

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT

CENTER FOR LEADERSHIP CAPACITY SERVICES

CATALOG

OCTOBER 2008 – SEPTEMBER 2009

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





FEDERAL EXECUTIVE INSTITUTE

Charlottesville, Virginia

EASTERN MANAGEMENT DEVELOPMENT CENTER

Shepherdstown, West Virginia

WESTERN MANAGEMENT DEVELOPMENT CENTER

Aurora, Colorado



Welcome from the Acting Director of the U.S. Office of Personnel Management

I am pleased to present OPM's Center for Leadership Capacity Services (CLCS) FY 2009 Catalog including updated course selections designed to meet the needs and challenges of today's Government leaders.

OPM has worked hard to ensure we offer over 60 exclusive seminars and programs, each specifically tailored to your needs. OPM has more than four decades of experience providing leadership training and has used extensive participant input to refine and improve the courses offered today.

With experienced teachers and world class facilities located throughout the country, OPM learning centers offer education, training, hands-on experience, and networking opportunities second to none. Open enrollment programs offered include courses at the Management Development Centers in Shepherdstown, West Virginia and Aurora, Colorado; and the Federal Executive Institute in Charlottesville, Virginia. Additionally, the availability of online seminars and on-site workshops at your office ensure these programs are within anyone's reach.

Our mission at OPM is to ensure the Federal Government has an effective civilian workforce. Now more than ever, customer-based, results-oriented work is essential to meet today's leadership challenges and develop a workforce able to deliver results for the American people. CLCS learning centers and seminars are an essential step in this mission and your participation will ensure you have the tools necessary as a leader to succeed in any environment.

I would like to thank you for your interest in these seminars. I know they will be a valuable tool in your future success in the Federal Government.



Michael W. Hager
Acting Director

HOW TO USE THIS CATALOG

1 Find the right program...

Center for Leadership Capacity Services (CLCS) Open Enrollment Programs for FY 2009 are divided into six categories, with color-coded tabs at the top of the page for easy reference:

Executive Leadership Development	Introduction on page 9
Individual Assessment and Development	Introduction on page 20
Management and Supervisory Skills	Introduction on page 30
Organizational Leadership for Executives	Introduction on page 42
Policy and Initiatives	Introduction on page 54
Specialized Skills	Introduction on page 60



Open Enrollment Programs are conducted at the Federal Executive Institute (FEI) in Charlottesville, Virginia, the Eastern Management Development Center (EMDC) in Shepherdstown, West Virginia, and the Western Management Development Center (WMDC) in Aurora, Colorado. Locations, costs, and schedules for FY 2009 are listed on each page. Brief descriptions of our centers are found on the inside back cover.

2 Consult with a representative

at our Customer Service Office to answer your specific questions, and to ensure that your selected programs will fit your needs.

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

TDD/TTY: 304-870-8066

email: register@opm.gov



3 Visit the CLCS Leadership website

for the most current schedule information, locations, and prices at www.leadership.opm.gov



4 Initiate your registration

by applying online or by using the Fax-Back form. (See p. 69.)



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Look for these notations throughout the catalog:

FEI = Federal Executive Institute

WMDC = Western Management Development Center

EMDC = Eastern Management Development Center

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

NEW New seminars are marked with this symbol.

PMF Seminars designed specifically to meet requirements of the Presidential Management Fellows Program feature this symbol.

There are five Executive Core Qualifications (ECQs) which are based on an U.S. Office of Personnel Management study of 8,000 Federal executives, managers and supervisors. ECQs define the competencies and characteristics needed to build a Federal corporate culture that 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 to this ECQ is the ability to establish an organizational vision and to implement it in a continuously changing environment.

ECQ 2: Leading People

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

ECQ 3: Results Driven

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

ECQ 4: Business Acumen

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

ECQ 5: Building Coalitions

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

Fundamental Competencies

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

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

ECQ 1: Leading Change

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

ECQ 2: Leading People

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

ECQ 3: Results Driven

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

ECQ 4: Business Acumen

- Financial Management
- Human Capital Management
- Technology Management

ECQ 5: Building Coalitions

- Influencing/Negotiating
- Partnering
- Political Savvy

The Leadership Journey: Competency-Based Learning

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

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



A Phased Approach to Higher Performance

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

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

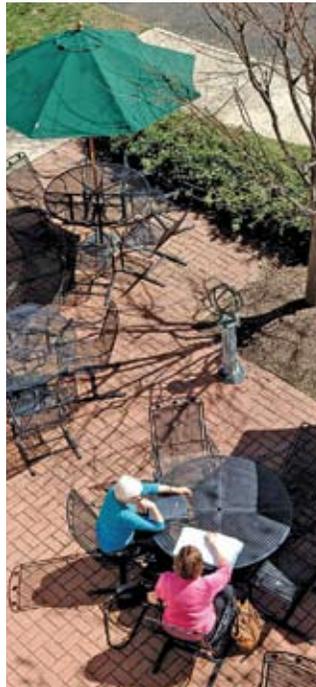
- **Leadership Potential Seminar (LPS)**
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- **Leadership for a Democratic Society (LDS)**
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“My learning experience at FEI has been the most applicable training I’ve received in my 29-year career. To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

