitate conversations where every participant is heard and acknowledged, and where a mutually acceptable solution satisfies all parties. This practical seminar helps you resolve difficult or uncomfortable situations rather than remaining locked in conflict. The course uses the Crucial Conversations® program from Vital Smarts as a guide, and you will receive a certificate of completion for both this course and Crucial Conversations.

HOW YOU WILL BENEFIT

- Learn to identify and resolve various conflicts through case studies and practices geared toward real-life situations
- Practice proven approaches to conflict resolution, moving from emotional responses to actionable decisions
- Learn how to build and mend relationships after "lose-lose" or "win-lose" situations
- Determine ways you can achieve mutually acceptable results for everyone involved
- Develop strategies for approaching real conflict situations in your organization
- Learn how 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



Crisis Leadership Workshop

Plan for and Respond to the Unexpected

OVERVIEW

Despite great improvements in crisis prevention and strategic management capabilities, actual crises often elude the best of strategic plans. How do you lead when your plans are insufficient, the unexpected occurs or your core values are threatened? How do you respond to unanticipated situations when time is of the essence and planned approaches don't work? Are you equipped to be flexible, to delegate responsibility and marshal resources quickly?

The Crisis Leadership Workshop helps you identify emergency situations, assess your own biases under pressure, manage new information effectively, make informed decisions, and create and lead a crisis team. Through case studies, films, interactive exercises and simulated crises, you will learn to identify your personal strengths in relating to others when you are threatened, as well as how to manage relationships before, during and after a crisis. By sharing your crisis leadership experience with others, you will also develop an invaluable network of colleagues across agencies for ongoing support.

HOW YOU WILL BENEFIT

- Learn to assess different models of decision-making for appropriate crisis resolution in a wide range of settings and contexts
- Hone your skills in formulating objectives and strategies under pressure and for complex situations
- Learn to organize and lead a crisis management team, marshal resources and make informed, ethical decisions
- Develop strategic approaches for analyzing information in high-pressure situations and managing risk
- Adapt and develop your team-building, development and decision-making abilities for the demands of a crisis situation
- Guard against counterproductive, "groupthink" decisions that often emerge when groups are under extreme pressure
- Identify personal strengths when threatened and learn how to manage relationships with all relevant stakeholders before, during and after a crisis

WHO SHOULD ATTEND

Executives and managers at all organizational levels

COMPETENCIES EMPHASIZED

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

LENGTH & TUITION

1 Week. \$3,500
Tuition includes materials, meals and lodging

LOCATIONS

EMDC, Shepherdstown, WV
WMDC, Aurora, CO

COLLEGE CREDITS

2 SH Upper Level
Baccalaureate or
2 SH Graduate

SCHEDULE

Nov 1–5, '10EMDC
Mar 21–25, '11EMDC
May 2–6, '11WMDC
Aug 1–5, '11EMDC



COMPETENCIES EMPHASIZED

- Customer Service
- Public Service Motivation
- Human Capital Management
- Accountability
- Partnering

LENGTH & TUITION

1 Week. \$3,500
Tuition includes materials, meals and lodging

LOCATIONS

EMDC, Shepherdstown, WV
WMDC, Aurora, CO

COLLEGE CREDITS

2 SH Graduate

SCHEDULE

Nov 15–19, '10WMDC
May 23–27, '11EMDC
Aug 22–26, '11EMDC

Developing Customer-Focused Organizations

Creating Value in Citizen-Centered Government

OVERVIEW

To meet Government’s growing responsibilities in the 21st century, Federal managers must generate maximum public value, working flexibly, effectively and with the agility of the best businesses in the private sector. As a Government leader, your charge is to improve value while keeping up with the latest challenges and demands. You must be entrepreneurial in your outlook and in your practice, always striving for continuous improvement in your customer service.

While this course focuses on critical customer-service tactics, it also explores the vital skills of planning, implementing and sustaining strategic change to better manage citizen engagement. Using cutting-edge business practices and the latest public service research, you will learn how to cultivate strong customer relationships to make your organization customer-focused.

