

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT

**CATALOG**  
**OCTOBER 2011 – SEPTEMBER 2012**

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



*Great Leaders for Great Government*



## 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.

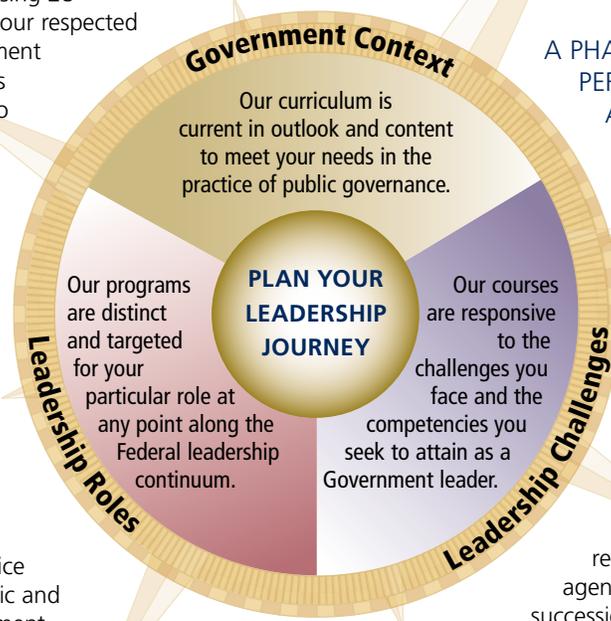
**Our Approach:** We have a public service orientation grounded in the latest public and private research on leadership development. We integrate policy and public governance into the development of effective leadership practices. Our training speaks the language and shares the values and concepts of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

### THE CORE LEADERSHIP CURRICULUM CONTINUUM

The Core Leadership Curriculum Continuum offers intense, transformational classes that build on each other and offer insight into the increasing complexity of Government service as you move along your Leadership Journey.



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](http://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](http://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](mailto:lead@opm.gov)

**WEBSITE:** [www.leadership.opm.gov](http://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
<b>Project/Team Lead</b>  (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
<b>Supervisor</b>  (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
<b>Manager</b>  (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
<b>Executive</b>  (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

# Schedule at a Glance

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

## A Leader's Guide to Developing Resilience

\$3,000

Sep 19–21, '12 . . . . .FEI

## Building High-Performance Organizations in the 21st Century

\$3,700

Jan 31–Feb 3, '12 . . . . .FEI

## Coaching and Mentoring for Excellence

\$3,750 / \$3,250 Alexandria

Oct 24–27, '11 . . . . .WMDC

Jan 30–Feb 2, '12 . . . . .WMDC

May 14–17, '12 . . . . .EMDC

Jul 30–Aug 2, '12 . . . . Alexandria, VA

## Coaching Skills for Federal Executives

\$3,200

May 9–11, '12 . . . . .FEI

## Collaborating Across Organizational Boundaries

\$3,000

Mar 15–16, '12 . . . . .FEI

## Collaborative Leadership Seminar

\$5,150

Oct 17–28, '11 . . . . .EMDC

Mar 12–23, '12 . . . . .EMDC

Apr 16–27, '12 . . . . .EMDC

Apr 30–May 11, '12 . . . . .WMDC

Jun 18–29, '12 . . . . .EMDC

Jul 16–27, '12 . . . . .WMDC

Jul 30–Aug 10, '12 . . . . .EMDC

Sep 10–21, '12 . . . . .WMDC

## Communicating Face to Face

\$4,400

Jan 23–26, '12 . . . . .EMDC

Mar 5–8, '12 . . . . .WMDC

Aug 20–23, '12 . . . . .EMDC

Sep 24–27, '12 . . . . .WMDC

## Conflict Resolution Skills

\$3,750 / \$3,250 Alexandria

Oct 31–Nov 3, '11 . . . . .EMDC

Feb 6–9, '12 . . . . . Alexandria, VA

May 21–24, '12 . . . . . Alexandria, VA

Aug 27–30, '12 . . . . .WMDC

## Crisis Leadership Workshop

\$3,500

Mar 5–9, '12 . . . . .EMDC

May 21–25, '12 . . . . .WMDC

Aug 20–24, '12 . . . . .EMDC

## Developing Customer-Focused Organizations

\$3,500

May 14–18, '12 . . . . .EMDC

Aug 27–31, '12 . . . . .EMDC

Sep 24–28, '12 . . . . .WMDC

## Dynamics of Public Policy Seminar

\$5,035

Nov 28–Dec 8, '11 . . . . .EMDC

Sep 17–27, '12 . . . . .EMDC

## Effective Writing in the Federal Government: Leading with the Written Word

\$3,750

Nov 7–10, '11 . . . . .EMDC

Feb 27–Mar 1, '12 . . . . .EMDC

Jun 4–7, '12 . . . . .WMDC

Sep 24–27, '12 . . . . .EMDC

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](http://www.leadership.opm.gov) to confirm rates, dates and locations, or call our Customer Service Office at 888-676-9632.

## Engaging and Encouraging Employees **NEW**

\$2,575

Nov 15–17, '11 . . . . .EMDC

Apr 24–26, '12 . . . . .EMDC

## Environmental Policy Issues Seminar

\$5,035

Aug 6–16, '12 . . . . .EMDC

## Executive Communication Skills: Leading the Process of Change

\$4,600

Nov 14–18, '11 . . . . .FEI

## Executive Development Seminar: Leading Change

\$6,000

Oct 17–27, '11 . . . . .EMDC

Dec 5–15, '11 . . . . .EMDC

Jan 23–Feb 2, '12 . . . . .EMDC

Mar 12–22, '12 . . . . .EMDC

Apr 16–26, '12 . . . . .EMDC

Jun 11–21, '12 . . . . .WMDC

Jul 9–19, '12 . . . . .EMDC

Aug 6–16, '12 . . . . .WMDC

Sep 10–20, '12 . . . . .EMDC

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## Executive Development Seminar—Blended

\$3,000

Apr 30–Jul 9, '12 . . . . . Online  
Jul 16–18, '12 . . . . . In-residence WMDC

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## Extraordinary Leadership

\$2,950

May 21–25, '12 . . . . . EMDC  
Jul 30–Aug 3, '12 . . . . . WMDC

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## Facilitation Skills for Leaders

\$3,550

Feb 13–17, '12 . . . . . EMDC  
May 21–25, '12 . . . . . EMDC  
Aug 27–31, '12 . . . . . WMDC

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## Federal Budgetary Policies and Processes Seminar

\$5,035

Apr 9–19, '12 . . . . . EMDC

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## Federal Regulatory Policy Seminar

\$2,675

Jun 4–8, '12 . . . . . EMDC

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

\$12,500

Oct 12–22, '11.. Washington, D.C., Beijing (Tentative)

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## Government Performance Measurement and Management **NEW**

\$3,200

Sep 19–21, '12 . . . . . Washington, D.C.

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

\$5,600

Oct 31–Nov 4, '11 . . . . . EMDC  
Feb 6–10, '12 . . . . . EMDC  
Apr 2–6, '12 . . . . . EMDC  
Jun 25–29, '12 . . . . . EMDC  
Aug 27–31, '12 . . . . . WMDC

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## Leadership Assessment Program—Level II for Supervisors and Managers

\$5,350

Nov 28–Dec 2, '11 . . . . . WMDC  
Feb 27–Mar 2, '12 . . . . . EMDC  
Apr 30–May 4, '12 . . . . . WMDC  
Jun 11–15, '12 . . . . . EMDC  
Sep 17–21, '12 . . . . . WMDC

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## Leadership Competencies: Preparing for the Next Step

\$3,950

Nov 14–18, '11 . . . . . EMDC  
Jun 11–15, '12 . . . . . EMDC  
Aug 13–17, '12 . . . . . EMDC

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## Leadership for a Democratic Society

\$19,500

Oct 23–Nov 18, '11 . . . . . FEI  
Nov 27–Dec 9, '11  
and Mar 4–16, '12 . . . . . FEI  
Jan 8–Feb 3, '12 . . . . . FEI  
Feb 5–Mar 2, '12 . . . . . FEI  
Mar 25–Apr 6  
and Jun 17–29, '12 . . . . . FEI  
Apr 15–May 11, '12 . . . . . FEI  
Jun 3–15, '12  
and Sep 9–21, '12 . . . . . FEI  
Jul 8–Aug 3, '12 . . . . . FEI  
Aug 5–31, '12 . . . . . FEI  
Sep 23–Oct 19, '12 . . . . . FEI

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## Leadership for a Global Society—Center for Global Leadership Series

\$4,600

May 14–18, '12 . . . . . FEI

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## Leadership Skills for Non-Supervisors

\$3,750 / \$3,250 CA or TX

Nov 14–17, '11 . . . . . WMDC  
Dec 12–15, '11 . . . . . EMDC  
Mar 26–29, '12 . . . . . EMDC  
Apr 23–26, '12 . . . . . CA or TX  
May 21–24, '12 . . . . . WMDC  
Jul 23–26, '12 . . . . . CA or TX  
Aug 6–9, '12 . . . . . WMDC  
Sep 24–27, '12 . . . . . EMDC

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## Leading Across Generations

\$3,000

May 7–8, '12 . . . . . FEI

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## Leading Individual and Organizational Change **NEW**

\$3,200

Jun 4–6, '12 . . . . . FEI

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## Leading Strategically: From Vision to Performance

\$3,200

Mar 12–14, '12 . . . . . FEI

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## Leading Through Constructive Conflict

\$3,200

Apr 2–4, '12 . . . . . FEI

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## Management Development Seminar I: Leading from the Middle

\$5,035

Sep 26–Oct 6, '11 . . . . . WMDC  
 Nov 28–Dec 8, '11 . . . . . EMDC  
 Feb 6–Feb 16, '12 . . . . . EMDC  
 Mar 19–29, '12 . . . . . WMDC  
 Apr 23–May 3, '12 . . . . . WMDC  
 Jun 4–14, '12 . . . . . EMDC  
 Jul 9–19, '12 . . . . . WMDC  
 Aug 6–16, '12 . . . . . EMDC  
 Sep 10–20, '12 . . . . . EMDC  
 Sep 24–Oct 4, '12 . . . . . WMDC

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## Management Development Seminar II: Leading Organizations

\$5,300

Oct 31–Nov 10, '11 . . . . . EMDC  
 Jan 23–Feb 2, '12 . . . . . EMDC  
 Apr 9–19, '12 . . . . . WMDC  
 Apr 30–May 10, '12 . . . . . EMDC  
 Jun 18–28, '12 . . . . . EMDC  
 Jul 23–Aug 2, '12 . . . . . WMDC  
 Aug 20–30, '12 . . . . . EMDC  
 Sep 10–20, '12 . . . . . WMDC

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## Managing Performance Seminar

\$1,650

Feb 28–Mar 1, '12 . . . . . Washington, D.C.  
 Jun 19–21, '12 . . . . . Washington, D.C.

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## Managing the Flexible Workplace

\$2,575

Apr 10–12, '12 . . . . . EMDC  
 Jul 10–12, '12 . . . . . EMDC  
 Sep 25–27, '12 . . . . . WMDC

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## National Security Policy Seminar

\$5,035

Apr 30–May 10, '12 . . . . . EMDC

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## Performance Budgeting Seminar

\$2,575

Nov 7–9, '11 . . . . . EMDC  
 Apr 10–12, '12 . . . . . EMDC

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## Polarity Leadership: Managing Complexity, Change and Conflict

\$3,000

Oct 31–Nov 2, '11 . . . . . Washington, D.C.

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## Power Thinking: The Strategies of Outstanding Leaders

\$3,000

Oct 24–25, '11 . . . . . FEI

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## Project Management Principles

\$3,500

Nov 14–18, '11 . . . . . EMDC  
 Apr 2–6, '12 . . . . . WMDC  
 Jun 4–8, '12 . . . . . EMDC  
 Aug 6–10, '12 . . . . . WMDC

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

\$4,600

Sep 9–12, '12 . . . . . Philadelphia, PA

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## Resiliency Advantage

\$2,575 / \$1,850 Washington, D.C.

Nov 7–9, '11 . . . . . EMDC  
 Mar 20–22, '12 . . . . . EMDC  
 Jun 19–21, '12 . . . . . WMDC  
 Jul 17–19, '12 . . . . . Washington, D.C.  
 Sep 11–13, '12 . . . . . WMDC

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## Science, Technology and Public Policy

\$5,035

Mar 12–22, '12 . . . . . EMDC  
 Jul 16–26, '12 . . . . . EMDC

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## Senior Executive Assessment Program

\$6,350

Dec 5–9, '11 . . . . . WMDC  
 Mar 5–9, '12 . . . . . WMDC  
 Jun 4–8, '12 . . . . . WMDC  
 Sep 10–14, '12 . . . . . WMDC

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## Strategic HR Management

\$1,600

May 22–24, '12 . . . . . Washington, D.C.

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## Supervisory Development Seminar I: Fundamentals

\$3,350

Oct 17–21, '11 . . . . . WMDC  
 Oct 24–28, '11 . . . . . EMDC  
 Nov 28–Dec 2, '11 . . . . . EMDC  
 Mar 26–30, '12 . . . . . EMDC  
 Apr 23–27, '12 . . . . . WMDC  
 May 14–18, '12 . . . . . EMDC  
 Jun 18–22, '12 . . . . . WMDC  
 Jul 16–20, '12 . . . . . EMDC  
 Aug 13–17, '12 . . . . . WMDC  
 Sep 10–14, '12 . . . . . EMDC

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## Supervisory Development Seminar II: Learning to Lead

\$3,350

Oct 31–Nov 3, '11 . . . . .EMDC  
 Dec 5–8, '11 . . . . .EMDC  
 Apr 2–5, '12 . . . . .EMDC  
 May 21–24, '12 . . . . .EMDC  
 Jun 25–28, '12 . . . . .WMDC  
 Jul 23–26, '12 . . . . .EMDC  
 Aug 20–23, '12 . . . . .WMDC  
 Sep 17–20, '12 . . . . .EMDC

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## Supervisory Development Seminar II: Learning to Lead—Online

\$1,750

Jul 23–Aug 24, '12 . . . . .Online

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## Team Development Seminar I: Team Building

\$3,500

Nov 14–18, '11 . . . . .EMDC  
 Jan 23–27, '12 . . . . .EMDC  
 Mar 26–30, '12 . . . . .WMDC  
 Jul 30–Aug 3, '12 . . . . .WMDC

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## Team Development Seminar II: Team Leadership

\$3,500

Nov 28–Dec 2, '11 . . . . .EMDC  
 Jan 30–Feb 3, '12 . . . . .EMDC  
 Apr 2–6, '12 . . . . .WMDC  
 Aug 6–10, '12 . . . . .WMDC

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## The Aspen Institute Executive Seminar

\$4,600

Nov 28–Dec 2, '11 . . . . .FEI

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## The Aspen Institute Global Seminar **NEW**

\$4,600

Jul 9–13, '12 . . . . .FEI

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## The Constitution and Contemporary Public Sector Leadership

\$3,600

Jun 25–27, '12 . . . . .FEI

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## Understanding the 360-Degree Leader

\$3,000

Oct 26–27, '11 . . . . .FEI

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## Women's Leadership Seminar

\$3,500

Feb 6–10, '12 . . . . .EMDC  
 Jun 25–29, '12 . . . . .WMDC

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## Working with Congress for Federal Executives **NEW**

\$3,000

Oct 3–5, '11 . . . . . Washington, D.C.

NOTE: FY 2012 tuition rates do not include agency partner discounts. Increases in tuition rates are only to cover regular inflationary costs.



## A Leader's Guide to Developing Resilience

Successful leaders sustain their initiatives by adapting to new circumstances and innovating at critical moments. This seminar helps you to establish your purpose as a leader and serve as an agent of change when faced with challenges.

- Explore the power of resilience in a world of change.
- Establish your personal strategy for maintaining your focus, intensity and persistence as a leader.
- Study and apply research findings on the impact of empowering leadership perspectives.



### Take on High-Risk Challenges with Grace

This three-day seminar provides you with the tools to cultivate your sense of possibility, perspective and optimism—for yourself and for the people who rely on your guidance in moments that test your leadership skills.

In this hands-on program, you will study the importance of resilience in times of change through a dynamic array of leadership development exercises. You'll also learn about cutting-edge tools and strategies to apply on the job.

#### EXECUTIVE DEVELOPMENT

##### COMPETENCIES

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

##### DATES & LOCATIONS

September 19–21, 2012

At the Federal Executive Institute  
in Charlottesville, VA

The FEI facility is located  
in a campus setting near the  
University of Virginia and  
the Blue Ridge Mountains,  
approximately two hours  
southwest of Washington, DC.

For information on presenters and  
day-to-day schedules, please go to  
[www.leadership.opm.gov](http://www.leadership.opm.gov)



## Register Now for A Leader's Guide to Developing Resilience

This seminar is designed for SES members, GS-15s, and their equivalents in state, local and international government.

### Inspire Others as a Resilient Leader

- Outline and embody your purpose as a leader
- Apply research findings concerning the impact of influential perspectives
- Design ongoing personal strategies to strengthen your focus and resilience
- Create a map for managing and maintaining strategic partnerships

#### TUITION

\$3,000

Tuition includes all educational services, materials, meals and lodging.

#### RECOMMENDED PRIOR COURSE

Leading Through Constructive Conflict

#### SUGGESTED FOLLOW-ON COURSES

Public Sector Leadership: Vision, Values and Vital Strategies

**For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)**

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## Three Ways to Register

### 1. Register Online at [www.leadership.opm.gov](http://www.leadership.opm.gov)

Initiate course registration with your Government Purchase Card payment, the fastest way to reserve your space. Use your own agency-specific procurement forms. Once we have received your payment, you will receive confirmation within two business days.