Developing Customer-Focused Organizations will show you how to deliver real value while keeping pace with ongoing challenges, responsibilities and expectations. All these insights will come through thought-provoking discussions, simulations and projects, giving you the hands-on experience you need to work across cultures and provide citizens with seamless, high-value service.

HOW YOU WILL BENEFIT

- Learn to be customer-focused and why it matters in Government
- Incorporate cutting-edge business research and practice in the creation of public service value
- Develop a factual understanding of who your customers are and how to gauge their expectations
- Define the core assets on which to build your customer-focused organization
- Explore the employee-customer link and understand the impact of this research for your organization
- Learn how to engage employees to serve the customer mission
- Examine the drivers of customer engagement and employ in real-world situations
- Learn the rational and emotional elements of customer relationships
- Develop valid and informing performance measurement strategies, understanding the role of the PART (Program Assessment Rating Tool) in the context of customer service
- Understand how to build key linkages and effective partnerships that enable multi-channel, cross-government customer service
- Synthesize cutting-edge customer service strategies to create a world-class customer experience

WHO SHOULD ATTEND

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



Effective Writing in the Federal Government: Leading with the Written Word **LEAD**

Learn to Write with Purpose

OVERVIEW

The ability to prepare clear, concise documents that advocate a position or advance a goal is an essential leadership skill in the Federal Government. Whether you have to produce budget justifications, Congressional testimony, performance plans or any number of other documents, each one requires a different style of writing, and your success depends on your ability to master these various formats. In this seminar, experts will review and critique your work. Instructors will teach you how to use an outline to efficiently compose a document, and how to write powerfully and persuasively for specific audiences. They'll also offer concrete suggestions for how to continue polishing and improving your writing after you've returned to the workplace.

Effective Writing teaches you the important craft of writing different types of Federal documents, helping you to clearly understand your targeted audiences and what format is most effective in conveying your message and meaning.

HOW YOU WILL BENEFIT

- Understand basic writing methods that stress the importance of outlines and orderly composition structure
- Write with more precision, meaning, purpose and style
- Reinforce the key elements of effective communication techniques
- Develop confidence in your writing and improve your productivity
- Strengthen critical writing skills that will help you gain necessary support from your peers, team members and superiors

WHO SHOULD ATTEND

Public service leaders at any level who are interested in improving their writing skills and potential within the Federal Government

COMPETENCIES EMPHASIZED

- Written Communication
- Influencing/Negotiating
- Political Savvy
- Strategic Thinking
- Technology Management

LENGTH & TUITION

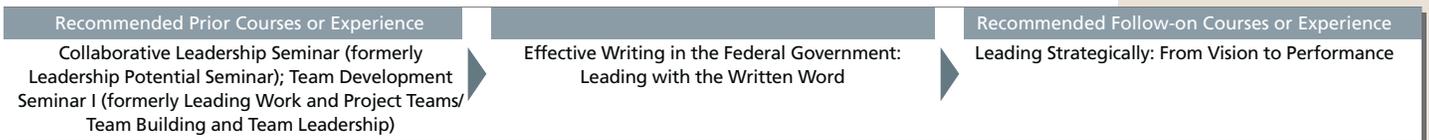
4 Days. \$3,750
Tuition includes materials, meals and lodging

LOCATIONS

EMDC, Shepherdstown, WV
WMDC, Aurora, CO

SCHEDULE

Oct 4-7, '10 WMDC
Nov 15-18, '10 EMDC
Mar 28-31, '11 EMDC
Apr 25-28, '11 EMDC
Jun 27-30, '11 WMDC



COMPETENCIES EMPHASIZED

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

LENGTH & TUITION

1 Week. \$3,550
Tuition includes materials, meals and lodging

LOCATIONS

EMDC, Shepherdstown, WV
WMDC, Aurora, CO

COLLEGE CREDITS 

2 SH Lower Level
Baccalaureate

SCHEDULE

Dec 6–10, '10 WMDC
Jan 31–Feb 4, '11 WMDC
Mar 28–Apr 1 EMDC
Jun 20–24, '11 EMDC
Aug 29–Sep 2, '11 WMDC

Facilitation Skills for Leaders

(formerly Facilitative Leadership Seminar)

Making Workgroups, Teams and Organizations More Effective

OVERVIEW

Today's Government leaders need more advanced facilitation and collaboration skills to inspire groups to smoothly move from diverse, sometimes-contrary perspectives to actionable results. This course shares time-tested facilitation skills used to develop and maintain effective group processes and optimize the contributions of others.

You'll learn the essential team-building methods of dialogue, questioning, finding consensus, problem solving, decision making and action planning. Participants are encouraged to bring their toughest real-life work challenges to class for discussion, so valuable techniques shared during the seminar can be immediately transferable to the workplace. Success at mastering facilitative skills will be measured through a combination of self-assessment, practice sessions, exploratory discussions and feedback from instructors and participants, ensuring a varied, engaging and useful learning experience.

HOW YOU WILL BENEFIT

- Help workgroups, teams and organizations achieve greater effectiveness
- Learn to identify, diagnose and resolve interpersonal behaviors that may be undermining your team or workgroup's success
- Experiment with innovative, problem-solving solutions
- Develop decision-making processes that can generate commitment and successful implementation
- Increase team collaboration, cooperation and performance

WHO SHOULD ATTEND

Managers, supervisors, facilitators, team leaders and project managers



Leadership Competencies: Preparing for the Next Step **LEAD**

Developing and Communicating Leadership Competencies

OVERVIEW

Advance your professional impact and accelerate your career as a public sector leader in this interactive course that focuses on developing your leadership competencies. In Leadership Competencies, you will have the opportunity to test and demonstrate your on-the-job abilities, and then seek ways to hone your skills even further.

Benchmark your current abilities using OPM's 360-degree Competency Assessment instrument and feedback. Then, using the Challenge, Context, Action and Results model, you will learn strategies for setting goals and improving your competence as a public sector leader. The culmination of this experience will be a summary presentation where you will share your insights with your colleagues.

HOW YOU WILL BENEFIT

- Understand more thoroughly how to develop your abilities in leadership competencies
- Develop a methodology for communicating abilities using the Challenge, Context, Action and Results format
- Construct personalized action plans for continued development

WHO SHOULD ATTEND

Public service leaders who desire to move into senior manager or Senior Executive Services (SES) positions

COMPETENCIES EMPHASIZED

- Strategic Thinking
- Partnering
- Creativity/Innovation
- Flexibility
- Entrepreneurship

LENGTH & TUITION

1 Week. \$3,950
Tuition includes materials, meals and lodging

LOCATIONS

EMDC, Shepherdstown, WV
WMDC, Aurora, CO

SCHEDULE

Nov 15–19, '10EMDC
Feb 14–18, '11EMDC
Apr 4–8, '11WMDC
Aug 15–19, '11EMDC



Recommended Prior Courses or Experience

Management Development Seminar I
(formerly Seminar for New Managers)

Leadership Competencies:
Preparing for the Next Step

Recommended Follow-on Courses or Experience

Executive Development Seminar

COMPETENCIES EMPHASIZED

- Interpersonal Skills
- Influencing/Negotiating
- Integrity/Honesty
- Flexibility
- Resilience

LENGTH & TUITION

1 Week. \$3,750
Tuition includes materials, meals and lodging

LOCATIONS

EMDC, Shepherdstown, WV
WMDC, Aurora, CO

COLLEGE CREDITS 

3 SH Lower Level
Baccalaureate

SCHEDULE

Nov 1–5, '10EMDC
Dec 13–17, '10WMDC
Jan 10–14, '11EMDC
Feb 7–11, '11WMDC
Feb 28–Mar 4, '11EMDC
Apr 18–22, '11WMDC
May 9–13, '11WMDC
Jul 11–15, '11WMDC
Aug 1–5, '11WMDC
Sep 12–16, '11EMDC
Sep 26–30, '11WMDC