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## Building High-Performance Organizations in the 21st Century

Federal leaders are pressured these days to sustain high-performing organizations in times of unprecedented change. This seminar helps experienced leaders like you learn to take the reins and live up to expectations to build high-performance organizations in the 21st century.

- Integrate your experience and knowledge of your organization with effective organizational theory to transform your agency.
- Learn how your organization can more effectively deliver high-quality products and services, outstanding customer value and sound financial performance.
- Identify the organizational strategies and systems that can impede change, and learn to use them as catalysts for improving performance.



### Create a Shared Organizational Vision, Cultivate High Performance

Through varied presentations and group discussions, this seminar will explore the importance of developing and articulating a shared vision for the organization, and how commonly held values can play an important role in building performance.

#### ORGANIZATIONAL LEADERSHIP

##### COMPETENCIES

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

##### DATES & LOCATIONS

January 31–February 3, 2012

At the Federal Executive Institute in Charlottesville, VA

The FEI facility is located in a campus setting near the University of Virginia and the Blue Ridge Mountains, approximately two hours southwest of Washington, DC.

For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)



## Register Now for the Building High-Performance Organizations in the 21st Century Seminar

This course is designed for Senior Executive Service (SES) members, GS-15s and their equivalents in state, local and international government. Specifically, those with years of experience in their organizations who want to lead their agencies into a culture of high performance with a foundation in organizational theory will benefit from this seminar.

### Understanding the Theory and Practice of Organizational Change

- Delve into why most organizations today need a change in culture to raise their performance level.
- Explore the important role of leadership in initiating organizational change.
- Learn the importance of developing and articulating a shared vision in your organization.
- Understand how commonly held organizational values can play a central role in performance building.
- Identify organizational strategies, structures and systems that current inhibit change, and learn to use these as catalysts to transform your agency.

#### TUITION

\$3,700

Tuition includes all educational services, materials, meals and lodging.

#### RECOMMENDED PRIOR COURSE

Collaborating Across Organizational Boundaries

#### SUGGESTED FOLLOW-ON COURSE

Leading Strategically: From Vision to Performance

For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)

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## Coaching and Mentoring for Excellence

Increasing demands on the Federal workforce are requiring organizations to perform at higher levels with fewer resources and staff. Whether guiding employees to learn skills through on-the-job coaching or mentoring employees through change and transition, coaching and mentoring can improve an organization's ability to succeed. This seminar explores how to use these important tools to help others develop both technically and as leaders in order to improve their organization's overall performance.

- Explore coaching and mentoring as core tools to help others develop leadership skills.
- Receive feedback on how your coaching skills appear to others.
- Build a plan for continuing your development as a coach or mentor.



### Maximize Employee Development and Performance

Helping employees develop their leadership competencies can increase your organization's success by making them more skilled at what they do and more effective at choosing the right methods to get their jobs done well.

#### SKILL IMMERSION

##### COMPETENCIES

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

##### ACADEMIC CREDIT

2 upper level Baccalaureate or 2 Graduate credits may be available upon completion.

##### DATES & LOCATIONS

May 14–17, 2012

At the Eastern Management Development Center in Shepherdstown, WV

This training facility is 70 miles from Washington, DC in the Blue Ridge Mountains above the Potomac River.

October 24–27, 2011

January 30–February 2, 2012

At the Western Management Development Center in Aurora, CO

This facility offers a campus-style learning environment convenient to both Denver and the majestic Rocky Mountains.

July 30–August 2, 2012

At the Hilton Alexandria Old Town in Alexandria, VA

Nestled in the heart of Old Town Alexandria, the Hilton is minutes from Washington, D.C. and is just steps from the nearby King Street Metro station on the system's blue and yellow lines.

For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)

*“This program is a step toward progress in allowing high-level managers to share their values and commitment to public service and help direct and mold future leaders.”*

## Register Now for the Coaching and Mentoring for Excellence Seminar

This seminar is designed for anyone in a position to coach or mentor other employees, formally or informally. Other beneficiaries are managers or supervisors who may coach or mentor within their agency's succession plan, or who want to develop others on their staff.

In 2012, the course will be held in Shepherdstown, West Virginia, Alexandria, Virginia and Aurora, Colorado. Attendees will leave with a greater understanding of how to effectively strengthen their co-workers' skills and performance through coaching and mentoring.

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

## Develop Your Staff to Their Full Leadership Potential

Through classroom instruction, small-group interaction and practice sessions, this seminar will teach you how to coach and mentor employees who are facing choices regarding career advancement, or need guidance in mastering their current positions through professional development :

- Examine coaching and mentoring as the core tools to help others develop leadership competencies.
- Learn key coaching and mentoring strategies to help employees reach the next level of performance and make productive choices concerning the direction of their careers.
- Understand how to conduct effective coaching or mentoring meeting sessions.
- Receive feedback on how your coaching skills appear to others.
- Explore 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.

*“The program gave me tools to do my job more effectively. I am committed to performing my supervisory responsibilities to the best of my ability.”*

### TUITION

\$3,750

Tuition at the EMDC and WMDC locations includes materials, meals and lodging. The cost of food and lodging is not included in tuition for the course at the Alexandria, Virginia location.

### LEAD

This seminar meets the supervisor and manager track requirements of the LEAD Certificate Program.

Leadership Education & Development Certificate Program—A complete leadership development curriculum for current and aspiring government leaders, providing official recognition of achievement at every level. For more info, go to [www.leadership.opm.gov/certificates/LEAD/index.aspx](http://www.leadership.opm.gov/certificates/LEAD/index.aspx)

### RECOMMENDED PRIOR COURSES

Leadership Assessment Program Levels I or II

Senior Executive Assessment Program

### SUGGESTED FOLLOW-ON COURSES

Conflict Resolution Skills

Communicating Face to Face

**For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)**

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## Collaborating Across Organizational Boundaries

Downsized workforces, constant technical changes and reduced budgets create an increased need for collaboration among Federal agencies, as well as with state and local agencies, nonprofit groups and private sector companies. This seminar encourages creative thought leadership by providing networks for learning outside of your individual agency.

- Explore strategies for how organizations can share resources, decision-making and ownership of a final product or service.
- Address the key questions of trust, differing organizational structures and cultures that can hinder cooperation.
- Create and apply a framework for creating change through proactive collaboration.



### Greater Cooperation for Better Results

Successful Federal leaders must be open to outside perspectives and cooperate effectively with other organizations to overcome some of their agencies' most difficult challenges. This seminar offers instruction in partnering, negotiation and interpersonal communication to help you anticipate and tackle the issues commonly faced while working with outside organizations.

#### ORGANIZATIONAL LEADERSHIP

##### COMPETENCIES

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

##### DATES & LOCATIONS

March 15–16, 2012

At the Federal Executive Institute in Charlottesville, VA

The FEI facility is located in a campus setting near the University of Virginia and the Blue Ridge Mountains, approximately two hours southwest of Washington, DC.

For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)



## Register Now for the Collaborating Across Organizational Boundaries Seminar

This seminar is designed for Senior Executive Service (SES) members, GS-15s and their equivalents in state, local and international government.

As with other Federal Executive Institute (FEI) Organizational Leadership programs, this seminar helps senior executives plan, communicate and implement the steps between strategic vision and successful execution of that vision.

## Gain New Perspectives and Make Progress Through Outside Partnerships

- Identify how 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 strategies in your agency.

### TUITION

\$3,000

Tuition includes all educational services, materials, meals and lodging.

### LEAD

This seminar meets the executive track requirements of the LEAD Certificate Program.

Leadership Education & Development Certificate Program—A complete leadership development curriculum for current and aspiring government leaders, providing official recognition of achievement at every level. For more info, go to [www.leadership.opm.gov/certificates/LEAD/index.aspx](http://www.leadership.opm.gov/certificates/LEAD/index.aspx)

### RECOMMENDED PRIOR COURSE

Building High-Performance Organizations in the 21st Century

### SUGGESTED FOLLOW-ON COURSE

Leading Strategically: From Vision to Performance

**For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)**

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## Collaborative Leadership Seminar

Collaborative leadership is key in government today, allowing us to work across boundaries to achieve shared goals. Leading successfully requires you to lead often from the middle as a peer, rather than as a superior—to get things done whether or not you are in charge. Collaborative leadership requires a set of skills, but also development of your unique strengths and style.

- Recognize your key strengths and learn to develop and deploy them strategically.
- Learn to project and to exercise personal authority to get things done, and influence decisions – whether or not you’re in charge.
- Discover your unique strengths and develop the attitudes that foster effective and legitimate leadership.



### It's All About Working With Others to Find Agreement and Answers

This two-week seminar program offers invaluable skill-building in interpersonal relationships, negotiation, group decision-making and more. It is a key step to excellence in collaborative, interdependent leadership.

Your participation through a variety of assessments, reflection, discussions and demanding application will help you discover your strengths and develop the attitudes that foster effective and legitimate leadership.

#### CORE DEVELOPMENT

##### COMPETENCIES

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

##### ACADEMIC CREDIT

3 Graduate credits may be available upon completion.

##### DATES & LOCATIONS

October 17–27, 2011

March 12–22, 2012

April 16–26, 2012

June 18–28, 2012

July 30–August 9, 2012

At the Eastern Management Development Center in Shepherdstown, WV

This training facility is 70 miles from Washington, DC in the Blue Ridge Mountains above the Potomac River.

April 30–May 10, 2012

July 16–26, 2012

September 10–20, 2012

At the Western Management Development Center in Aurora, CO

This facility offers a campus-style learning environment convenient to both Denver and the majestic Rocky Mountains.

For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)

*“It allowed me to see different perspectives of the people I deal with on a daily basis, and allowed some introspect into my own strengths and weaknesses that I previously had not realized.”*

## Register Now for the Collaborative Leadership Seminar

The insight-filled, high-level seminar program is designed for:

- Leadership Assessment Program graduates.
- Presidential Management Fellows.
- Anyone 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.

Upon conclusion, 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.

## Discover Your Strengths for Effective and Legitimate Leadership

- Build key skills in negotiation, strategic thinking, goal setting and conflict management.
- Develop habits 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.
- Learn to change difficult conversations into productive, learning interactions.
- 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.

*“This program enriched my understanding of the value of collaborative leadership toward achieving common goals and interests.”*

### TUITION

\$5,150

Tuition includes materials, meals and lodging.

### LEAD

This seminar meets the project/team lead track requirements of the LEAD Certificate Program.

Leadership Education & Development Certificate Program—A complete leadership development curriculum for current and aspiring government leaders, providing official recognition of achievement at every level. For more info, go to [www.leadership.opm.gov/certificates/LEAD/index.aspx](http://www.leadership.opm.gov/certificates/LEAD/index.aspx)

### RECOMMENDED PRIOR COURSE

Leadership Assessment Program—Level I

### SUGGESTED FOLLOW-ON COURSES

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

**For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)**

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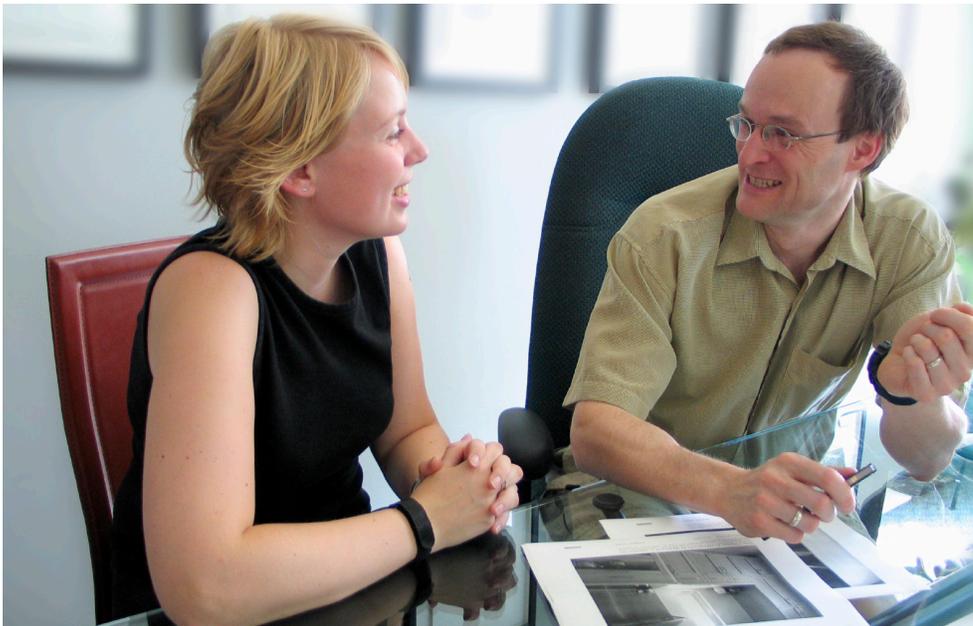
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## Communicating Face to Face

Federal leaders, whether in a formal or informal leadership position, rely on face-to-face communication to connect with and influence peers, supervisors, employees, and internal and external stakeholders. Through this seminar, you will enhance your interpersonal communication skills for more productive workplace interactions.

- Identify your own communication style in order to make improvements.
- Study and adopt interpersonal communication techniques used by great communicators.
- Learn and practice new skills in real-world communication simulations.
- Understand how to defuse intensity during difficult conversations and interactions.



### Building Productive Workplace Relationships Through Improved Understanding

Through presentations and interactive group exercises, this seminar will cover key techniques for getting the most out of your interpersonal interactions. During the seminar, a professional communication coach will help you master effective one-on-one communication using video feedback, public sector case studies and individual consultation.

#### SKILL IMMERSION

##### COMPETENCIES

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

##### DATES & LOCATIONS

January 23–26, 2012

August 20–23, 2012

At the Eastern Management Development Center in Shepherdstown, WV

This training facility is 70 miles from Washington, DC in the Blue Ridge Mountains above the Potomac River.

March 5–8, 2012

September 24–27, 2012

At the Western Management Development Center in Aurora, CO

This facility offers a campus-style learning environment convenient to both Denver and the majestic Rocky Mountains.

For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)

*“This program provided me with the initial tools needed to respond appropriately in angry conversations as well as to requests.”*

## Register Now for the Communicating Face to Face Seminar

This program is designed for informal leaders or supervisors with direct reports who wish to master the art of building productive relationships through improved communication and understanding.

### Receive Personalized Consultation on Your Communication Skills

- Identify and enhance your own communication style.
- Study interpersonal communication techniques used by great communicators and incorporate the strategies into your own interactions.
- Practice key skills in small groups through simulations of real world-relevant communication situations.
- Learn to build rapport with ease.
- Master effective communication through video feedback, public sector case studies, and individual consultation from a professional communication coach.

*“Through interacting with other Federal employees, my experience increased my overall respect for the people who work in government and the services we provide.”*

#### TUITION

\$4,400

#### LEAD

This seminar meets the supervisor and manager track requirements of the LEAD Certificate Program.

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#### RECOMMENDED PRIOR COURSES

Leadership Assessment Program Levels I and II

Collaborative Leadership Seminar

#### SUGGESTED FOLLOW-ON COURSE

Conflict Resolution Skills

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## Conflict Resolution Skills

Tense, emotional and awkward situations can wreak havoc in the workplace by escalating stress and undermining productivity. This seminar will help you resolve difficult or uncomfortable situations and turn disagreements into productive workplace discussions.

- Learn to facilitate conversations where every participant is heard and a mutually acceptable solution satisfies all parties.
- Practice proven conflict resolution strategies that emphasize actionable decisions over emotional responses.
- Understand how to build and mend relationships in the wake of tense situations.



### Boost Morale, Increase Efficiency and Improve Results with ‘Crucial Conversations®’

Using the Crucial Conversations® program from training-product company Vital Smarts® as a guide, this seminar will teach you best practices for engaging in open, respectful dialogues, even when stakes and emotions run high.

Upon completion of this Conflict Resolution Skills seminar, you will receive a certificate of completion for both this course and Crucial Conversations®.

#### SKILL IMMERSION

##### COMPETENCIES

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

##### ACADEMIC CREDIT

2 upper level associates or 2 upper level Baccalaureate credits may be available upon completion.

##### DATES & LOCATIONS

October 31–November 3, 2011

At the Eastern Management Development Center in Shepherdstown, WV

This training facility is 70 miles from Washington, DC in the Blue Ridge Mountains above the Potomac River.

August 27–30, 2012

At the Western Management Development Center in Aurora, CO

This facility offers a campus-style learning environment convenient to both Denver and the majestic Rocky Mountains.

February 6–9, 2012

May 21–24, 2012

In Alexandria, VA

Check [www.leadership.opm.gov](http://www.leadership.opm.gov) for additional location details.

For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)

*“This program provided excellent tools to handle difficult conflicts and conversations.”*

## Register Now for the Conflict Resolution Skills Seminar

This seminar is designed for Federal leaders and employees who want to transform uncomfortable workplace conversations and conflicts into win-win solutions.

### Effective Approaches to Handling Difficult Circumstances

- Learn to identify and resolve various conflicts through case studies and practices geared toward real-life situations.
- Practice proven approaches to conflict resolution by changing emotional responses to actionable decisions.
- Explore how to build and mend relationships after “lose-lose” or “win-lose” situations.
- Identify ways you can achieve mutually acceptable results for everyone involved.
- Develop strategies for approaching real conflict situations in your organization.
- Learn to maintain composure around difficult people and minimize their negative impact.