Leadership Skills for Non-Supervisors

Lead and Influence as a Person not a Position

OVERVIEW

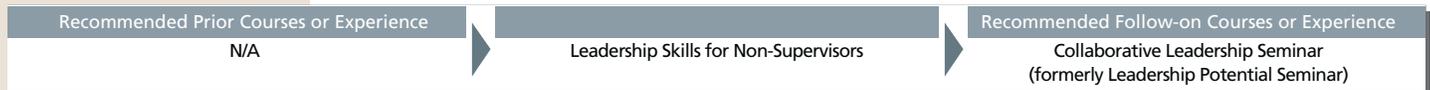
How can you influence others when the need arises, even if you don't have formal authority? This intensive seminar is designed for individuals who are not in supervisory or managerial positions but hold key leadership roles in their organizations or are interested in assuming such a role in the future. You'll develop informal leadership skills to influence your colleagues and advance your organization's performance and productivity. Through hands-on, experiential exercises, assessments, and frameworks/models, you will create an integrated development plan that matches your organization's needs with individual achievement and success.

HOW YOU WILL BENEFIT

- Discover and test effective models for leadership success
- Understand the importance of person-to-person influence, versus position-to-position authority
- Develop values-based leadership practices
- Facilitate groups more effectively
- Cultivate the art of positive interpersonal dynamics and communication
- Learn to influence others by increasing personal awareness of individual differences

WHO SHOULD ATTEND

Individuals who are not currently formal supervisors or managers but fulfill a variety of leadership roles in their organizations at all levels. Also for those individuals who aspire to serve in such roles in their organization



Project Management Principles LEAD

Constructing a Foundation for Successful Project Management

OVERVIEW

Project Management Principles (PMP) will set you apart as a skilled leader in today's increasingly project-driven workplace, providing you with the business, communication and leadership skills needed to manage projects to achieve organizational goals.

An intensive, five-day program, this course illuminates the project leadership equation by providing a solid foundation in project management principles, specialized tools and best and current practices used by experienced project managers. You will learn and apply key concepts about managing a project, such as scope management, chartering, work breakdown, scheduling, accountability, communication planning, earned value, risk evaluation and Critical Path Method (CPM).

Using a classic project management model, you will synthesize your learning and gain operational experience by presenting a real world project plan—all under the guidance of certified project managers and expert facilitators. The curriculum is aligned with the internationally recognized Project Management Institute's Body of Knowledge (PMBOK), which serves as the guide to key terms and in-depth process descriptions.

HOW YOU WILL BENEFIT

- Understand project management based on the PMBOK, which is provided
- Apply project management tools to improve project planning and implementation
- Demonstrate effective team behavior and the importance of team membership
- Construct and present a basic project plan incorporating key seminar concepts
- 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

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

LENGTH & TUITION

1 Week. \$3,500
Tuition includes materials, meals and lodging

LOCATIONS

EMDC, Shepherdstown, WV
WMDC, Aurora, CO

COLLEGE CREDITS

2 SH Upper Level
Baccalaureate

SCHEDULE

Nov 1–5 '10 WMDC
Apr 18–22, '11 WMDC
Jun 6–10, '11 EMDC
Aug 22–26, '11 EMDC

Recommended Prior Courses or Experience

N/A

Project Management Principles

Recommended Follow-on Courses or Experience

Team Development Seminars I and II (formerly Team Building and Team Leadership/Leading Work and Project Teams/Developing High-Performing Teams)

COMPETENCIES EMPHASIZED

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

LENGTH & TUITION

3 Days. \$2,575
Tuition includes materials, meals and lodging

LOCATIONS

EMDC, Shepherdstown, WV
WMDC, Aurora, CO

SCHEDULE

Nov 16–18, '10EMDC
Jan 11–13, '11EMDC
Mar 29–31, '11WMDC
Jun 21–23, '11EMDC
Sep 13–15, '11WMDC

Resiliency Advantage **LEAD**

Developing Resiliency in Yourself and Your Workforce

OVERVIEW

Federal leaders are being pressured to do more with less today, all while adapting to rapid and significant change in all areas of Government. In the past, Government executives and managers learned ways to cope with stress on their own, and the new science of resiliency psychology can help you develop strengths for your unique circumstances.