*“Working with people from other agencies has reinforced my commitment to public service.”*

#### TUITION

\$3,750 at WMDC

\$3,250 in Alexandria, VA

Tuition at the Western Management Development Center location includes materials, meals and lodging. The cost of food and lodging is not included in tuition for the session at in Alexandria, Virginia.

#### LEAD

This seminar meets the project/team lead, supervisor and manager track requirements of the LEAD Certificate Program.

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#### RECOMMENDED PRIOR COURSES

Leadership Assessment Programs  
Level I or II

Senior Executive Assessment Program

#### SUGGESTED FOLLOW-ON COURSES

Communicating Face to Face  
Coaching and Mentoring for Excellence

**For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)**

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# The Constitution and Contemporary Public Sector Leadership – Horizons Series

Things are different for Government leaders today than they were for our founding fathers, but the Constitutional context in which they operated remains the same. This seminar offers Federal leaders a chance to reconnect with the Constitution in order to align their day-to-day operations with the Governmental framework in which they work.

- Examine the relationship between leadership throughout our nation’s history and contemporary leadership concepts.
- Strengthen leadership skills required for effectively leading employees and navigating your career in a political context.
- Expand your cross-agency Senior Executive Service (SES) network and your “corporate” sense of the Federal sector.



## Understand Contemporary Public Service Within a Constitutional Context

Splitting time between the Federal Executive Institute’s Charlottesville campus and Montpelier, home of President James Madison, father of the Constitution, this seminar provides you with a unique opportunity to step back from day-to-day demands in order to evaluate timeless Constitutional principles while forming new perspectives and leadership approaches you can apply in your organization.

### LEADERSHIP HORIZONS

#### COMPETENCIES

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

#### DATES & LOCATIONS

June 25–27, 2012

At the Federal Executive Institute (FEI) in Charlottesville, VA and Montpelier, VA

The FEI facility is located in a campus setting near the University of Virginia and the Blue Ridge Mountains, approximately two hours southwest of Washington, DC.

For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)



## Register Now for The Constitution and Contemporary Public Sector Leadership Horizons Series Seminar

As with all Federal Executive Institute Horizons Series programs, this seminar is designed for Federal leaders who are Senior Executive Service (SES) members or who have a minimum of two years experience at the GS-15 level, senior military officers, and any 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.

### Experience James Madison's Hometown to Understand the True Meaning of Public Sector Leadership

- Reconnect with the Constitution and concepts of public service and "trusteeship" to address concerns of the 21st century Federal leader.
- Examine the key values and issues underlying public sector leadership.
- Strengthen leadership skills required for effectively leading employees in the framework of Government.
- Expand your cross-agency SES network and your "corporate" sense of the Federal sector.
- Enhance your own personal "constitution" with new leadership approaches and perspectives to apply in your organization.

#### TUITION

\$3,600

Tuition includes materials, meals and lodging.

#### RECOMMENDED PRIOR COURSE

A Cosmic Experience for Executives – Horizons Series

#### SUGGESTED FOLLOW-ON COURSE

The Executive Zenith – Horizons Series

For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)

## Three Ways to Register

### 1. Register Online at [www.leadership.opm.gov](http://www.leadership.opm.gov)

Initiate course registration with your Government Purchase Card payment, the fastest way to reserve your space. Use your own agency-specific procurement forms. Once we have received your payment, you will receive confirmation within two business days.

### 2. Fax a Registration Form, found in a catalog or online. This form can be used for courses at the Federal Executive Institute or Management Development Centers.

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## Crisis Leadership Workshop

Despite great improvements in crisis prevention and strategic management, serious predicaments can elude even the best laid plans. As a leader in your organization, you must be prepared. This workshop offers invaluable guidance to navigate complex, unanticipated situations.

- Identify emergency situations and assess your own biases under pressure.
- Learn strategies to manage new information effectively and make informed decisions when time is of the essence.
- Discover how to create and lead a crisis team, delegate responsibility and marshal resources quickly and efficiently.



### Plan for and Know How to Respond to the Unexpected

Through case studies, interactive exercises and simulated crises, you will learn to identify your personal strengths in relating to others when facing a threat, and learn to manage relationships before, during and after a crisis. After studying strategic approaches for assessing and tackling high-pressure situations, you will return to your organization with newfound confidence and readiness to handle the unexpected.

#### SKILL IMMERSION

##### COMPETENCIES

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

##### ACADEMIC CREDIT

2 upper level Baccalaureate or 2 Graduate credits may be available upon completion.

##### DATES & LOCATIONS

March 5–9, 2012

August 20–24, 2012

At the Eastern Management Development Center in Shepherdstown, WV

This training facility is 70 miles from Washington, DC in the Blue Ridge Mountains above the Potomac River.

May 21–25, 2012

At the Western Management Development Center in Aurora, CO

This facility offers a campus-style learning environment convenient to both Denver and the majestic Rocky Mountains.

For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)

*“There was useful information about the need to anticipate and plan for crises, and techniques for planning well. The use of simulations and mini-exercises was useful for practically reinforcing material.”*

## Register Now for the Crisis Leadership Workshop

This seminar is designed for executives and managers at all organizational levels who want to be prepared for unexpected situations and be confident leaders for their organizations during crises.

By sharing your crisis leadership experience with other Federal leaders during this workshop, you will develop an invaluable cross-agency network of colleagues for ongoing support.

## A Weeklong Exercise in Crisis Leadership and Resilience

- Assess different models of decision-making for appropriate crisis resolution in a wide range of settings and contexts.
- Learn to organize and lead a crisis management team, organize resources and make informed, ethical decisions.
- Explore strategic approaches for managing risk and analyzing information under pressure.
- Develop team-building, development and decision-making abilities for the increased demands of a crisis situation.
- Learn to guard against counterproductive “groupthink” decisions that can 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.

*“Better crisis management will improve effectiveness of [the agency’s] mission, staff and myself.”*

### TUITION

\$3,500

Tuition includes materials, meals and lodging.

### LEAD

This seminar meets the executive track requirements of the LEAD Certificate Program.

Leadership Education & Development Certificate Program—A complete leadership development curriculum for current and aspiring government leaders, providing official recognition of achievement at every level. For more info, go to [www.leadership.opm.gov/certificates/LEAD/index.aspx](http://www.leadership.opm.gov/certificates/LEAD/index.aspx)

### RECOMMENDED PRIOR COURSES

Team Development Seminars I and II  
Supervisory Development Seminars I and II

### SUGGESTED FOLLOW-ON COURSE

Resiliency Advantage

**For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)**

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## Dynamics of Public Policy Seminar

Understanding the intricacies of public policy is critical to effectively serve your stakeholders and advance the Government's mission. This seminar will help you understand the political, social, economic and cultural factors that influence how U.S. public policy is initiated, developed and implemented so that you can respond appropriately to directives.

- Understand the governmental context in which you and your agency work.
- Explore the ways that policymaking institutions and non-governmental organizations interact and shape U.S. public policy, and become more effective in those interactions.
- Learn the best ways to respond to Presidential directives and make better administrative decisions in your agency.



### Put Your Policy Knowledge into Practice

Through interactive simulations that look beyond the theories of the public policy process, you will discuss relevant 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 and special interest groups?
- What is the perspective of an interest group leader trying to articulate his or her group's message?

Putting yourself in these real-life situations will guide you to make more informed decisions, as you understand how your day-to-day activities influence each link in the chain of public policy.

#### PUBLIC POLICY

##### COMPETENCIES

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

##### ACADEMIC CREDIT

3 upper level Baccalaureate or 3 Graduate credits may be available upon completion.

##### DATES & LOCATIONS

November 28–December 8, 2011  
September 17–27, 2012

At the Eastern Management Development Center in Shepherdstown, WV

This training facility is 70 miles from Washington, DC in the Blue Ridge Mountains above the Potomac River.

For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)

*“I gained a better understanding of U.S. policymaking from a macro level and the ability of the instructors to bring it to the level of individual contributions.”*

## Register Now for the Dynamics of Public Policy Seminar

This seminar is designed for 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 seeking a comprehensive understanding of the governmental context in which they work will also benefit from the course.

## An In-Depth View of How Your Duties Work in the Context of Government and Public Policy

- Become more effective in your interactions with interest groups, the media and public opinion.
- Analyze selected public policy issues in the context of historical events.
- Understand the constraints and issues stemming from the Federal budget.
- Learn how to interpret Congressional intent and navigate your agency's actions around it.
- Know how to respond appropriately to Presidential directives.
- Learn to make better administrative decisions.

*“The exposure to some of the experts who know the Hill and how things work was absolutely wonderful.”*

### TUITION

\$5,035

Tuition includes materials, meals and lodging.

### LEAD

This seminar meets the executive and manager track requirements of the LEAD Certificate Program.

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### RECOMMENDED PRIOR COURSES

Management Development Seminar I  
Team Development Seminar II  
Conflict Resolution Skills

### SUGGESTED FOLLOW-ON COURSES

Effective Writing in the Federal Government  
Executive Development Seminar

**For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)**

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## Engaging and Encouraging Employees

The Federal Government's diverse and multi-generational workforce requires exceptional leadership to keep all employees satisfied with their jobs and performing optimally. This seminar helps you understand what keeps your staff engaged and offers tools for encouraging high performance to boost organizational productivity.

- Examine recent research related to employee engagement, job satisfaction and high performance.
- Learn tools and approaches for creating a more engaged and high-performing workforce.
- Use research and tools learned in the seminar, including your agency's data from the Federal Employee Viewpoint Survey (EVS), to develop action plans specific to your organization.



### Use Data from the Employee Viewpoint Survey to Guide Your Efforts

Every agency is different, which is why this seminar will help you develop an action plan for keeping your workforce happy and performing at their best. In the seminar you'll use data collected from your agency's Employee Viewpoint Survey results so that you leave with a plan that is specific to your organization and immediately applicable back on the job.

#### SKILL IMMERSION

##### COMPETENCIES

- Accountability
- Entrepreneurship
- Human Capital Management
- Influencing/Negotiating
- Strategic Thinking

##### DATES & LOCATIONS

November 15–17, 2011

April 24–26, 2012

At the Eastern Management Development Center in Shepherdstown, WV

This training facility is 70 miles from Washington, DC in the Blue Ridge Mountains above the Potomac River.

For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)



## Register Now for the Engaging and Encouraging Employees Seminar

This seminar is designed for human capital officers, senior managers, supervisors and team leaders, and other non-management specialists interested in boosting employee retention and maintaining high work performance.

## An Examination of How You Can Lead Your Employees—and Agency—to Success

- Learn how the latest EVS research can be used to help you be a better leader for your employees.
- Practice proven engagement tools and build a skill set for leading a satisfied, high-performing workforce.
- Come back to work with an action plan based on EVS data for raising organizational performance through the use of skills and approaches learned in the seminar.

### TUITION

\$2,575

Tuition includes materials, meals and lodging.

For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)

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## Environmental Policy Issues Seminar

As the Federal Government places more focus on environmental issues than ever before, it's critical that Federal leaders understand the policy initiatives and environmental challenges we face today and those we're likely to face in the coming years. This seminar examines the political, scientific, social and economic issues that shape environmental policy so you can make the best case for your agency's programs to decision-makers.

- Examine the administration's environmental agenda, institutional policy roles and efforts to improve environmental quality.
- Explore policy-based solutions from a wide variety of perspectives, including Government leaders and officials, business leaders and academics.
- Understand the current environmental challenges and the roles of Federal, state and local governments in addressing them.



### Understand the Environmental Challenges Influencing Government's Efforts and Policymaking

Through a mix of classroom, small group and workshop activities, this seminar will take you through the process of how environmental policy is made—from initiation to implementation.

With an understanding of the environmental challenges facing us today and how they shape U.S. policy, you will be able to make more informed policy decisions and serve as a leader in your agency's environmental policy efforts.

#### PUBLIC POLICY

##### COMPETENCIES

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

##### ACADEMIC CREDIT

3 upper level Baccalaureate or 3 Graduate credits may be available upon completion.

##### DATES & LOCATIONS

August 6–16, 2012

At the Eastern Management Development Center in Shepherdstown, WV

This training facility is 70 miles from Washington, DC in the Blue Ridge Mountains above the Potomac River.

For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)

*“I now have a better understanding of a number of public policies. Since I'm new in my job, this has provided me with a better understanding of environmental laws and regulations and how they apply to everyday activities.”*

## Register Now for the Environmental Policy Issues Seminar

This seminar is designed for experienced managers, policy analysts and technical staff who are involved with environmental policy decisions or who need a broader policy overview.

## Stay Up-to-Date on the Evolving Environmental Issues Facing Government Today

- Understand the environmental challenges of today and the growing 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.
- Examine the links between policy objectives and political, social and economic issues.
- Explore new directions in environmental policy.

*“The greatest take away is understanding how environmental policies are made in the U.S.”*

### TUITION

\$5,035

Tuition includes materials, meals and lodging.

### LEAD

This seminar meets the executive and manager track requirements of the LEAD Certificate Program.

Leadership Education & Development Certificate Program—A complete leadership development curriculum for current and aspiring government leaders, providing official recognition of achievement at every level. For more info, go to [www.leadership.opm.gov/certificates/LEAD/index.aspx](http://www.leadership.opm.gov/certificates/LEAD/index.aspx)

### RECOMMENDED PRIOR EXPERIENCE

Management level experience at an agency with environmental responsibilities.

Environmental stewardship responsibilities at other agencies.

### SUGGESTED FOLLOW-ON COURSES

Effective Writing in the Federal Government

Executive Development Seminar

**For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)**

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## Executive Communication Skills: Leading the Process of Change

Successful Federal executives rely heavily on effective communication with colleagues and team members as they work to fulfill their agencies' strategic vision. Through theory and practice, this interactive seminar offers theories and practice for essential interactions when leading during periods of change.

- Explore the key concepts of effective leadership and communication.
- Develop new leadership skills by focusing on your own work experiences.
- Learn tools and strategies for overcoming barriers to change in your organization using effective interpersonal communication.



### Enhance Your Communication and Leadership Skills with Personalized Attention and Feedback

This fast-paced Federal Executive Institute (FEI) course uses role-playing exercises, simulations of real-world experiences, and other small- and large-group activities to improve the communication skills Federal executives need to convey their message effectively.

The small class size—one faculty member for every four or five executives—guarantees personal attention to address your unique needs and overcome your personal leadership challenges.

#### EXECUTIVE DEVELOPMENT

##### COMPETENCIES

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

##### DATES & LOCATIONS

November 14–18, 2011

At the Federal Executive Institute in Charlottesville, VA

The FEI facility is located in a campus setting near the University of Virginia and the Blue Ridge Mountains, approximately two hours southwest of Washington, DC.

For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)

## Register Now for the Executive Communication Skills: Leading the Process of Change Seminar

This program is designed for Senior Executive Service (SES) members, GS-15s and their equivalents in state, local and international government.

In a 1:5 faculty-to-student-ratio environment, participants will benefit from receiving feedback from their peers and instructors on a personal level.

## Use the Power of Communication to Inspire Teams to Follow Your Lead

- Explore the theory behind and application of effective leadership and communication skills.
- Practice enhanced listening, inquiry and feedback skills.
- Become better prepared to lead your colleagues in a changing world.
- Devise new ways to communicate your vision and encourage others to follow your lead.

### TUITION

\$4,600

Tuition includes all educational services, materials, meals and lodging.

### LEAD

This seminar meets the executive track requirements of the LEAD Certificate Program.

Leadership Education & Development Certificate Program—A complete leadership development curriculum for current and aspiring government leaders, providing official recognition of achievement at every level. For more info, go to [www.leadership.opm.gov/certificates/LEAD/index.aspx](http://www.leadership.opm.gov/certificates/LEAD/index.aspx)

### RECOMMENDED PRIOR COURSE

Leading Across Generations

### SUGGESTED FOLLOW-ON COURSE

Leading Through Constructive Conflict

**For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)**

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## Executive Development Seminar: Leading Change

Where are you on your management track? This seminar will help take you from technical, division-level work to strategic, agency-level leadership positions. The focus is on development and transition for senior managers and the payoff is getting tomorrow right today.

- Challenge yourself to think about the macro overview of your agency as it relates to policy, strategic planning, leadership and change.
- Enhance your ability to communicate and interact positively with constituencies.
- Identify and plan for internal and external politics that impact your vision, mission, and organization.



### For Effective Leaders Who Are Ready for the Next Step

Designed for senior Federal and other public sector managers, this two-week program offers new awareness of various aspects of your agency.

Thinking strategically, you will gain new knowledge, understanding and skills that will take you even further in your career.

#### CORE DEVELOPMENT

##### COMPETENCIES

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

##### ACADEMIC CREDIT

4 Graduate credits may be available upon completion.

##### DATES & LOCATIONS

October 17–27, 2011

December 5–15, 2011

January 23–February 2, 2012

March 12–22, 2012

April 16–26, 2012

July 9–19, 2012

September 10–20, 2012

At the Eastern Management Development Center in Shepherdstown, WV

This training facility is 70 miles from Washington, DC in the Blue Ridge Mountains above the Potomac River.

June 11–21, 2012

August 6–16, 2012

At the Western Management Development Center in Aurora, CO

This facility offers a campus-style learning environment convenient to both Denver and the majestic Rocky Mountains.

**Note!** This course is also available as a blended online and residential course, from April 30 through July 18, 2012.

For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)

*“This program was well overdue for someone in my position. This training is beneficial for anyone who works in public service.”*

## Register Now for the Executive Development Seminar: Leading Change

The course is designed for 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.

If getting away for two weeks is difficult, the Executive Development Seminar can be taken in a blended format, with eight weeks of online work followed by two and a half days in-residence. There is about 6 hours of online work weekly, and the content is the same as the two week course.