This innovative seminar will show you how to develop the five levels of resiliency, while also learning how to be flexible, thrive during times of constant change and increase the adaptability of your workforce. A lively and interactive course, you'll be encouraged to offer suggestions for the topics emphasized.

HOW YOU WILL BENEFIT

- Learn to bounce back from unexpected difficulties and gain strength from challenging experiences
- Study how to manage disruptive change with emotional competence
- Manage with questions rather than instructions
- Help your teams become change proficient and develop attitudes of professionalism for every situation
- Assist survivors of downsized agencies to remain committed to the organization

WHO SHOULD ATTEND

Decision-makers at all organizational levels, including senior executives, managers and team leaders



Strategic HR Management **LEAD**

A Key to Organization Transformation

OVERVIEW

The most important element in transforming an organization is its human capital, or people, according to the U.S. Government Accountability Office. As one charged with developing or executing your agency's human capital plan, this course will help you gain new strategies for attracting, developing and retaining quality employees.

You will learn how to use OPM's Federal Human Capital Assessment and Accountability Framework (HCAAF) to plan, guide and measure your human capital efforts. Case studies from Federal agencies will provide you with knowledge of best practices from those with direct experience. You will also develop your own action plan to support your human capital initiatives when you return to the office.

HOW YOU WILL BENEFIT

- Understand the HCAAF and its critical role in achieving organizational effectiveness
- Explore a model that will help you assess and monitor your agency's human capital efforts and develop measurable performance goals
- Learn from other Federal agencies' efforts through case studies
- Address specific human capital challenges, such as succession planning
- Develop your own action plan for achieving specific goals

WHO SHOULD ATTEND

Federal managers and senior human resources managers responsible for developing and/or executing a human capital plan

COMPETENCIES EMPHASIZED

- Human Capital Management
- Strategic Thinking
- Problem Solving
- Accountability

LENGTH & TUITION

3 Days. \$2,575
Tuition includes materials, meals and lodging

LOCATIONS

EMDC, Shepherdstown, WV
WMDC, Aurora, CO

SCHEDULE

Feb 23–25, '11EMDC
May 25–27, '11WMDC
Aug 29–31, '11EMDC

Recommended Prior Courses or Experience

Dynamics of Public Policy Seminar

Strategic HR Management

Recommended Follow-on Courses or Experience

Leaders Growing Leaders; Leading Across Generations

COMPETENCIES EMPHASIZED

- Interpersonal Skills
- Leveraging Diversity
- Influencing/Negotiating
- Public Service Motivation
- Continual Learning

LENGTH & TUITION

3 Days. \$2,575
Tuition includes materials, meals and lodging

LOCATIONS

EMDC, Shepherdstown, WV
WMDC, Aurora, CO

COLLEGE CREDITS

3 SH Graduate

SCHEDULE

Feb 23–25, '11EMDC
Apr 27–29, '11WMDC
Sep 7–9, '11EMDC

Managing the Flexible Workplace

(formerly Supervising and Managing Teleworkers and Other Nontraditional Work Arrangements)

Getting Results in the Nontraditional Workplace

OVERVIEW

In today's Government, more and more people are taking advantage of flexible work arrangements that allow work to get done in locations other than the traditional office. Agencies are meeting staffing needs with employees who work "virtually" a large percentage of their time and are dispersed across several locations. This creates the unique challenge of effectively managing a mix of remote workers, teleworkers and on-site workers. This seminar will provide strategies for managing for results in this new reality.

Through instruction and sharing best practices, you will acquire strategies and methods that support performance regardless of where the employee sits. You'll learn how to overcome the concerns that flexible work arrangements mean twice as much work for you the manager and explore how these arrangements affect how you manage your entire workgroup. As you consider how to make objective decisions about the use of these arrangements, you'll gain tactics for setting realistic expectations for your entire work unit to achieve sustainable results.

HOW YOU WILL BENEFIT

- Explore the drivers for the flexible workplace and the Administration's and Congress's expectations about alternative work arrangements
- Learn guidelines and procedures for establishing flexible work arrangements in your work unit
- Understand the factors that create a performance based yet flexible workplace
- Apply performance management principles and techniques for a results based workplace
- Create specific strategies for applying learned techniques to your workplace

WHO SHOULD ATTEND

Managers and supervisors who want to acquire tools, tips and tactics to effectively manage nontraditional work arrangements

Managers and supervisors who provide support and oversight to in office and remote staff

Recommended Prior Courses or Experience

Supervisory Development Seminars I and II (formerly Supervisory Leadership Seminars I and II); Management Development Seminar I (formerly Seminar for New Managers); Management Development II

Managing the Flexible Workplace (formerly Supervising and Managing Teleworkers and Other Nontraditional Work Arrangements)

Recommended Follow-on Courses or Experience

Crisis Leadership Workshop; Conflict Resolution Skills; Coaching and Mentoring for Excellence

Women’s Leadership Seminar LEAD

Understanding Women as Federal Leaders

OVERVIEW

Although 44 percent of the professional employees in the Executive Branch are women, only 29 percent of the Senior Executive Service is female. The Women’s Leadership Seminar was developed to prepare women for leadership positions in Government. The seminar explores the myths and facts about women leaders and helps you understand the challenges, concerns and trade-offs unique to being a woman in a leadership role.

By examining organizational cultures, emotional intelligence, unwritten rules and strategies for overcoming barriers, you will discover your own leadership style. The Women’s Leadership Seminar also features senior women leaders in Federal service who will help you understand how to be a good leader in Government and to exhibit courage when needed. The seminar features small workgroups where you put leadership theory into action by developing plans for improving your leadership effectiveness on the job.

HOW YOU WILL BENEFIT

- Examine the challenges women face at work through research and experience
- Analyze diverse leadership styles, practices and models
- Learn from other senior women in Government
- Strengthen your emotional intelligence and interpersonal skills
- Recognize the unwritten rules of organizational cultures and how to overcome barriers
- Work within a small group to build an action plan for leadership success and support others during the implementation
- Demonstrate what it takes to put leadership theory into action

WHO SHOULD ATTEND

Managers, supervisors, team leaders and others with leadership responsibilities who are interested in understanding and improving personal leadership skills and effectiveness

COMPETENCIES EMPHASIZED

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

LENGTH & TUITION

1 Week. \$3,500
Tuition includes materials, meals and lodging

LOCATION

WMDC, Aurora, CO

COLLEGE CREDITS

2 SH Graduate

SCHEDULE

Jun 6–10, '11 WMDC



Recommended Prior Courses or Experience

Collaborative Leadership Seminar (formerly Leadership Potential Seminar); Supervisory Development Seminars I and II (formerly Supervisory Leadership Seminars I and II); Leadership Assessment Program Levels I and II

Women’s Leadership Seminar

Recommended Follow-on Courses or Experience

Management Development Seminar (formerly Seminar for New Managers) Management Development Seminar II; Executive Development Seminar; Senior Executive Assessment Program