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. Participants are expected to have completed a 360-degree leadership assessment prior to this seminar. If not, a 360 assessment will be included.

### Learn Tools, Techniques and Skills to Lead Change

- 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 constituents.
- 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.

*“Excellent presentations, practical exercises and experiences throughout the entire program were very helpful.”*

#### TUITION

\$6,000

Tuition includes materials, meals and lodging for the two-week course.

#### LEAD

This seminar meets the executive track requirements of the LEAD Certificate Program.

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#### RECOMMENDED PRIOR COURSES

Collaborative Leadership Seminar  
Leadership Assessment Program—  
Level II

Management Development Seminar

#### SUGGESTED FOLLOW-ON COURSES

Leadership for a Democratic Society  
Leadership Competencies: Preparing  
for the Next Step

**Note! This course is also available as a blended online and residential course, from April 30 through July 18, 2012. Find out more at [www.leadership.opm.gov](http://www.leadership.opm.gov)**

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## Extraordinary Leadership

Federal managers are constantly honing their leadership skills. This seminar focuses on developing your strengths rather than trying to improve your weaknesses, so that you can go from being a good manager to an extraordinary leader.

- Develop the strengths inherent in every manager's personality and skill set.
- Examine the core competencies that all leaders must have, and know how to master them.
- Explore the Five Fatal Flaws that may lead to failure in leadership, and understand methods for identifying and correcting them.



### A Look at Leadership Based on Zenger and Folkman's *The Extraordinary Leader*

The curriculum of this seminar is based on research presented in John Zenger and Joseph Folkman's groundbreaking book, *The Extraordinary Leader: Turning Good Managers into Great Leaders*, and is designed to help emerging leaders develop their strengths rather than improve their weaknesses.

Through introductory lectures, small group discussion, experiential learning and individualized coaching, you'll gain insight into your personal leadership strengths so you can achieve your full leadership potential.

#### SKILL IMMERSION

##### COMPETENCIES

- Accountability
- Continual Learning
- Decisiveness
- Integrity/Honesty
- Interpersonal Skills

##### DATES & LOCATIONS

May 21–25, 2012

At the Eastern Management Development Center in Shepherdstown, WV

This training facility is 70 miles from Washington, DC in the Blue Ridge Mountains above the Potomac River

July 30–August 3, 2012

At the Western Management Development Center in Aurora, CO

This facility offers a campus-style learning environment convenient to both Denver and the majestic Rocky Mountains.

For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)

*“I have been in Federal service for many years, but this is one of the few sessions that actually tied together many of the challenges public servants encounter and rarely resolve.”*

## Register Now for the Extraordinary Leadership Seminar

This seminar is designed for Federal managers and those moving up to manager positions, regardless of seniority, level of authority or experience.

Those in formal leadership roles with direct reports (supervisors, managers, branch chiefs, etc.) or individual contributors without direct reports (scientists, engineers, lawyers, project or program managers, PMFs, etc.) will also benefit from this seminar.

## An Intensive Program in Developing Leadership Strengths

- Understand the differences between good leaders and extraordinary leaders.
- Use Zenger and Folkman's research as a basis for exploring methods of developing leadership strengths, rather than focusing on improving weaknesses.
- Study the 16 core competencies all great leaders must have and know how to master them.
- Identify leadership weaknesses inherent in Zenger and Folkman's Five Fatal Flaws that may lead to failure in leadership.

*“This program covered the essentials to help me work more effectively with my staff and others in my bureau to understand...what we need to do to better serve our industry members, the public and other government areas with which we work.”*

### TUITION

\$2,950

For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)

## Three Ways to Register

### 1. Register Online at [www.leadership.opm.gov](http://www.leadership.opm.gov)

Initiate course registration with your Government Purchase Card payment, the fastest way to reserve your space. Use your own agency-specific procurement forms. Once we have received your payment, you will receive confirmation within two business days.

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## Facilitation Skills for Leaders

Although differing viewpoints among a team are important, they can make it difficult for Federal leaders to foster collaboration and inspire groups to move smoothly from conflicting ideas to actionable results. This seminar shares vital facilitation techniques for developing and maintaining effective group processes to maximize the contributions of all team members.

- Learn critical team-building methods for facilitating productive group interactions.
- Understand how to identify, diagnose and resolve interpersonal behaviors that may be undermining your team's success.
- Discuss real-life work challenges and determine the best strategies to use to address them when returning to the workplace.



## Inspire Your Team to Work Together More Productively for Your Organization

This seminar will cover these essential team-building techniques:

- Dialogue
- Questioning
- Finding Consensus
- Problem Solving
- Decision Making
- Action Planning

Participants are encouraged to bring their toughest real-life work challenges to the seminar, where the class will discuss the best ways to handle them.

### SKILL IMMERSION

#### COMPETENCIES

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

#### ACADEMIC CREDIT

2 lower level Baccalaureate credits may be available upon completion.

#### DATES & LOCATIONS

February 13–17, 2012

May 21–25, 2012

At the Eastern Management Development Center in Shepherdstown, WV

This training facility is 70 miles from Washington, DC in the Blue Ridge Mountains above the Potomac River.

August 27–31, 2012

At the Western Management Development Center in Aurora, CO

This facility offers a campus-style learning environment convenient to both Denver and the majestic Rocky Mountains.

For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)

*“I will use the techniques I learned here in improving the outcome of my meetings and relationships with other officers in other divisions and agencies.”*

## Register Now for the Facilitation Skills for Leaders Seminar

This seminar is designed for managers, supervisors, facilitators, team leaders and project managers seeking more advanced leadership skills to inspire groups to work more collaboratively toward tangible results for their organization.

## Lead Your Team to Collaborate Effectively to Reach Organizational Goals

- Strengthen team collaboration, cooperation and performance.
- Understand how to identify, diagnose and resolve interpersonal behaviors that may be interfering with your team's success.
- Explore and experiment with innovative problem-solving solutions.
- Develop decision-making processes that cultivate commitment to organizational goals and successful implementation.

*“If my co-workers and others involved in Federal employment were required to take the same training, I believe it would promote team cohesion that could potentially lead to high productivity.”*

### TUITION

\$3,550

Tuition includes materials, meals and lodging.

### LEAD

This seminar meets the project/team lead track requirements of the LEAD Certificate Program.

Leadership Education & Development Certificate Program—A complete leadership development curriculum for current and aspiring government leaders, providing official recognition of achievement at every level. For more info, go to [www.leadership.opm.gov/certificates/LEAD/index.aspx](http://www.leadership.opm.gov/certificates/LEAD/index.aspx)

### RECOMMENDED PRIOR COURSES

Collaborative Leadership Seminar  
Team Development Seminars I and II  
Supervisory Development Seminars I and II

### SUGGESTED FOLLOW-ON COURSES

Management Development Seminar I and II  
Dynamics of Public Policy Seminar  
Conflict Resolution Skills

**For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)**

## Three Ways to Register

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## Federal Budgetary Policies and Processes Seminar

Often the success of your organization is dependent on your ability to develop a sound budget and secure support for it from top Government executives and members of Congress. This seminar will help you understand the political, policy and macroeconomic forces that affect the preparation of budgets and their approval.

- Learn to improve your skills in effective budget preparation, presentation and defense from current and former senior U.S. Government officials.
- Understand the relationship between the Executive and Legislative budget and appropriations processes.
- Examine current processes for incorporating program performance into Federal budgets.



### Prepare and Present a Winning Budget

This seminar offers an intensive simulation of the full budget preparation process and tips for presenting a winning budget. Senior-level administration officials with extensive working knowledge of Federal budget process and procedures, as well as career and political executives with a wealth of experience in the Executive and Legislative branches, lead instruction and advise participants during this two-week course.

#### PUBLIC POLICY

##### COMPETENCIES

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

##### ACADEMIC CREDIT

3 upper level Baccalaureate or 3 Graduate credits may be available upon completion.

##### DATES & LOCATIONS

April 9–19, 2012

At the Eastern Management Development Center in Shepherdstown, WV

This training facility is 70 miles from Washington, DC in the Blue Ridge Mountains above the Potomac River.

For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)

*“The course gave me a greater understanding of the processes and procedures my agency goes through to secure annual appropriations for program activities.”*

## Register Now for the Federal Budgetary Policies and Processes Seminar

This seminar is designed for budget professionals, program managers and executives wishing to gain insight into the Federal budget process and improve their skills.

### A Two-Week Intensive Program on Federal Budgets

- Improve your 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.

*“The program provided very valuable insights into the Federal Budget Process that are not likely to be learned elsewhere without direct involvement with OMB and Congressional aspects of budgeting.”*

#### TUITION

\$5,035

Tuition includes materials, meals and lodging.

#### LEAD

This seminar meets the manager track requirements of the LEAD Certificate Program.

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#### SUGGESTED FOLLOW-ON COURSES

Dynamics of Public Policy Seminar  
Executive Development Seminar

**For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)**

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## Federal Regulatory Policy Seminar

As a leader in policy development, it's critical that you understand regulatory policy reform, as well as issues that shape emerging rules so you can make responsible decisions on matters that will impact both citizens and other Federal employees. This seminar offers an in-depth look into Federal regulatory policymaking and various approaches to successful implementation.

- Understand the political, scientific, social and economic issues that influence how regulations are made.
- Explore the interagency aspects of regulatory development and reform.
- Learn to examine regulations for efficiency, effectiveness and unforeseen impacts on agencies, the public and private sectors, citizens, and society as a whole.



### Understand the Key Points of Decision, Access and Influence in Federal Regulatory Policy

During the week-long seminar, you will examine the rulemaking process, regulatory analysis, cost-benefit tests and the Regulatory Planning and Review Executive Order (12866). Current and former Executive Branch officials, business leaders and academics with expertise in regulatory development and review processes will lend their insight during the course, providing you with a unique look at the intricacies of the Federal Regulatory process and a chance to pick the brains of these experienced leaders.

#### PUBLIC POLICY

##### COMPETENCIES

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

##### DATES & LOCATIONS

June 4-7, 2012

At the Eastern Management Development Center in Shepherdstown, WV

This training facility is 70 miles from Washington, DC in the Blue Ridge Mountains above the Potomac River.

For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)



## Register Now for the Federal Regulatory Policy Seminar

This seminar is designed for experienced managers, policy analysts and technical specialists or other senior program staff who are involved in regulatory policy development and decision-making. Those who are seeking a broad policy overview will also benefit from this course.

### An Intensive Overview of Regulatory Policy and its Impact

- Learn the principles of good regulatory development.
- Become familiar with interagency and White House regulatory review processes.
- Examine the statutory and Executive Order requirements that apply to the rulemaking and review processes.
- Review various approaches to successful regulatory reform.
- Understand the principles of regulatory and economic analysis.
- Explore the role of agencies, citizens, the private sector and politics in the regulatory development process.

#### TUITION

\$2,675

Tuition includes materials, meals and lodging.

#### LEAD

This seminar meets the executive and manager track requirements of the LEAD Certificate Program.

Leadership Education & Development Certificate Program—A complete leadership development curriculum for current and aspiring government leaders, providing official recognition of achievement at every level. For more info, go to [www.leadership.opm.gov/certificates/LEAD/index.aspx](http://www.leadership.opm.gov/certificates/LEAD/index.aspx)

#### RECOMMENDED PRIOR EXPERIENCE

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

#### SUGGESTED FOLLOW-ON COURSES

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

**For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)**

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## The Federal Executive Institute in China: The U.S.-China Executive Program— Global Series

China is the fastest-growing economic force in the world today. This FEI travel opportunity delivers a deep understanding of the country and its governance, helping you inform and inspire policy and create vital connections for the future.

- Travel to China for policy sessions and discussions with government leaders.
- Exchange information and gain insights into Chinese policies and governance.
- Build your network of Federal executives who have international responsibilities.



### A Unique International Opportunity

Over an 11-day period this spring, the U.S.-China Executive Program will give Federal leaders a far better understanding of current Chinese policies, how policy is formed, and future implications for their agencies and the U.S.

#### PUBLIC POLICY

##### COMPETENCIES

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

##### ACADEMIC CREDIT

FEI in China is a partnership between the Federal Executive Institute and Johns Hopkins University and offers graduate academic credit through Johns Hopkins University's Advanced Academic Program.

##### DATES & LOCATIONS

October 12–22, 2011

Washington, DC for an initial overview, and then Beijing, China.

For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)



## Join the FEI in China Program

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.

Sessions in China are held at Tsinghua University's Center for US-China Relations in Beijing. There, 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.

## An 11-Day Experience With Extraordinary Returns

The program begins with an overview in Washington, D.C., and then continues in Beijing. Participants will learn direct from the source:

- The structure of the Chinese state.
- Role of the Communist Party in China.
- Impact of "new actors" on public policy.
- The role of the media and the way information is communicated in China.
- China's defense planning, and their military goal of attaining a "lean and effective deterrent" conducive to economic development.
- Chinese policy implications for the rest of the world.
- How the Chinese government develops new policies to respond to internal and external change.

### TUITION

\$12,500

Includes all educational services and materials, airfare to China, and food and lodging in China.

### RECOMMENDED PRIOR COURSE

Leadership for a Global Society—Global Series

### SUGGESTED FOLLOW-ON COURSE

The Aspen Institute—Leading Change in Government Seminar

For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)

## Three Ways to Register

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## Leadership Assessment Program—Level I

Management is what makes the Federal government tick, and identifying and nurturing new managers is essential to the future of good government. This program will give you new insights to create a personal learning plan for continued leadership growth.

- Learn how your skills compare with desired leadership competencies.
- Get a more complete picture of your ability to lead.
- Complete your personalized Individual Development Plan.



### Discover Your Leadership Strengths!

This week-long program is designed for high-performing career specialists, team leaders and emerging supervisors who have one year or less of supervisory experience. You'll receive personalized feedback from assessment specialists, superiors, peers and subordinates, and gain a greater understanding of how personal behaviors affect workplace interactions.

#### ASSESSMENT

##### COMPETENCIES

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

##### ACADEMIC CREDIT

3 upper level Baccalaureate or 2 Graduate credits may be available upon completion.

##### DATES & LOCATIONS

October 31–November 4, 2011

February 6–10, 2012

April 2–6, 2012

June 25–29, 2012

At the Eastern Management Development Center in Shepherdstown, WV

This training facility is 70 miles from Washington, DC in the Blue Ridge Mountains above the Potomac River.

August 27–31, 2012

At the Western Management Development Center in Aurora, CO

This facility offers a campus-style learning environment convenient to both Denver and the majestic Rocky Mountains.

For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)

*“I hope that I can actually lead my agency’s mission by overcoming obstacles (weaknesses) and working with my particular strengths. I didn’t realize that anyone could be a leader before this class.”*

## Register Now for the Leadership Assessment Program—Level I

If you want to be the best manager you can be and you lack extensive experience, then this program provides ideal support for the initial phases of your management career. The curriculum consists of a variety of profiling, self-analysis, and group participation.

In 2011, the Leadership Assessment Program offers different dates in Shepherdstown, West Virginia and Aurora, Colorado. Attendees will gain from intensive assessment and self-observation, and leave with a greater self-awareness and knowledge of their personal strengths as well as areas that need improvement.

## Join Others for a Week of Personal Discovery

- Complete personal assessment inventories and personality and temperament profiles.
- Perform a case study analysis with feedback and critiques.
- Participate in various problem-solving activities.
- Receive constant feedback from videotaped self-observation.
- Identify strengths and areas for improvement and learn from confidential, comprehensive guidance from assessment center specialists.
- Gain valuable insights to create a personal learning plan for continued leadership growth.

*“Life hands us all challenges and this program has helped me realize that we all have difficulties that we experience, and we must begin with us so that we can provide services to others.”*

### TUITION

\$5,600

Tuition includes materials, meals and lodging.

### LEAD

This seminar meets the project/team lead and supervisor track requirements of the LEAD Certificate Program.

Leadership Education & Development Certificate Program—A complete leadership development curriculum for current and aspiring government leaders, providing official recognition of achievement at every level. For more info, go to [www.leadership.opm.gov/certificates/LEAD/index.aspx](http://www.leadership.opm.gov/certificates/LEAD/index.aspx)

### SUGGESTED FOLLOW-ON COURSE

Team Development Seminar I and II  
Collaborative Leadership Seminar  
Supervisory Development Seminar I and II

**For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)**

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## Leadership Assessment Program— Level II for Supervisors and Managers

Successful government managers are far more often made than born. Excellence stems from many factors, and breaking those elements down and focusing on each of them will help you grow and develop your career.

- Receive a candid and confidential appraisal of your leadership style, preferences and behaviors.
- Learn how to be at your best by focusing on your strengths and managing your weaknesses.
- Create a personalized Leadership Development Plan (LDP) for continued growth.



### Define Your Development Path to Excellence!

In just one week, this program will give you the critical strategies you need to improve your leadership performance and achieve organizational success. Besides the self-evaluation and assessments, 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.

#### ASSESSMENT

##### COMPETENCIES

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

##### ACADEMIC CREDIT

2 upper level Baccalaureate or 2 Graduate credits may be available upon completion.

##### DATES & LOCATIONS

February 27–March 2, 2012

June 11–15, 2012

At the Eastern Management Development Center in Shepherdstown, WV

This training facility is 70 miles from Washington, DC in the Blue Ridge Mountains above the Potomac River.

November 28–December 2, 2011

April 30–May 4, 2012

September 17–21, 2012

At the Western Management Development Center in Aurora, CO

This facility offers a campus-style learning environment convenient to both Denver and the majestic Rocky Mountains.

For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)

*“This seminar gave me the ability to discuss issues with executive coaches and learn more about my strengths and help manage weaknesses.”*

## Register Now for the Leadership Assessment Program—Level II

The Level II Program is designed for 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.

If you are in agency management or a succession development program and you need the most accurate information possible from which to develop an Leadership Development Plan, then you, too, will benefit from the curriculum.

The curriculum consists of a variety of profiling, self-analysis, and group participation. Note: It's recommended that supervisors and managers update their leadership assessment every three to five years.

## Join Your Peers for a Week of Personal Discovery

- Diagnose your leadership style, preferences and behaviors with the help of assessment professionals.
- 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 focus on your strengths and manage your weaknesses to be most effective.
- Acquire important insights from a confidential planning session with a professional executive coach.
- Assess your level of emotional intelligence to be an effective leader.

*“The fact that the Government offers courses of this caliber is so impressive and reinforces my commitment to public service.”*

### TUITION

\$5,350

Tuition includes materials, meals and lodging.

### LEAD

This seminar meets the supervisor, manager, and executive track requirements of the LEAD Certificate Program.

Leadership Education & Development Certificate Program—A complete leadership development curriculum for current and aspiring government leaders, providing official recognition of achievement at every level. For more info, go to [www.leadership.opm.gov/certificates/LEAD/index.aspx](http://www.leadership.opm.gov/certificates/LEAD/index.aspx)

### SUGGESTED FOLLOW-ON COURSES

Management Development Seminar I and II

Supervisory Development Seminar I and II

**For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)**

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## Leadership Competencies: Preparing for the Next Step

For public sector leaders seeking senior manager or Senior Executive Service (SES) positions in their agencies, it's critical to demonstrate competence and confidence as a Federal leader. This interactive seminar tests leaders' abilities and reinforces specific skills required of top leadership in Government today.

- Receive a benchmark of your current leadership abilities using OPM's 360-degree Competency Assessment instrument and feedback.
- Learn strategies for setting goals and improving your competence as a Federal leader.
- Create personalized action plans for ongoing development.



### Determine Your Readiness for Taking the Next Step in Your Leadership Journey

This seminar uses the Challenge, Context, Action and Results model to help you develop a personal strategy for effectively communicating your abilities as a high-level public sector leader.

#### SKILL IMMERSION

##### COMPETENCIES

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

##### DATES & LOCATIONS

November 14–18, 2011

June 11–15, 2012

August 13–17, 2012

At the Eastern Management Development Center in Shepherdstown, WV

This training facility is 70 miles from Washington, DC in the Blue Ridge Mountains above the Potomac River.

For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)

*“It invigorated me, allowed me to interact and learn from my peers and others, refocused me, and taught me valuable skills that I can take back to the office to make my staff and me better, more effective public servants.”*

## Register Now for the Leadership Competencies: Preparing for the Next Step Seminar

This seminar is designed for public service leaders who are looking to move into senior-manager or Senior Executive Service (SES) positions and want to determine their readiness for these high-level leadership roles.

### A Weeklong Assessment and Development of Your Senior Leadership Skills

- Assess your current abilities and receive feedback.
- Learn strategies for setting goals and improving your competence as a public sector leader.
- Develop a personal strategy for communicating your abilities using the Challenge, Context, Action and Results model.
- Create a personalized action plan for ongoing leadership development.

*“The training helped me focus on the mission and objectives of my program and why leadership is critical.”*

#### TUITION

\$3,950

Tuition includes materials, meals and lodging.

#### LEAD

This seminar meets the executive track requirements of the LEAD Certificate Program.

Leadership Education & Development Certificate Program—A complete leadership development curriculum for current and aspiring government leaders, providing official recognition of achievement at every level. For more info, go to [www.leadership.opm.gov/certificates/LEAD/index.aspx](http://www.leadership.opm.gov/certificates/LEAD/index.aspx)

#### RECOMMENDED PRIOR COURSE

Management Development Seminar

#### SUGGESTED FOLLOW-ON COURSE

Executive Development Seminar

**For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)**

## Three Ways to Register

### 1. Register Online at [www.leadership.opm.gov](http://www.leadership.opm.gov)

Initiate course registration with your Government Purchase Card payment, the fastest way to reserve your space. Use your own agency-specific procurement forms. Once we have received your payment, you will receive confirmation within two business days.

### 2. Fax a Registration Form, found in a catalog or online. This form can be used for courses at the Federal Executive Institute or Management Development Centers.

### 3. Contact a Representative Customer Service Office:

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## Leadership for a Global Society – Center for Global Leadership Series

As a Federal leader, you're faced with issues that affect not just the United States, but countries worldwide. In this seminar, you will explore the framework that supports our interactions with other nations and study the international implications of the critical decisions you in your agency.

- Understand the shared values and conflicting priorities that shape our world.
- Explore the role of the United States in the world and the policy and institutional structure that supports our global interactions.
- Develop the negotiation and teamwork skills that are proven most effective in global interactions.



### Global Considerations Influence the Decisions You Make—and the Way You Lead

Through case studies, small-group exercises and discussions, you will focus on the political and economic realities of leading in today's global society as you study best practices in dealing with issues of international consequence.

#### ORGANIZATIONAL LEADERSHIP

##### COMPETENCIES

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

##### DATES & LOCATIONS

May 14–18, 2012

At the Federal Executive Institute in Charlottesville, VA

The FEI facility is located in a campus setting near the University of Virginia and the Blue Ridge Mountains, approximately two hours southwest of Washington, D.C.

For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)



## Register Now for the Leadership for a Global Society Seminar

This seminar is designed for Senior Executive Service (SES) members, GS-15s and their equivalents in state, local and international government.

The Leadership for a Global Society Seminar is part of the Federal Executive Institute's (FEI) Center for Global Leadership Series, which is based on the idea that leading large public organizations requires an understanding of global consequences. The series offers unique opportunities to examine contemporary questions of public leadership in a global environment.

### Learn to Lead in Today's Interconnected World

- Recognize the global issues critical to your organization's mission.
- Understand the institutional structure of international relations.
- Appreciate the importance of thinking globally 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.

#### TUITION

\$4,600

Tuition includes all educational services, materials, meals and lodging.

#### LEAD

This seminar meets the executive track requirements of the LEAD Certificate Program.

Leadership Education & Development Certificate Program—A complete leadership development curriculum for current and aspiring government leaders, providing official recognition of achievement at every level. For more info, go to [www.leadership.opm.gov/certificates/LEAD/index.aspx](http://www.leadership.opm.gov/certificates/LEAD/index.aspx)

#### RECOMMENDED PRIOR COURSE

Leading Strategically From Vision to Performance

#### SUGGESTED FOLLOW-ON COURSE

Leadership for a Democratic Society

**For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)**

## Three Ways to Register

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Initiate course registration with your Government Purchase Card payment, the fastest way to reserve your space. Use your own agency-specific procurement forms. Once we have received your payment, you will receive confirmation within two business days.

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## Leadership Skills for Non-Supervisors

When it comes to leading in Government, it's often those in informal leadership roles who can make the most significant impact in an agency. This seminar helps Federal workers who are not currently formal supervisors or managers learn to influence others and make a difference in their organization.

- Develop informal leadership skills to influence colleagues and advance your organization's performance.
- Understand the importance of person-to-person influence rather than position-to-position authority.
- Strengthen interpersonal communication skills.
- Learn strategies for facilitating groups for improved productivity.



### Impact Your Agency Regardless of Your Formal Job Title

This seminar uses hands-on experiential exercises, assessments and frameworks/models to help you create an integrated development plan that matches your organization's needs with your individual strengths.

#### SKILL IMMERSION

##### COMPETENCIES

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

##### ACADEMIC CREDIT

3 lower level Baccalaureate credits may be available upon completion.

##### DATES & LOCATIONS

December 12–15, 2011

March 26–29, 2012

September 24–27, 2012

At the Eastern Management Development Center in Shepherdstown, WV

This training facility is 70 miles from Washington, DC in the Blue Ridge Mountains above the Potomac River.

November 14–17, 2011

May 21–24, 2012

August 6–9, 2012

At the Western Management Development Center in Aurora, CO

This facility offers a campus-style learning environment convenient to both Denver and the majestic Rocky Mountains.

April 23–26, 2012

July 23–26, 2012

In California or Texas

Check [www.leadership.opm.gov](http://www.leadership.opm.gov) for additional location details.

For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)

*“After this course, I will attempt to utilize more effective balance of the leader-follower dynamic...and to be more empathetic and better with my non-verbals.”*

## Register Now for the Leadership Skills for Non-Supervisors Seminar

This seminar is designed for individuals who are not currently formal supervisors or managers but fulfill a variety of leadership roles in their organizations at all levels.

Individuals who aspire to serve in these formal leadership roles will also benefit from this course.

### Lead and Influence as a Person—Not a Position

- Examine and test effective models for leadership success.
- Understand the importance of person-to-person influence over position-to-position authority.
- Develop values-based leadership practices.
- Learn strategies for facilitating groups more effectively.
- Explore techniques for positive interpersonal communication.
- Understand how increasing personal awareness of individual differences can help influence others.

*“I have the ability to invoke positive changes within my agency, which will improve the quality of service to the American people.”*

#### TUITION

\$3,750

Tuition includes materials, meals and lodging.

#### LEAD

This seminar meets the project/team lead track requirements of the LEAD Certificate Program.

Leadership Education & Development Certificate Program—A complete leadership development curriculum for current and aspiring government leaders, providing official recognition of achievement at every level. For more info, go to [www.leadership.opm.gov/certificates/LEAD/index.aspx](http://www.leadership.opm.gov/certificates/LEAD/index.aspx)

#### SUGGESTED FOLLOW-ON COURSE

Collaborative Leadership Seminar

**For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)**

## Three Ways to Register

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## Leading Across Generations

There are four distinct generations currently working together in the Federal workplace. While attitudes, working styles, preferences, and expectations may differ, generational diversity can be a strategic advantage in the workplace. This seminar will give you a thorough understanding of each generation and help you make the most of the talents and strengths of all age groups.

- Understand the histories, personalities, strengths and challenges of the four generational groups working together in Federal Government today.
- Explore how to lead, manage, recruit and retain colleagues of various ages and experience levels.
- Learn how age diversity can be an advantage for your organization.



### Leverage Age Diversity for a More Productive Workplace

The four generations currently working together include:

- Traditionalists (born between 1922–1943)
- Baby Boomers (1944–1960)
- Generation X (1961–1980)
- Millennial (1981–?)

Learning to appreciate and value the differing work styles across these generations, and developing the skills necessary to be an effective leader for them, can lead to a stronger working environment and greater productivity in the workplace.

#### ORGANIZATIONAL LEADERSHIP

##### COMPETENCIES

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

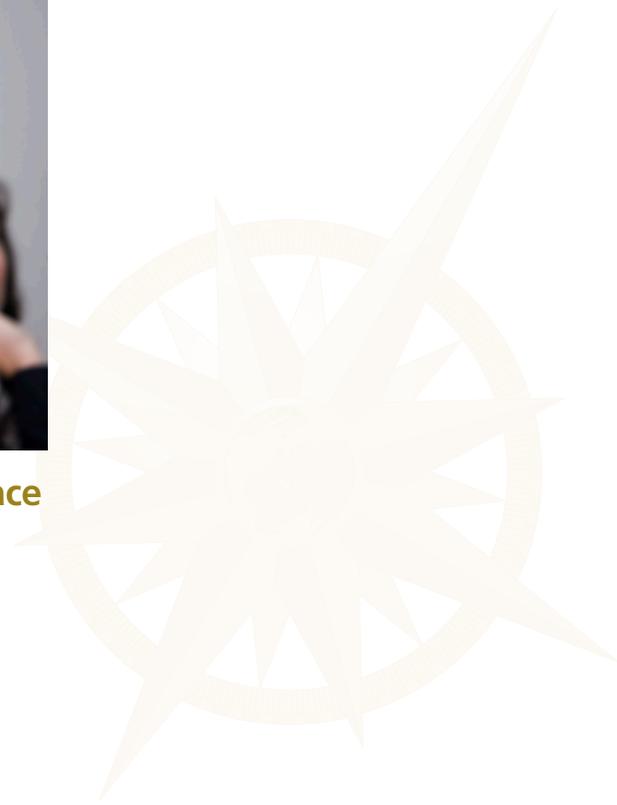
##### DATES & LOCATIONS

May 7–8, 2012

At the Federal Executive Institute  
in Charlottesville, VA

The FEI facility is located  
in a campus setting near the  
University of Virginia and  
the Blue Ridge Mountains,  
approximately two hours  
southwest of Washington, DC.

For information on presenters and  
day-to-day schedules, please go to  
[www.leadership.opm.gov](http://www.leadership.opm.gov)



## Register Now for the Leading Across Generations Seminar

This seminar is designed for Senior Executive Service (SES) members, GS-15s and their equivalents in state, local and international government.

### A Provocative and Interactive Examination into Generational Differences and Their Benefits for Your Agency

- Understand generations in American society and the demographics, events and trends that have shaped them.
- Become more aware of generational differences and challenges.
- Reexamine perceptions and stereotypes of the four generations in your workplace.
- Learn to appreciate and value the differing work styles across 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.

#### TUITION

\$3,000

Tuition includes educational services, materials, meals and lodging.

#### RECOMMENDED PRIOR COURSE

Leaders Growing Leaders

#### SUGGESTED FOLLOW-ON COURSE

Understanding the 360-Degree Leader

**For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)**

## Three Ways to Register

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## Leading Through Constructive Conflict

Conflict in any workplace is unavoidable, but it's critical that you have an arsenal of management strategies at the ready to resolve disputes and reach agreements quickly and effectively. This seminar offers personalized approaches and tools to help you face discord with a positive and constructive approach.

- Learn key conflict competency skills including self-awareness, self-management and effective influencing.
- Assess your own behavior in conflict situations and how it impacts others.
- Develop useful personalized strategies for engaging in constructive conflict.
- Use real-life examples of conflict situations to identify alternative ways of handling them as a leader.



### **An Individualized Assessment of Your Conflict Management Styles and How to Strengthen Them**

Before the course, you and colleagues you select will complete a 360-degree assessment that will be used to help you examine the impact of your behavior during conflict situations in the workplace.

Exercises, small group discussion and personal reflection will be used to enhance your self-awareness as you identify your preferred conflict style. The seminar will culminate with an exercise that allows you to study your own work experiences and determine effective alternative approaches to constructively handling conflicts in a leadership context.

#### ORGANIZATIONAL LEADERSHIP

##### COMPETENCIES

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

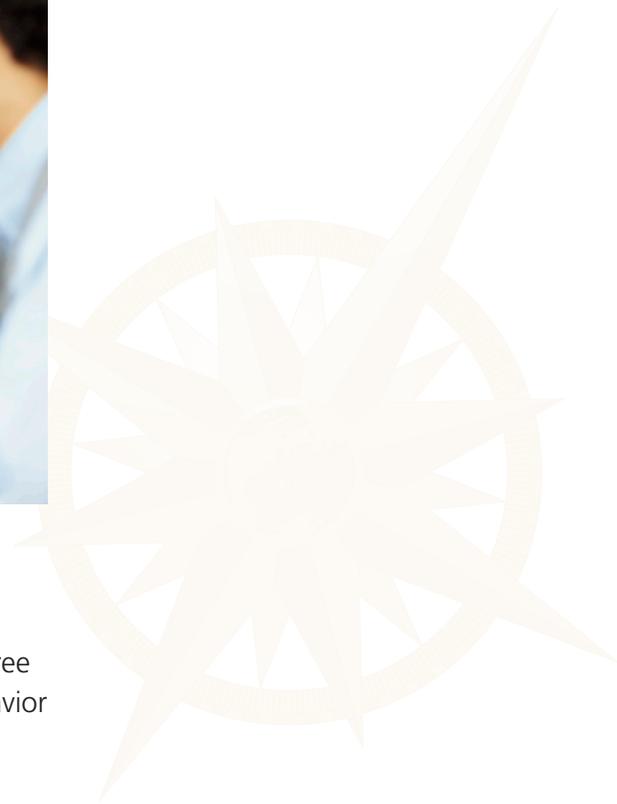
##### DATES & LOCATIONS

April 2–4, 2012

At the Federal Executive Institute in Charlottesville, VA

The FEI facility is located in a campus setting near the University of Virginia and the Blue Ridge Mountains, approximately two hours southwest of Washington, DC.

For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)



## Register for the Leading Through Constructive Conflict Seminar

This seminar is designed for SES members and their equivalents in state, local and international government. Senior Executive Service (SES) members and those in other executive and management positions are required to meet certain competencies outlined by the Executive Core Qualifications (ECQs).

The concepts presented in this seminar are grounded in the Conflict Management ECQ for Leading People, which encourages creative tension and differences of opinions while taking steps to prevent counter-productive confrontations, and managing and resolving conflicts in a constructive manner.

## Build Your Organization While Meeting Executive Core Qualification Requirements

- Assess your behavior in conflict situations and explore how it impacts others.
- Understand your styles of handling conflicts and learn how those methods can help or hinder your ability to lead effectively.
- Use a unique 360-degree assessment to 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 leader.
- Explore systematic approaches to creating a workplace culture with minimal conflict.

### TUITION

\$3,200

Tuition includes all educational services, materials, meals and lodging.

### LEAD

This seminar meets the executive track requirements of the LEAD Certificate Program.