ALPHABETICAL COURSE INDEX

COURSE	PAGE	COURSE	PAGE
A Cosmic Experience for Executives NEW	53	Leading Through Constructive Conflict LEAD	48
A Leader's Guide to Developing Resilience	33	Managing the Flexible Workplace (formerly Supervising and Managing Teleworkers and Other Nontraditional Work Arrangements) LEAD	71
Building High-Performance Organizations in the 21st Century	42	Management Development Seminar I: Leading from the Middle (formerly Seminar for New Managers) LEAD	18
Center for Global Leadership Series: Leadership for a Global Society LEAD	46	Management Development Seminar I: Leading from the Middle—Online (formerly Seminar for New Managers (Online)) LEAD	19
Coaching and Mentoring for Excellence LEAD	59	Management Development Seminar II: Leading Organizations LEAD	20
Collaborating Across Organizational Boundaries LEAD	43	National Security Policy Seminar	29
Collaborative Leadership Seminar: Working with Others (formerly Leadership Potential Seminar) LEAD	12	Performance Budgeting Seminar	30
Communicating Face to Face LEAD	60	Power Thinking: The Strategies of Outstanding Leaders	50
Conflict Resolution Skills LEAD	61	Project Management Principles LEAD	68
Crisis Leadership Workshop LEAD	62	Public Sector Leadership: Vision, Values and Vital Strategies	51
Developing Customer-Focused Organizations LEAD	63	Resiliency Advantage LEAD	69
Dynamics of Public Policy Seminar LEAD	25	Science, Technology and Public Policy Seminar LEAD	31
Effective Writing in the Federal Government LEAD	64	Senior Executive Assessment Program LEAD	10
Environmental Policy Issues Seminar LEAD	26	Strategic Business Acumen for Federal Leaders NEW	55
Executive Communication Skills: Leading the Process of Change LEAD	34	Strategic HR Management LEAD	70
Executive Development Seminar: Leading Change LEAD	21	Supervisory Development Seminar I: Fundamentals (formerly Supervisory Leadership Seminar Week I: Frontline Supervision)	15
Executive Development Seminar: Blended Course LEAD	22	Supervisory Development Seminar II: Learning to Lead (formerly Supervisory Leadership Seminar Week II: Learning to Lead).	16
Facilitation Skills for Leaders (formerly Facilitative Leadership) LEAD	65	Supervisory Development Seminar II: Learning to Lead-Online (formerly Supervisory Leadership Seminar Week II: Learning to Lead—Online) LEAD	17
Federal Budgetary Policies and Processes Seminar LEAD	27	Team Development Seminar I: Team Building (formerly Team Building and Team Leadership and Leading Work and Project Teams) NEW	13
Federal Regulatory Policy Seminar LEAD	28	Team Development Seminar II: Team Leadership (formerly Developing High Performance Teams and Leading Work and Project Teams) NEW	14
FEI in China: The U.S.-China Executive Program— Global Series NEW	44	The Aspen Institute Leading Change in Government Seminar	35
Leaders Growing Leaders	45	The Constitution and Contemporary Public Sector Leadership.	56
Leadership Assessment Program Level I LEAD	8	The Executive Zenith	57
Leadership Assessment Program Level II LEAD	9	Understanding the 360-Degree Leader	36
Leadership in Chaos and Crisis (formerly "Lost" for Leaders) NEW	54	Women's Leadership Seminar LEAD	72
Leadership Competencies: Preparing for the Next Step LEAD	66		
Leadership for a Democratic Society LEAD	23		
Leadership Skills for Non-Supervisors LEAD	67		
Leading Across Generations	47		
Leading Strategically: From Vision to Performance.	49		



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

NEW New courses are marked with this symbol.

LEAD Courses designed specifically to meet requirements of the LEAD Certificate Program feature this symbol.

3 EASY WAYS TO REGISTER

Registration for our courses is remarkably simple. Register online, pay with a Government Purchase Card. Sign a single document to complete the transaction and have the funds transferred. Use your own agency-specific procurement forms. We'll use our Federal sector expertise to provide the solutions you need, when you need them and without a protracted contracting process.



1. Register Online

at the secure Leadership website:
www.leadership.opm.gov

Initiate your course registration online with your Government Purchase Card payment, the fastest way to reserve your space.

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 courses at the Federal Executive Institute or Management Development Centers.

-or-



3. Contact a Representative Customer Service Office

(Mention Priority Code CAT11)

Toll Free: 888-676-9632

Phone: 304-870-8008

Fax: 304-870-8078

TDD/TTY: 304-870-8066

Email: register@opm.gov

Note: Registration for the **Leadership for a Democratic Society** program is by nomination only. For information about the nomination process, please contact the Federal Executive Institute.