Leadership Education & Development Certificate Program—A complete leadership development curriculum for current and aspiring government leaders, providing official recognition of achievement at every level. For more info, go to [www.leadership.opm.gov/certificates/LEAD/index.aspx](http://www.leadership.opm.gov/certificates/LEAD/index.aspx)

### RECOMMENDED PRIOR COURSE

Executive Communication Skills: Leading the Process of Change

### SUGGESTED FOLLOW-ON COURSE

A Leader's Guide to Developing Resilience

**For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)**

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## Management Development Seminar I: Leading from the Middle

Managers make the Federal government work today, and developing management competencies is an excellent investment in the future success of your agency. This seminar delivers an excellent learning experience for managers and supervisors who want to upgrade their skills today.

- Learn essential management competencies through a variety of experiences and activities.
- Build your peer network across agencies while working with other new managers and supervisors.
- Improve existing skills and develop new abilities, tools and techniques.



### A Powerful, Interactive Learning Experience!

This nine-day long program is designed to teach attendees to think more critically and develop communications skills. It's an ideal experience, whether you are a new middle manager or an experienced first-line supervisor.

During the course, you will study essential management competencies through individual assessments, readings, small group activities, real-world experiences and stimulating class discussions.

#### CORE DEVELOPMENT

##### COMPETENCIES

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

##### ACADEMIC CREDIT

3 upper level Baccalaureate credits may be available upon completion.

##### DATES & LOCATIONS

November 28–December 8, 2011

February 6–16, 2012

June 4–14, 2012

August 6–16, 2012

September 10–20, 2012

At the Eastern Management Development Center in Shepherdstown, WV

This training facility is 70 miles from Washington, DC in the Blue Ridge Mountains above the Potomac River.

September 26–October 6, 2011

March 19–29, 2012

April 23–May 3, 2012

July 9–19, 2012

September 24–October 4, 2012

At the Western Management Development Center in Aurora, CO

This facility offers a campus-style learning environment convenient to both Denver and the majestic Rocky Mountains.

For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)

*“The course allowed me to understand the common problems and concerns of other Federal managers, and to develop shared solutions to them.”*

## Register Now for the Management Development Seminar I: Leading from the Middle

This seminar was created for managers who have been recently promoted to second-line supervision and experienced first-line supervisors who are seeking to update their management skills and knowledge.

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

### Learn How to Lead from the Middle

- 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.
- 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.

*“I really enjoyed hearing from real-world consultants with valuable insights from both the public and private sector.”*

#### TUITION

\$5,035

Tuition includes materials, meals and lodging for the two-week course.

#### LEAD

This seminar meets the manager track requirements of the LEAD Certificate Program.

Leadership Education & Development Certificate Program—A complete leadership development curriculum for current and aspiring government leaders, providing official recognition of achievement at every level. For more info, go to [www.leadership.opm.gov/certificates/LEAD/index.aspx](http://www.leadership.opm.gov/certificates/LEAD/index.aspx)

#### RECOMMENDED PRIOR COURSES

Team Development Seminar I and II  
Supervisory Development Seminar I and II

Leadership Assessment Program—Level I

#### SUGGESTED FOLLOW-ON COURSES

Management Development Seminar II  
Coaching and Mentoring for Excellence  
Dynamics of Public Policy Seminar

**For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)**

## Three Ways to Register

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## Management Development Seminar II: Leading Organizations

In an era of constant change and challenges, government agency managers must step up for greater effectiveness and efficiency. This seminar offers an unmatched overview of your systems and best practices, and a useful framework for leading your organization into the future.

- Learn how to engage your workers and foster innovative thinking and action.
- Share challenges and best practices with peer attendees from other agencies.
- Deepen your understanding of interagency systems and make connections for networked governance capable of delivering seamless customer service.



### A Systems Understanding of Managing Organizations

This seminar helps you develop systems for understanding how to manage culture and productivity throughout your organization. You will learn four useful “frames” for recognizing, understanding and improving interrelated, vital systems:

1. The Structural Frame: Organizing and structuring groups and teams.
2. The Human Resource Frame: Tailoring organizations to satisfy human needs, improve human resource management, and build positive interpersonal and group dynamics.
3. The Political Frame: Coping with power and conflict, building coalitions, honing political skills, and dealing with internal and external politics.
4. 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.

#### CORE DEVELOPMENT

##### COMPETENCIES

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

##### ACADEMIC CREDIT

3 upper level Baccalaureate credits may be available upon completion.

##### DATES & LOCATIONS

October 31–November 10, 2011  
January 23–February 2, 2012  
April 30–May 10, 2012  
June 18–28, 2012  
August 20–30, 2012

At the Eastern Management Development Center in Shepherdstown, WV

This training facility is 70 miles from Washington, DC in the Blue Ridge Mountains above the Potomac River.

April 9–19, 2012  
July 23–August 2, 2012  
September 10–20, 2012

At the Western Management Development Center in Aurora, CO

This facility offers a campus-style learning environment convenient to both Denver and the majestic Rocky Mountains.

For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)

*“Excellent true-life stories emphasized the content. It’s great to get advice from someone who has been there and done it.”*

## Register Now for the Management Development Seminar II: Leading Organizations

This seminar is designed for 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.

During the two-week course, experienced mid-level managers can assess and improve their organization's overall effectiveness. You will learn how to help guide your organization during times of unprecedented change, challenge and uncertainty. Through presentations, small-group work and practice, you will learn out how to engage your workers and foster innovative thinking and action.

## Learn How to Help Guide Your Organization to Excellence

- 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 work team cultures.
- Create a powerful vision for your organization and set strategies for moving toward its realization.
- Forge productive negotiations and defuse wasteful, unproductive conflict.

*“Any individual in a leadership role should take this course if they are interested in furthering their career.”*

### TUITION

\$5,300

Tuition includes materials, meals and lodging for the two-week course.

### LEAD

This seminar meets the manager track requirements of the LEAD Certificate Program.

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### RECOMMENDED PRIOR COURSES

Collaborative Leadership Seminar  
Leadership Assessment Program—Level II  
Team Development Seminar II

### SUGGESTED FOLLOW-ON COURSES

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

**For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)**

## Three Ways to Register

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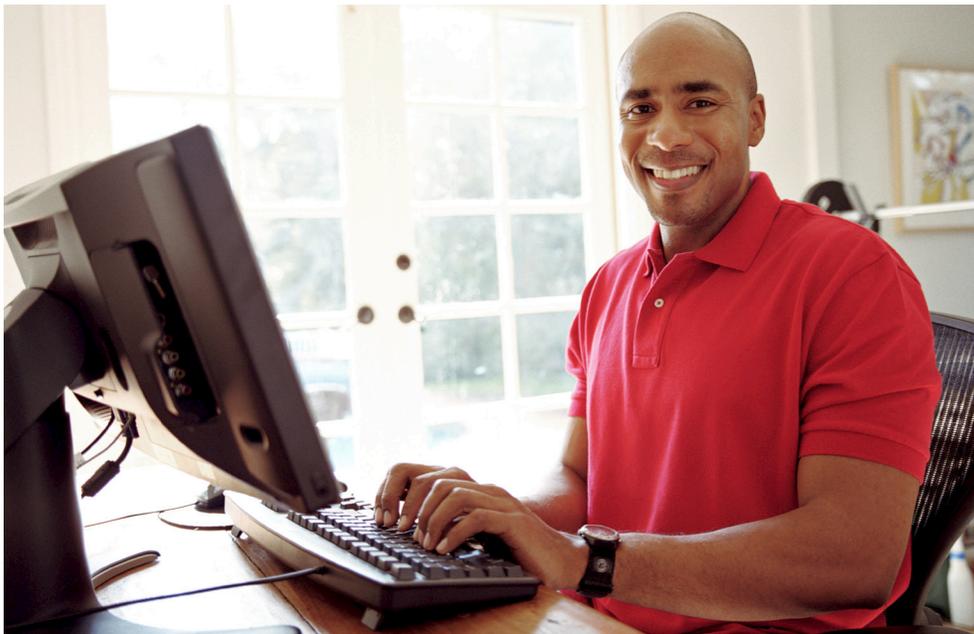
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## Managing the Flexible Workplace

As more and more Federal workers take advantage of flexible work arrangements, managers and supervisors are faced with a unique challenge of overseeing a mix of remote workers, teleworkers and onsite staff without sacrificing performance. This seminar addresses best practices, strategies and methods for maintaining high performance regardless of where an employee sits.

- Understand the expectations of the administration and Congress for alternative work arrangements in the Federal Government.
- Explore strategies for maintaining performance whether employees are onsite or offsite, and learn guidelines and procedures for establishing flexible arrangements in your workplace.
- Develop specific plans for applying learned techniques to your workplace.



### Maintain High Performance and Achieve Results in the Nontraditional Federal Workplace

Through instruction and sharing best practices, this seminar offers effective methods for supporting high performance regardless of employee location, without making more work for you as the supervisor of these individuals.

#### SKILL IMMERSION

##### COMPETENCIES

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

##### ACADEMIC CREDIT

3 Graduate credits may be available upon completion.

##### DATES & LOCATIONS

April 10–12, 2012

July 10–12, 2012

At the Eastern Management Development Center in Shepherdstown, WV

This training facility is 70 miles from Washington, DC in the Blue Ridge Mountains above the Potomac River.

September 25–27, 2012

At the Western Management Development Center in Aurora, CO

This facility offers a campus-style learning environment convenient to both Denver and the majestic Rocky Mountains.

For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)

*“My office is just now starting a pilot program for remote workers. This course will help me better understand and give more meaningful input to this effort. I am now in a better position to discuss and promote remote working with management and peers.”*

## Register Now for the Managing the Flexible Workplace Seminar

This seminar is designed for managers and supervisors seeking to acquire tool, tips and tactics to effectively manage nontraditional work arrangements.

Managers and supervisors who provide support and oversight to an office with remote staff will also benefit from this course.

## An Overview of Best Practices and Strategies for Managers and Supervisors of Onsite and Offsite Staff

- Understand the expectations of Congress and the administration for the flexible Federal workplace.
- Learn guidelines and procedures for establishing flexible work arrangements in your organization.
- Examine the factors that create a performance-based flexible work environment.
- Apply performance management principles for a results-based workplace.
- Create specific strategies for applying techniques learned in the seminar to your workplace.

*“Telework is highly encouraged, and this course has provided support and good reference information on how to successfully manage this resource.”*

### TUITION

\$2,575

Tuition includes materials, meals and lodging.

### LEAD

This seminar meets the supervisor track requirements of the LEAD Certificate Program.

Leadership Education & Development Certificate Program—A complete leadership development curriculum for current and aspiring government leaders, providing official recognition of achievement at every level. For more info, go to [www.leadership.opm.gov/certificates/LEAD/index.aspx](http://www.leadership.opm.gov/certificates/LEAD/index.aspx)

### RECOMMENDED PRIOR COURSE

Supervisory Development Seminars I and II

Management Development Seminars I and II

### SUGGESTED FOLLOW-ON COURSES

Crisis Leadership Workshop

Conflict Resolution Skills

**For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)**

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## Managing Performance Seminar

As a Federal supervisor, you're responsible for shouldering two important responsibilities: guiding your team to success and taking disciplinary action if the need arises. In this seminar, supervisors will explore key elements of effective performance management in the Federal workplace, while satisfying supervisory training requirements.

- Learn effective methods for improving employee productivity and encouraging high levels of performance.
- Know how to identify the personal styles, beliefs and practices that support or interfere with effective performance management.
- Understand the systemic and legal elements that support the use of disciplinary action and termination in the Federal Government.



### Setting the Stage for High Performance and Responding to Unacceptable Performance

This seminar offers unmatched insight into the most effective techniques to improve communication with and motivation of employees to encourage optimal workplace performance. The seminar also helps supervisors recognize and avoid common pitfalls in discipline and termination situations.

#### SKILL IMMERSION

##### COMPETENCIES

- Accountability
- Developing Others
- Interpersonal Skills

##### DATES & LOCATIONS

February 28–March 1, 2012

June 19–21, 2012

In Washington, D.C.

Visit [www.leadership.opm.gov](http://www.leadership.opm.gov) for additional location information.

For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)



## Register Now for the Managing Performance Seminar

This seminar is designed for new and experienced Federal supervisors.

Note: This program satisfies two supervisory training requirements outlined in 5 CFR 412:202:

1. Improving employee performance and productivity.
2. Identifying and assisting employees whose work is not up to expected standards.

## Understand Best Practices of Performance Management and Apply Them Effectively in the Workplace

- Implement effective performance management practices that set expectations and encourage high levels of performance.
- Gain insight into personal styles, beliefs and practices that support or obstruct effective performance management.
- Learn and practice techniques for increased effectiveness in communication, motivation and support to encourage optimal employee performance.
- Differentiate between the problems of unacceptable performance and unacceptable conduct.
- Understand the systemic and legal elements that support the use of disciplinary action and termination in the Federal system.
- Recognize and avoid common pitfalls in discipline and termination situations.
- Formulate a plan to apply course tools and techniques when back in the workplace.

### TUITION

\$1,650

For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)

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## National Security Policy Seminar

National Security policy cannot be implemented in a vacuum. Its many interrelated parts must come together to form effective, sustainable policies that work in the best interest of our country and its allies. This seminar offers a high-level overview of the factors that affect security and economic impacts here and abroad.

- Examine in detail the interrelationships between political, military and technological factors that affect national security.
- Understand the structure of the nation's defense establishment and the processes and agencies involved in policy formation.
- Explore U.S. Collective Defense Arrangements and their relationship to the country's foreign policy.
- Learn how terrorism influences national and international security policy.



### PUBLIC POLICY

#### COMPETENCIES

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

#### DATES & LOCATIONS

April 30–May 10, 2012

At the Eastern Management  
Development Center in  
Shepherdstown, WV

This training facility is 70 miles  
from Washington, DC in the  
Blue Ridge Mountains above the  
Potomac River.

For information on presenters and  
day-to-day schedules, please go to  
[www.leadership.opm.gov](http://www.leadership.opm.gov)

### Understand National Security in a Global Context

Through this seminar's coursework, you will explore the rapidly changing nature of modern warfare and strategic concepts on which national security policy is based, the resources available for national security, the necessity of military preparedness, the role of intelligence in national security, and a theater-by-theater assessment of the status of world conflicts.



## Register Now for the National Security Policy Seminar

This seminar is designed for 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 will also benefit from this course.

### A Two-Week Immersion into the Challenges and Implications of National Security

- 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.
- Explore the domestic, organizational and international pressures and constraints on security choices.
- Construct a current snapshot of national security leaders and processes, and their potential impact on security.
- Examine the strengths and limitations of some of the major diplomatic, informational, economic and military tools of security policy.

#### TUITION

\$5,035

Tuition includes materials, meals and lodging.

#### SUGGESTED FOLLOW-ON COURSES

Dynamics of Public Policy Seminar  
Executive Development Seminar

For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)

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## Performance Budgeting Seminar

In these tight economic times, it's critical that organizations align their program costs with budget and financial performance measurements. This seminar outlines the path to this alignment to ensure and demonstrate that your organization is efficient and productive.

- Understand the requirements of common Federal performance measures.
- Study best practices and successes of other agencies' budget and organizational performance alignment.
- Develop new strategies for integrating your organization's budget and financial and performance management systems.



### Align Your Program Costs with Federal Budgets in Time for Performance Assessments

As performance measurements and budget issues become more tightly linked, make sure you're prepared for your organization's assessments. This seminar explores the requirements of the Government Performance and Results Act, as well as Office of Management and Budget-sanctioned successor assessment tools, so that you can be sure your agency's performance on these measures reflects its productivity and the value of its programs.

#### PUBLIC POLICY

##### COMPETENCIES

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

##### DATES & LOCATIONS

November 7–9, 2011

April 10–12, 2012

At the Eastern Management Development Center in Shepherdstown, WV

This training facility is 70 miles from Washington, DC in the Blue Ridge Mountains above the Potomac River.

For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)

*“The seminar will help me improve our performance measures. I will be able to tie the measures and objectives better to Presidential performance objectives.”*

## Register Now for the Performance Budgeting Seminar

This course is designed for individuals who lead, manage or work to integrate their organization's budget and financial management process with performance.

### A 3-Day Crash Course in Integrating Budgets With Agency Performance for Greater Accountability

- Examine the administration's performance initiatives and how they reinforce and influence each other.
- Assess your organization's strategic plan, program costs and budgets, and develop new approaches to integrating financial and performance management systems.
- Learn from other Federal agencies that have established greater accountability and achieved positive results.
- Study the Office of Management and Budget's long-term goals for performance measures and develop your own goals based on these measures.
- Understand financial management accounting and transaction standards.

*“This seminar helped me learn more about realities of performance budgeting.”*

#### TUITION

\$2,575

Tuition includes materials, meals and lodging.

#### SUGGESTED FOLLOW-ON COURSE

Federal Budgetary Policies and Processes Seminar

For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)

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## Power Thinking: The Strategies of Outstanding Leaders

All leaders are different, but research shows that outstanding executives possess superior reasoning skills that allow them to reach sound decisions and solve complex problems quickly and effectively. This seminar provides an assessment of your thinking ability and helps you strengthen your cognitive skills to benefit you and your organization.

- Assess your thinking effectiveness to determine your strengths and areas in need of improvement.
- Learn to sharpen your thinking to help you react positively to innovation, respond quickly to challenges and design and implement new initiatives with ease.
- Explore strategies for helping others think more effectively to boost organizational performance.



### Personal Assessments Offer Personalized Information on Your Thinking Effectiveness

The seminar begins with the Yale Assessment of Thinking, which will provide you with confidential, personalized information about your thinking effectiveness. Once you interpret the results and understand their implications for you as a leader, you'll examine the three dimensions of thinking—reasoning, insight and self-knowledge—and determine how they can help you reach your full leadership potential.

#### ORGANIZATIONAL LEADERSHIP

##### COMPETENCIES

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

##### DATES & LOCATIONS

October 24–25, 2011

At the Federal Executive Institute in Charlottesville, VA

The FEI facility is located in a campus setting near the University of Virginia and the Blue Ridge Mountains, approximately two hours southwest of Washington, DC.

For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)



## Register for the Power Thinking: The Strategies of Outstanding Leaders Seminar

This seminar is designed for members of the Senior Executive Service (SES), GS-15s and their equivalents in state, local and international government.

This program has benefited executives from a variety of organizations including the U.S. Federal Reserve, the Army War College, Merrill Lynch and IBM.

## Effective Thinking to Improve Organizational Performance

- Understand why effective thinking is key to improved leadership and better organizational performance.
- Assess your current thinking proficiencies and identify those that could be improved.
- Learn to sharpen your thinking to help you react positively to innovation, respond quickly to challenges and design and implement new initiatives with ease.
- Increase organizational performance by helping others to think more effectively.

### TUITION

\$3,000

Tuition includes all educational services, materials, meals and lodging.

### RECOMMENDED PRIOR COURSE

Building High-Performance Organizations in the 21st Century

### SUGGESTED FOLLOW-ON COURSE

Public Sector Leadership: Vision, Values and Vital Strategies

For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)

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## Project Management Principles

At the heart of any successful program or initiative is a project manager who employs a variety of proven management strategies and techniques. This seminar offers a solid foundation of principles, tools and best practices to help set you apart as a skilled project manager.

- Explore and practice critical concepts and strategies for successfully managing a project.
- Strengthen and demonstrate effective team behavior and interpersonal skills, especially when communicating project changes and progress.
- Develop and present a basic project plan incorporating key seminar concepts.



### Constructing a Foundation for Successful Project Management

Using the internationally recognized Project Management Institute's Body of Knowledge (PMBOK) as a guide, this seminar allows you to develop and present a real world project plan under the guidance of certified project managers and expert instructors.

Key project management principles including scope management, chartering, work breakdown, scheduling, accountability, communication planning, earned value, risk evaluation and Critical Path Method (CPM) will also be presented during the weeklong seminar.

#### SKILL IMMERSION

##### COMPETENCIES

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

##### ACADEMIC CREDIT

2 upper level Baccalaureate credits may be available upon completion.

##### DATES & LOCATIONS

November 14–18, 2011

June 4–8, 2012

At the Eastern Management Development Center in Shepherdstown, WV

This training facility is 70 miles from Washington, DC in the Blue Ridge Mountains above the Potomac River.

April 2–6, 2012

August 6–10, 2012

At the Western Management Development Center in Aurora, CO

This facility offers a campus-style learning environment convenient to both Denver and the majestic Rocky Mountains.

For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)

*“The body of information provided demonstrates a commitment to elevate the level of competence in the Federal workforce to promote greater efficiencies in work output, a better work environment and attention to cost savings.”*

## Register Now for the Project Management Principles Seminar

This seminar is designed for new or potential project managers with little or no previous training or experience in project management.

## Be Prepared With the Skills Needed to Lead Successful Organizational Initiatives and Programs

- Understand project management based on the Project Management Institute's Body of Knowledge (PMBOK).
- Apply project management critical project management tools to improve project planning and implementation.
- Learn and demonstrate effective team behavior and the importance of team membership when it comes to successful projects.
- Strengthen interpersonal skills necessary for effectively and productively communicating project changes and progress.
- Develop and present a basic project plan incorporating key seminar concepts.

*“Tools of risk analysis, planning and conflict resolution from the seminar are bound to positively impact my public service job.”*

### TUITION

\$3,500

Tuition includes materials, meals and lodging.

### LEAD

This seminar meets the project/team lead track requirements of the LEAD Certificate Program.

Leadership Education & Development Certificate Program—A complete leadership development curriculum for current and aspiring government leaders, providing official recognition of achievement at every level. For more info, go to [www.leadership.opm.gov/certificates/LEAD/index.aspx](http://www.leadership.opm.gov/certificates/LEAD/index.aspx)

### SUGGESTED FOLLOW-ON COURSES

Team Development Seminars I and II

For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)

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

Leading successfully in the public sector requires a full array of flexible and up-to-date strategies. This seminar provides Federal leaders with a powerful set of new approaches to understand and lead change in Government.

- Refine your personal vision of public service, your organization's future and your critical role in leading public sector change.
- Explore public sector leadership in the context of OPM's Executive Core Qualifications (ECQs).
- Develop vital strategies for creating an effective workplace that achieves high levels of performance for its employees and the American people.



### Strengthen Your Vision of Public Service and Learn New Approaches for Seeing it Through

Federal Executive Institute (FEI) faculty members, who are experienced public sector leaders themselves, guide participants through case studies, small group exercises, executive coaching and off-site benchmarking trips as they explore new strategies for making their public service vision a reality.

#### ORGANIZATIONAL LEADERSHIP

##### COMPETENCIES

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

##### DATES & LOCATIONS

September 9–12, 2012

In Philadelphia, Pennsylvania.

Visit [www.leadership.opm.gov](http://www.leadership.opm.gov) for specific location details.

For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)



## Register Now for the Public Sector Leadership: Vision, Values and Vital Strategies Seminar

This seminar is designed for high-potential GS-15 leaders, Senior Executive Service (SES) members and their Foreign Service and uniformed equivalents.

The agenda and learning approach for the course are based on the widely acclaimed Leadership for a Democratic Society program. During the seminar, you will address each of OPM's Executive Core Qualifications (ECQs)—competencies required for all high-level leaders in the Federal Government—including:

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

## Addressing Essential Leadership Competencies as You Develop New Strategies for Creating a High-Performing Workplace

- 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.

### TUITION

\$4,600

Tuition includes all educational services, materials, meals and lodging.

### RECOMMENDED PRIOR COURSE

Leading Strategically: From Vision to Performance

### SUGGESTED FOLLOW-ON COURSE

Leadership for a Democratic Society

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## Resiliency Advantage

During these times of constant change and shrinking resources, Federal leaders face significant challenges. This seminar boosts your ability to lead with flexibility and resiliency, especially in periods of stress and uncertainty.

- Use the science of resiliency psychology to be prepared for any situation.
- Learn how to be flexible and thrive during times of constant change.
- Help your teams become change proficient and maintain attitudes of professionalism in any situation.



### **Bounce Back From Unexpected Challenges and Become Stronger in the Process**

This innovative seminar will guide you through developing the five levels of resiliency to assist you in handling unexpected situations in the workplace and beyond. The seminar encourages participants to share their experiences, making for a lively, interactive classroom environment.

#### SKILL IMMERSION

##### COMPETENCIES

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

##### DATES & LOCATIONS

November 7–9, 2011

March 20–22, 2012

At the Eastern Management Development Center in Shepherdstown, WV

This training facility is 70 miles from Washington, DC in the Blue Ridge Mountains above the Potomac River.

June 19–21, 2012

September 11–13, 2012

At the Western Management Development Center in Aurora, CO

This facility offers a campus-style learning environment convenient to both Denver and the majestic Rocky Mountains.

July 17–19, 2012

In Washington, D.C.

Check [www.leadership.opm.gov](http://www.leadership.opm.gov) for additional location details.

For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)

*“We are severely short-staffed and the knowledge base of our staff is extremely low. This program will help me to cope with these challenges in a positive manner.”*

## Register Now for the Resiliency Advantage Seminar

This seminar is designed for decision-makers at all organizational levels including:

- Senior Executives
- Managers
- Team Leaders

## Develop Your Resiliency Skills to Keep Your Organization on Track

- Learn ways to bounce back from unexpected difficulties and gain strength from challenging experiences.
- Explore how to manage disruptive change with emotional competence.
- Examine the benefits of managing using questions rather than instructions.
- Understand how to help your teams become adept at handling change and maintaining attitudes of professionalism during any situation.
- Learn strategies for assisting “survivors” of downsized agencies to remain committed to the organization.

*“I have several employees who are extremely resistant to change; some of the information I’ve gathered here will help me to work with them more effectively.”*

### TUITION

\$2,575

Tuition includes materials, meals and lodging.

### LEAD

This seminar meets the executive track requirements of the LEAD Certificate Program.

Leadership Education & Development Certificate Program—A complete leadership development curriculum for current and aspiring government leaders, providing official recognition of achievement at every level. For more info, go to [www.leadership.opm.gov/certificates/LEAD/index.aspx](http://www.leadership.opm.gov/certificates/LEAD/index.aspx)

### RECOMMENDED PRIOR COURSES

Executive Development Seminar  
Management Development Seminar I

### SUGGESTED FOLLOW-ON COURSES

Crisis Leadership Workshop  
Coaching and Mentoring for Excellence  
Facilitation Skills for Leaders

**For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)**

## Three Ways to Register

### 1. Register Online at [www.leadership.opm.gov](http://www.leadership.opm.gov)

Initiate course registration with your Government Purchase Card payment, the fastest way to reserve your space. Use your own agency-specific procurement forms. Once we have received your payment, you will receive confirmation within two business days.

### 2. Fax a Registration Form, found in a catalog or online. This form can be used for courses at the Federal Executive Institute or Management Development Centers.

### 3. Contact a Representative Customer Service Office:

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## Science, Technology & Public Policy Seminar

At every Federal agency, science and technology play a critical role in policy. This seminar examines social, economic and political drivers, and helps you anticipate and respond to challenges and make the best case for your programs to decision-makers.

- Understand, anticipate and respond to challenges in science and technology policy.
- Learn valuable strategies you can apply to your science and technology mission.
- Study development, funding, implementation, priorities, time horizons, and much more.



### Examine Policy for Science—and Science for Policy

This two-week exploration covers both of these critical aspects going forward.

- Policy for science defines how we generate and implement Federal policy governing science.
- Science for policy characterizes the role of scientific knowledge in public policy design and debates.

#### PUBLIC POLICY

##### COMPETENCIES

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

##### ACADEMIC CREDIT

3 upper level Baccalaureate or 3 Graduate credits may be available upon completion.

##### DATES & LOCATIONS

March 12–22, 2012

July 16–26, 2012

At the Eastern Management Development Center in Shepherdstown, WV

This training facility is 70 miles from Washington, DC in the Blue Ridge Mountains above the Potomac River.

For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)

*“This seminar provided a much greater understanding of public policy, how it is made and the responsibility and understanding of possible future positions during my career.”*

## Register Now for the Science, Technology & Public Policy Seminar

This seminar is designed for managers and senior-level specialists whose programs or policies are related to science, engineering and technology. Other beneficiaries are high performing, mid-level specialists in the various policy-related fields that are covered in the seminar.

In 2011, the seminar will be held in Shepherdstown, West Virginia and Aurora, Colorado. Attendees will leave with a greater ability to understand, anticipate and respond to current and future challenges in the development and implementation of science and technology policy.

## A Two-Week Immersion into a Leading Challenge in the 21st Century

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:

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

*“Understanding how policy is made and where to look for relevant policy could allow for the production of better research proposals.”*

### TUITION

\$5,035

Tuition includes materials, meals and lodging.

### LEAD

This seminar meets the manager and executive track requirements of the LEAD Certificate Program.

Leadership Education & Development Certificate Program—A complete leadership development curriculum for current and aspiring government leaders, providing official recognition of achievement at every level. For more info, go to [www.leadership.opm.gov/certificates/LEAD/index.aspx](http://www.leadership.opm.gov/certificates/LEAD/index.aspx)

### RECOMMENDED PRIOR COURSE OR EXPERIENCE

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

### SUGGESTED FOLLOW-ON COURSE

Executive Development Seminar

**For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)**

## Three Ways to Register

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## Senior Executive Assessment Program

If the next step in your career path is the Senior Executive Service (SES), then you should obtain a focused appraisal of your readiness. This intensive program gauges your potential and offers a realistic preview of your future in the SES.

- Make intelligent choices about whether the SES is the right career choice for you.
- Gauge your readiness to go through the SES selection process.
- Develop an SES Leadership Development Plan.



### Get a Professional Appraisal of Your Readiness for the Senior Executive Service

This intensive, five-day program provides an essential gauge of your SES performance potential and determines your readiness to go through the SES selection process, including interviewing and obtaining SES certification.

This program 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.

#### ASSESSMENT

##### COMPETENCIES

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

##### ACADEMIC CREDIT

1 upper level Baccalaureate credit may be available upon completion.

##### DATES & LOCATIONS

December 5–9, 2011

March 5–9, 2012

June 4–8, 2012

September 10–14, 2012

At the Western Management Development Center in Aurora, CO

This facility offers a campus-style learning environment convenient to both Denver and the majestic Rocky Mountains.

For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)

*“The entire program was well planned and extremely timely for where I am in my Federal career.”*

## Register Now for the Senior Executive Assessment Program

This top-level program is designed for senior staffers, supervisors or managers who are seriously considering a move within the next year or two into an executive level position, as well as any individual enrolled in an SES Federal Candidate Development Program.

The course is restricted to GS-15s and above or their equivalent. GS-14s and equivalent will also be accepted into the program if they can:

1. Provide proof of being currently enrolled in an OPM-approved Candidate Development Program (CDP)
2. Or 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.)

## Earn Real-Time Assessment and 360-Degree Feedback on Performance

- Assess how close you are today to being at the Full Performance Level for a member of the SES on critical ECQ competencies.
- Receive essential preparation and guidance for the SES selection process.
- Receive 360-degree feedback on your current ECQ performance from multiple sources and compare the information against the more accurate Assessment Center results.
- Enjoy 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.
- Receive a confidential debrief on your performance at the end of the session.

*“The entire assessment day and the interview were especially meaningful. I also learned much from the nuts-and-bolts discussion of how SES works, the application process, selection, pay, etc.”*

### TUITION

\$6,350

Tuition includes materials, meals and lodging.

### LEAD

This seminar meets the executive track requirements of the LEAD Certificate Program.

Leadership Education & Development Certificate Program—A complete leadership development curriculum for current and aspiring government leaders, providing official recognition of achievement at every level. For more info, go to [www.leadership.opm.gov/certificates/LEAD/index.aspx](http://www.leadership.opm.gov/certificates/LEAD/index.aspx)

### SUGGESTED FOLLOW-ON COURSES

Executive Development Seminar  
Leadership for a Democratic Society

**For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)**

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## Strategic HR Management

Knowing how to attract, develop and retain quality employees is the key to successfully transforming an agency. This seminar serves as a guide to the best practices and most effective strategies to use to when developing and executing a human capital plan to ensure organizational effectiveness.

- Learn to use OPM's Federal Human Capital Assessment and Accountability Framework (HCAAF) to plan, guide and measure your human capital efforts.
- Study case studies to understand best practices from Federal agencies with direct experience.
- Develop your own action plan to support your HR initiatives when you return to the workplace.



### SKILL IMMERSION

#### COMPETENCIES

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

#### DATES & LOCATIONS

May 22–24, 2012

In Washington, D.C.

Check [www.leadership.opm.gov](http://www.leadership.opm.gov) for additional location details.

For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)



*“The course will help me develop workforce plans to meet future initiatives and incorporate it into budget requests.”*

### Follow OPM's Framework to Guide Your HR Efforts

The seminar's lessons are based on OPM's Federal Human Capital Assessment and Accountability Framework (HCAAF). The HCAAF model offers guidance for Federal HR managers, and includes:

- Standards for Success
- Critical Success Factors
- Suggested Performance Indicators

## Register Now for the Strategic HR Management Seminar

This seminar is designed for human capital staff and HR specialists responsible for developing and/or executing agency human capital plans.

Managers who need to develop and execute workforce and/or succession plans will also benefit from this seminar.

## Address Challenges and Develop a Strategic Human Capital Plan to Boost Your Agency's Performance

- Understand OPM's Federal Human Capital Assessment and Accountability Framework (HCAAF) and its critical role in achieving organizational effectiveness.
- Examine case studies to learn from the successes of other Federal agencies' human capital initiatives.
- Address specific human capital challenges, such as succession planning and attracting, developing and retaining quality employees.
- Explore strategies for assessing and monitoring your agency's human capital efforts and develop measurable performance goals.
- Develop your own action plan for achieving specific goals.

*“The course provided ideas for how to create a well thought out plan for hiring in my particular office.”*

### TUITION

\$1,600

Tuition includes materials, meals and lodging.

### LEAD

This seminar meets the manager track requirements of the LEAD Certificate Program.

Leadership Education & Development Certificate Program—A complete leadership development curriculum for current and aspiring government leaders, providing official recognition of achievement at every level. For more info, go to [www.leadership.opm.gov/certificates/LEAD/index.aspx](http://www.leadership.opm.gov/certificates/LEAD/index.aspx)

### RECOMMENDED PRIOR COURSE

Dynamics of Public Policy Seminar

### SUGGESTED FOLLOW-ON COURSES

Leaders Growing Leaders

Leading Across Generations

For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)

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## The Supervisory Development Seminar I: Fundamentals

Every Federal Agency relies on the frontline management (FOR WHAT). Though professions vary greatly across the federal government the responsibilities of the frontline manager do not. Every Federal supervisor needs a skill set that includes tools and techniques to ensure success. This Seminar delivers!

- Be able to navigate the Federal human resource management system and differentiate appropriate personnel actions to recruit, hire, and retain employees in the Federal workplace.
- Implement effective performance management practices that set expectations and encourage effective performance.
- Articulate the appropriate personnel actions required to discipline and terminate employees who are poor performers or who violate workplace behavioral principles.
- Formulate a plan to improve personal performance upon returning to the workplace.