PHONE: 434-980-6232

TDD/TTY 434-980-6299

EMAIL: 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 course or session of equal value may be approved up to four weeks prior to the start date of the course. However, your agency will be billed for the original course 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 for all our programs. However, because our programs receive no appropriated funds, tuition for some programs are subject to change. Visit our website at www.leadership.opm.gov to confirm rates, or call us at the numbers listed above.

FAX-BACK/MAIL-IN FORM

PROMOTION CODE: CAT11

THE FEDERAL EXECUTIVE INSTITUTE
LEADERSHIP FOR A DEMOCRATIC SOCIETY
SUBMIT YOUR REGISTRATION THROUGH
YOUR AGENCY TRAINING OFFICER
Questions? 434-980-6200

FOR MANAGEMENT DEVELOPMENT CENTER
PROGRAMS AND FOR CONTINUING DEVELOPMENT
PROGRAMS FOR EXECUTIVES AT FEI
Questions? 304-870-8008 or 888-676-9632
Fax back to 304-870-8078

FIRST COURSE CHOICE

COURSE NAME _____
COURSE CODE (IF KNOWN) _____
COURSE DATE _____

SECOND COURSE CHOICE

COURSE NAME _____
COURSE CODE (IF KNOWN) _____
COURSE DATE _____

PARTICIPANT INFORMATION

FULL FIRST NAME _____ MIDDLE INITIAL _____ FULL LAST NAME _____
JOB (SERIES) TITLE _____
SES OR GS GRADE LEVEL (IF OTHER THAN GS GIVE EQUIVALENT) _____
AGENCY _____
PARENT ORGANIZATION _____
MAILING ADDRESS _____
CITY _____ STATE _____ ZIP _____
OFFICE PHONE _____ OFFICE FAX _____
EMAIL ADDRESS _____ NICKNAME _____
HOME ADDRESS _____
CITY _____ STATE _____ ZIP _____ HOME PHONE _____

SPECIAL ACCOMMODATIONS

PHYSICALLY CHALLENGED _____
 SPECIAL DIETARY NEEDS _____

TUITION BILLING INFORMATION

AGENCY TRAINING FORM (SF-182, DD-1556, MIPR, OTHER)
 GOVERNMENT PURCHASE CARD (VISA OR MASTERCARD)
 AGENCY PARTNER # _____

* 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.

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, DC, FEI is removed from the constant interruptions of daily work. The modern 14-acre campus is in the heart of a bustling university community surrounded by beautiful woods and rolling hills.

Participants stay in comfortable private guest rooms and enjoy complete food and beverage services. Courses are presented in fully equipped, on-site classrooms. Recreational amenities include the Alumni Fitness Center. In addition to the Susan B. Anthony Library, there is quiet space for walking, relaxing and conversing. All facilities used for programs are accessible to persons with disabilities. Charlottesville is surrounded by natural and historic attractions and is near the homes 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, DC.

Nestled in the Blue Ridge Mountains above the Potomac River, Shepherdstown, once considered as a site for the Nation's capital, balances its past with the future by blending history, education, culture and recreation in a way that attracts a diverse and vibrant population. 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.

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.

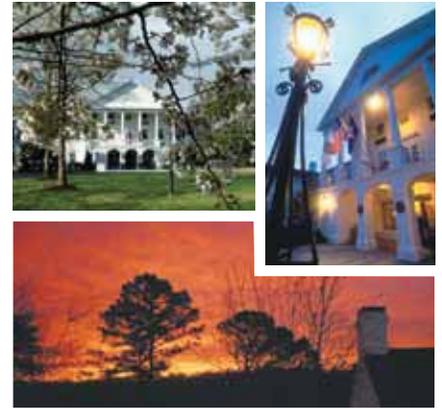
WESTERN MANAGEMENT DEVELOPMENT CENTER (WMDC)

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.

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

Additionally, the city 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.



UNITED STATES OFFICE OF PERSONNEL MANAGEMENT

Customer Service Office

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

TDD/TTY: 304-870-8066

Fax: 304-870-8078

e-mail: register@opm.gov



www.leadership.opm.gov

United States Office of Personnel Management
HR Solutions
239 Lowe Drive
Shepherdstown, WV 25443