### Establish the Fundamental Skills to Become a Successful Leader

New supervisors will gain valuable insights into the fundamental skills, behaviors and attitudes that define the successful Federal supervisor and maximize personal performance. This week long seminar can be combined with the SDS II for a two-week emersion to expand these fundamentals with leadership foundations experience.

Please note: This seminar meets the requirements of the Congressional mandate requiring training for all new supervisors.

#### CORE DEVELOPMENT

##### COMPETENCIES

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

##### ACADEMIC CREDIT

2 upper level Baccalaureate or 2 lower level credits may be available upon completion.

##### DATES & LOCATIONS

October 24–28, 2011

November 28–December 2, 2011

March 26–30, 2012

May 14–18, 2012

July 16–20, 2012

September 10–14, 2012

At the Eastern Management Development Center in Shepherdstown, WV

This training facility is 70 miles from Washington, DC in the Blue Ridge Mountains above the Potomac River.

October 17–21, 2011

April 23–27, 2012

June 18–22, 2012

August 13–17, 2012

At the Western Management Development Center in Aurora, CO

This facility offers a campus-style learning environment convenient to both Denver and the majestic Rocky Mountains.

For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)

*“This seminar gave me tangible, concrete tools for delegating tasks, working effectively in teams and improving listening skills.”*

## A One-Week Investment That Will Pay You Back

- 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 who will help you ease your transition to supervisor.

*“The case studies from MSPB were useful to understand what can happen in a workplace and how to appropriately respond in such situations, and to know what resources are available to you.”*

### TUITION

\$3,350

Tuition includes materials, meals and lodging.

### LEAD

This seminar meets the supervisor track requirements of the LEAD Certificate Program.

Leadership Education & Development Certificate Program—A complete leadership development curriculum for current and aspiring government leaders, providing official recognition of achievement at every level. For more info, go to [www.leadership.opm.gov/certificates/LEAD/index.aspx](http://www.leadership.opm.gov/certificates/LEAD/index.aspx)

### RECOMMENDED PRIOR COURSE

Leadership Assessment Program—Level I

### SUGGESTED FOLLOW-ON COURSES

Supervisory Development Seminar II: Learning to Lead  
Leadership Assessment Program Level II  
Managing the Flexible Workspace

**For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)**

## Three Ways to Register

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## The Supervisory Development Seminar II: Learning to Lead

Effective government supervisors have mastered leadership skills that define/support/guarantee their success. In this seminar you will develop your capacity to move employees from compliance to commitment.

- Understand your motivations and those of others by exploring personal preferences.
- Identify and practice the critical communication skills to engage in performance feedback and coaching for excellence.
- Explore the origins of conflict and develop effective skills for managing conflict as a supervisor.
- Network and learn from peers in other federal agencies facing the leadership and supervision challenge.



### Expand Your Knowledge and Skills to Become a Successful Leader

Supervisors will gain valuable insights into the fundamental skills, behaviors and attitudes that define the successful Federal supervisor and maximize personal performance. This week long seminar can be combined with the SDS I for a two-week immersion/to expand these fundamentals with leadership foundations experience.

Please note: This seminar meets the requirements of the Congressional mandate requiring training for all new supervisors.

#### CORE DEVELOPMENT

##### COMPETENCIES

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

##### ACADEMIC CREDIT

2 upper level Baccalaureate or 2 Graduate credits may be available upon completion.

##### DATES & LOCATIONS

October 31–November 3, 2011

December 5–8, 2011

April 2–5, 2012

May 21–24, 2012

July 23–26, 2012

September 17–20, 2012

At the Eastern Management Development Center in Shepherdstown, WV

This training facility is 70 miles from Washington, DC in the Blue Ridge Mountains above the Potomac River.

June 25–28, 2012

August 20–23, 2012

At the Western Management Development Center in Aurora, CO

This facility offers a campus-style learning environment convenient to both Denver and the majestic Rocky Mountains.

**Note!** This course is also available as an online course, from July 23 through August 24, 2012.

For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)

*“The course equipped me with tools that will enable me to get quality performance out of civil servants.”*

## Register Now for the Supervisory Development Seminar II: Learning to Lead

This seminar is designed for new frontline supervisors and existing supervisors who have not yet participated in formal leadership development. It is also recommended for frontline supervisors who need a refresher course to understand and refine their approach to leadership.

Congress has mandated training for all new supervisors and this course fulfills those requirements, as well. It may be completed as a stand-alone seminar week 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.

If getting away for a full week is difficult, Supervisory Development Seminar II: Learning to Lead can be taken in a five-week online format. The online course requires 6-8 hours of work each week. The content is the same as the one-week in-residence course.

### Leadership Begins With the Supervisory Development

- Obtain valuable knowledge and skills to take with you through your career.
- 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.

*“This training has inspired me to be a better supervisor, to help the employees I supervise succeed, and to share the tools I learned this week.”*

#### TUITION

\$3,350

Tuition includes materials, meals and lodging.

#### LEAD

This seminar meets the supervisor track requirements of the LEAD Certificate Program.

Leadership Education & Development Certificate Program—A complete leadership development curriculum for current and aspiring government leaders, providing official recognition of achievement at every level. For more info, go to [www.leadership.opm.gov/certificates/LEAD/index.aspx](http://www.leadership.opm.gov/certificates/LEAD/index.aspx)

#### RECOMMENDED PRIOR COURSE

Supervisory Development Seminar I: Fundamentals

#### SUGGESTED FOLLOW-ON COURSES

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

**For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)**

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## Team Development Seminar I: Team Building

Teamwork is key to success in the Federal Government, especially in this era of downsized, flattened organizations and empowered employees at every level. Participants in this seminar learn how to be effective team members and leaders.

- Study and apply various team strategies, effective team protocols, and stages of team development.
- Learn to be an effective team member through exercises and analysis of team processes.
- Discover your own communication and conflict management styles and how they impact team success—especially during stressful situations.



### Build Your Skills for Successful Teamwork

A week-long course offered in both west and east coast locations, the Team Development Seminar I 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 will return to their agencies knowing how to be collaborative team members, and how to contribute to an effective team dynamic.

#### CORE DEVELOPMENT

##### COMPETENCIES

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

##### DATES & LOCATIONS

November 14–18, 2011

January 23–27, 2012

At the Eastern Management Development Center in Shepherdstown, WV

This training facility is 70 miles from Washington, DC in the Blue Ridge Mountains above the Potomac River.

March 26–30, 2012

July 30–August 3, 2012

At the Western Management Development Center in Aurora, CO

This facility offers a campus-style learning environment convenient to both Denver and the majestic Rocky Mountains.

For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)

*“This seminar taught me how to be a more effective manager toward our agency’s mission and goals, and how to nurture a healthy, cohesive team.”*

## Register Now for the Team Development Seminar I

This seminar is designed for team members, team leaders, supervisors and managers who are seeking to deepen their understanding of teamwork and strengthen their effectiveness in working with teams.

Note: The Team Development Seminar I 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.

## Fundamental Skills for Effective Team Dynamics

- Develop your understanding of teams, and the strategies and rules that make them effective and efficient.
- Become a more productive and effective team member.
- Learn about 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.

*“I will do some self reflection and find within myself the ability to understand where others are coming from so as to better interact with them and improve the team’s performance.”*

### TUITION

\$3,500

Tuition includes materials, meals and lodging.

### LEAD

This seminar meets the project/team lead track requirements of the LEAD Certificate Program.

Leadership Education & Development Certificate Program—A complete leadership development curriculum for current and aspiring government leaders, providing official recognition of achievement at every level. For more info, go to [www.leadership.opm.gov/certificates/LEAD/index.aspx](http://www.leadership.opm.gov/certificates/LEAD/index.aspx)

### RECOMMENDED PRIOR COURSES

Leadership Assessment Program Level I  
Collaborative Leadership Seminar

### SUGGESTED FOLLOW-ON COURSES

Team Development Seminar II  
Facilitation Skills for Leaders

**For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)**

## Three Ways to Register

### 1. Register Online at [www.leadership.opm.gov](http://www.leadership.opm.gov)

Initiate course registration with your Government Purchase Card payment, the fastest way to reserve your space. Use your own agency-specific procurement forms. Once we have received your payment, you will receive confirmation within two business days.

### 2. Fax a Registration Form, found in a catalog or online. This form can be used for courses at the Federal Executive Institute or Management Development Centers.

### 3. Contact a Representative Customer Service Office:

Toll Free: 888-676-9632  
Phone: 304-870-8008  
Fax: 304-870-8078  
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## Team Development Seminar II: Team Leadership

Leading any team in a government agency can be challenging. First, you must do more with less. Second, government is evolving, and so must its leaders. Lastly, as a team leader, you must complete the work, yet you probably don't have the formal authority to ensure the work is done well and on time.

- 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.
- Study how teams function within the context of an organizational system and how to balance and optimize team dynamics.



### Learn How to Lead High-Performing Teams

This week-long seminar analyzes team experiences with participants, focuses on learning practical leadership techniques, and explores ways of engaging, motivating and holding team members accountable.

#### CORE DEVELOPMENT

##### COMPETENCIES

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

##### DATES & LOCATIONS

November 28–December 2, 2011

January 30–February 3, 2012

At the Eastern Management Development Center in Shepherdstown, WV

This training facility is 70 miles from Washington, DC in the Blue Ridge Mountains above the Potomac River.

April 2–6, 2012

August 6–10, 2012

At the Western Management Development Center in Aurora, CO

This facility offers a campus-style learning environment convenient to both Denver and the majestic Rocky Mountains.

For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)

*“The program provided me with additional tools and skills to perform my job at a higher proficiency level, thus enhancing my contributions.”*

## Register Now for the Team Development Seminar II

This seminar is designed for team members, team leaders, supervisors and managers who are managing teams at agencies—anyone who is playing a formal or informal leadership role in teams and workgroups.

Note: This seminar complements the Team Development Seminar I: 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.

## Fundamental Skills for Effective Team Dynamics

- Discover and analyze different team challenges and relevant solutions.
- Learn practical leadership strategies, skills and best practices in working with team members.
- Develop your skills as a team leader who can grow, and potential to lead high-performing teams at your agency.

*“This seminar showed me how to ensure that my team members are getting the best coaching I can give, and therefore they will provide better customer service.”*

### TUITION

\$3,500

Tuition includes materials, meals and lodging.

### LEAD

This seminar meets the project/team lead track requirements of the LEAD Certificate Program.

Leadership Education & Development Certificate Program—A complete leadership development curriculum for current and aspiring government leaders, providing official recognition of achievement at every level. For more info, go to [www.leadership.opm.gov/certificates/LEAD/index.aspx](http://www.leadership.opm.gov/certificates/LEAD/index.aspx)

### RECOMMENDED PRIOR COURSES

Team Development Seminar I  
Leadership Assessment Program Level I  
Collaborative Leadership Seminar

### SUGGESTED FOLLOW-ON COURSE

Facilitation Skills for Leaders

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## Understanding the 360-Degree Leader

Being an effective leader means you influence colleagues within and outside your organization, not just the people who report to you. This seminar offers a comprehensive, 360-degree leader approach to influence in all directions.

- Break away from the idea that a manager's power is based on being in charge but can't be used to manage "up" or "across" in their organization.
- Explore tools and strategies for gaining and applying influence outside of your management hierarchy.
- Learn effective approaches for handling others' negativity.



### A Comprehensive Approach to Influencing People Inside and Outside of Your Agency's Management Hierarchy

This 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 those who report to you and those below you in the agency hierarchy.
- Lead Out—Influence those who work outside of your agency.

#### EXECUTIVE DEVELOPMENT

##### COMPETENCIES

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

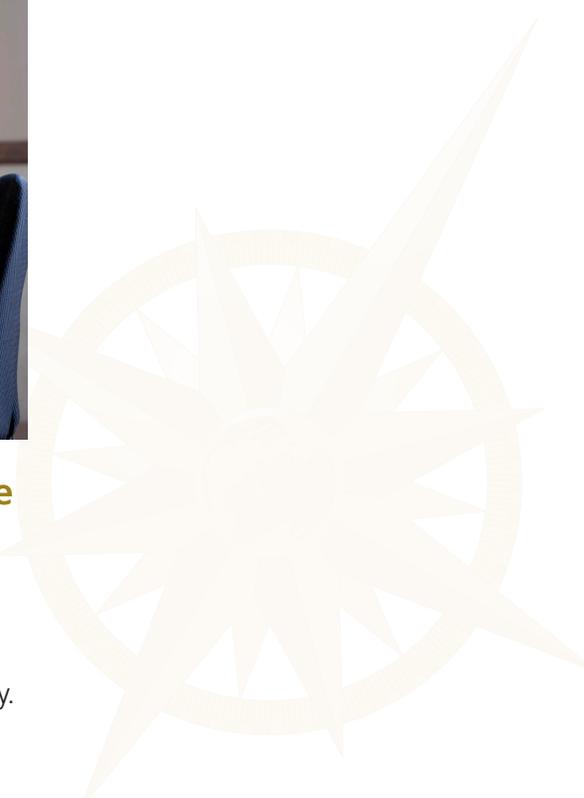
##### DATES & LOCATIONS

October 26–27, 2011

At the Federal Executive Institute  
in Charlottesville, VA

The FEI facility is located  
in a campus setting near the  
University of Virginia and  
the Blue Ridge Mountains,  
approximately two hours  
southwest of Washington, DC.

For information on presenters and  
day-to-day schedules, please go to  
[www.leadership.opm.gov](http://www.leadership.opm.gov)



## Register Now for the Understanding the 360-Degree Leader Seminar

This seminar is designed for Senior Executive Institute (SEI) members, GS-15s and their equivalents in state, local and international government.

### A Federal Executive Institute Program that Works With You to Help You Work With Others

- Learn how to assert yourself and take a leadership role in any situation.
- Achieve more and better results in your job.
- Enhance your personal influence and get your message across.
- Become more effective at handling negativity in your organization.
- Understand the concepts of leading up, across, down and out.

#### TUITION

\$3,000

Tuition includes materials, meals and lodging.

#### RECOMMENDED PRIOR COURSE

Leading Across Generations

#### SUGGESTED FOLLOW-ON COURSE

Leading Strategically: From Vision to Performance

For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)

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## Women's Leadership Seminar

Being a woman in a leadership role has its unique challenges, concerns and trade-offs. This seminar addresses these and helps prepare women for senior leadership positions in the Federal Government.

- Explore the myths and facts about women in leadership roles.
- Examine organizational cultures, emotional intelligence, unwritten rules and strategies for overcoming barriers to discover your own leadership style.
- Hear from senior women leaders in Government who have insight into what it takes to be a successful Federal leader.



### Discover and Own Your Unique Leadership Style

Small workgroups allow participants to put leadership theory into action by working with peers and leadership experts to develop plans for improving your leadership effectiveness on the job.

#### SKILL IMMERSION

##### COMPETENCIES

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

##### DATES & LOCATIONS

February 6–10, 2012

At the Eastern Management Development Center in Shepherdstown, WV

This training facility is 70 miles from Washington, DC in the Blue Ridge Mountains above the Potomac River.

June 25–29, 2012

At the Western Management Development Center in Aurora, CO

This facility offers a campus-style learning environment convenient to both Denver and the majestic Rocky Mountains.

For information on presenters and day-to-day schedules, please go to [www.leadership.opm.gov](http://www.leadership.opm.gov)

*“It was great to have so many successful women in the room. It makes you want to go back and work harder to bring more woman through the ranks.”*

## Register Now for the Women's Leadership Seminar

This seminar is designed for managers, supervisors, team leaders and others with leadership responsibilities who are interested in understanding and improving personal leadership skills and effectiveness.

### An Examination of the Unique Challenges Faced by Women in Leadership

- Use research and past experience to discuss the challenges women face at work.
- Analyze diverse leadership styles, practices and models.
- Gain insight from other female leaders in Government.
- Strengthen your interpersonal skills and emotional intelligence.
- Understand 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.

*“Meeting other participants and learning how they serve the public reinforced my desire to make a difference.”*

#### TUITION

\$3,500

Tuition includes materials, meals and lodging.

#### LEAD

This seminar meets the supervisor track requirements of the LEAD Certificate Program.

Leadership Education & Development Certificate Program—A complete leadership development curriculum for current and aspiring government leaders, providing official recognition of achievement at every level. For more info, go to [www.leadership.opm.gov/certificates/LEAD/index.aspx](http://www.leadership.opm.gov/certificates/LEAD/index.aspx)

#### RECOMMENDED PRIOR COURSES

Collaborative Leadership Seminar  
Supervisory Development Seminars I and II  
Leadership Assessment Program Levels I and II

#### SUGGESTED FOLLOW-ON COURSES

Management Development Seminars I and II  
Executive Development Seminar  
Senior Executive Assessment Program

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## ABOUT THE CENTERS

### FEDERAL EXECUTIVE INSTITUTE (FEI)

1301 Emmet Street, Charlottesville, VA 22903

The FEI in Charlottesville, Virginia, is a campus setting near the University of Virginia and the Blue Ridge Mountains. Located approximately two hours southwest of Washington, 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.

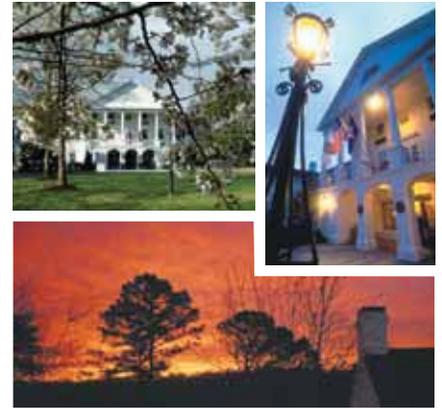
### WESTERN MANAGEMENT DEVELOPMENT CENTER (WMDC)

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.



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