—**Joe L. Meade** *Chugach National Forest*



Answering the Call to Leadership—Celebrating Our 30th Anniversary with the PMF Class of 2008

OVERVIEW

The Presidential Management Fellows (PMF) Program has a rich history of attracting outstanding individuals from a variety of academic disciplines and career paths who have a clear interest in, and commitment to, excellence in the leadership and management of public policies and programs. By drawing graduate students from diverse backgrounds, the PMF Program develops talent to meet the future challenges of public service.

PMF Program applicants go through a rigorous nomination and assessment process to determine if they will become PMF Finalists. Finalists may be hired by a Federal Agency at the GS-9, GS-11 or GS-12 level or equivalent, depending upon the candidate's experience and the needs of the hiring agency. Once appointed, Fellows participate in developmental activities such as on-the-job training, formal classroom training, developmental assignments and rotational opportunities.

PROGRAM HIGHLIGHTS

- **Recruit Top Graduates:** OPM recruits thousands of outstanding applicants through a worldwide network of accredited graduate schools that nominate their best students. Applicants are eligible the year they complete their graduate degree requirements, and many have extensive prior experience that can be invaluable to your agency.
- **Pre-Qualified Finalists:** OPM rigorously assesses each nominee to ensure Finalists have superior writing, interpersonal, analytic and leadership skills.
- **Hire All Year:** OPM hosts a searchable online resume bank and job posting system. Agencies in the Executive, Legislative and Judicial Branches of the Federal Government can hire Fellows.
- **Develop New Leaders:** Fellowships require 80 hours of formal classroom training each year and one 4 to 6 month developmental assignment. OPM sponsors forums, an orientation for new Fellows that provides more than 24 hours of the required training and a graduation ceremony.

AGENCY PARTICIPATION

If your agency already participates in the PMF Program, you may contact your Agency PMF Coordinator listed at <https://www.pmf.opm.gov/ACoords.aspx> to guide you in your PMF hiring efforts. You also can contact the PMF Program Office at OPM to get started.

Agency PMF Coordinators can access online resumes, post positions and submit appointments and developmental opportunities on the PMF website. Coordinators can also grant access to agency users to view resumes and post projected positions.

More information about the PMF Program, including a detailed *PMF Guide for Agencies*, can be found on our website at <http://www.pmf.opm.gov>.

ADDITIONAL TRAINING AND DEVELOPMENT

OPM has identified several seminars and programs in this catalog as particularly relevant to Fellows at this stage in their leadership journey (look for the **PMF** indicators throughout this catalog). For a listing of forums, orientation dates and training vendors, please consult our website <http://www.pmf.opm.gov>.



LENGTH & COST

Fellowship: 2 Years

Appointment Fee: \$6,000

Fellows are hired under an excepted service appointment for two years, followed by permanent appointment to the Federal service. The appointment fee paid by the participating agency that hires a Fellow covers recruitment and selection, orientation, graduation and general program support.

SCHEDULE

The PMF Program annually recruits eligible graduate-level students in the fall and announces Finalists the following spring. The annual Job Fair is held approximately 3-4 weeks after the announcement of Finalists.

CONTACT INFO

U.S. Office of Personnel Management
PMF Program Office
1900 E Street, NW, Room 1425
Washington, DC 20415

PHONE: 202-606-1040

FAX: 202-606-3040

EMAIL: pmf@opm.gov

WEBSITE: www.pmf.opm.gov

Is your organization facing an immediate challenge? Has a new initiative or reorganization forced you to find a new approach? Do you want to implement a new strategy to improve your organization's performance?

The Center for Leadership Capacity Services can custom design a program to satisfy a one-time need or engage in a long-term strategic partnership with an agency to address ongoing needs or challenges. We will work with you and your staff to tailor programs to meet your specific requirements.

The innovative approaches we offer will help your organization meet its immediate challenges, focus on the future and successfully adapt to changing circumstances.

WE OFFER

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

ARRANGING CUSTOMIZED LEADERSHIP SOLUTIONS

As champions of continuous learning, we provide a wide range of programs specially designed to address specific agency development needs. For more information about customized leadership programs, please select the Customs Solutions tab on our website at: www.leadership.opm.gov.

CONTACT INFO

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Federal Executive Institute

VOICE: 434-980-6200

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George Liscic

Management Development Centers

VOICE: 303-671-1039

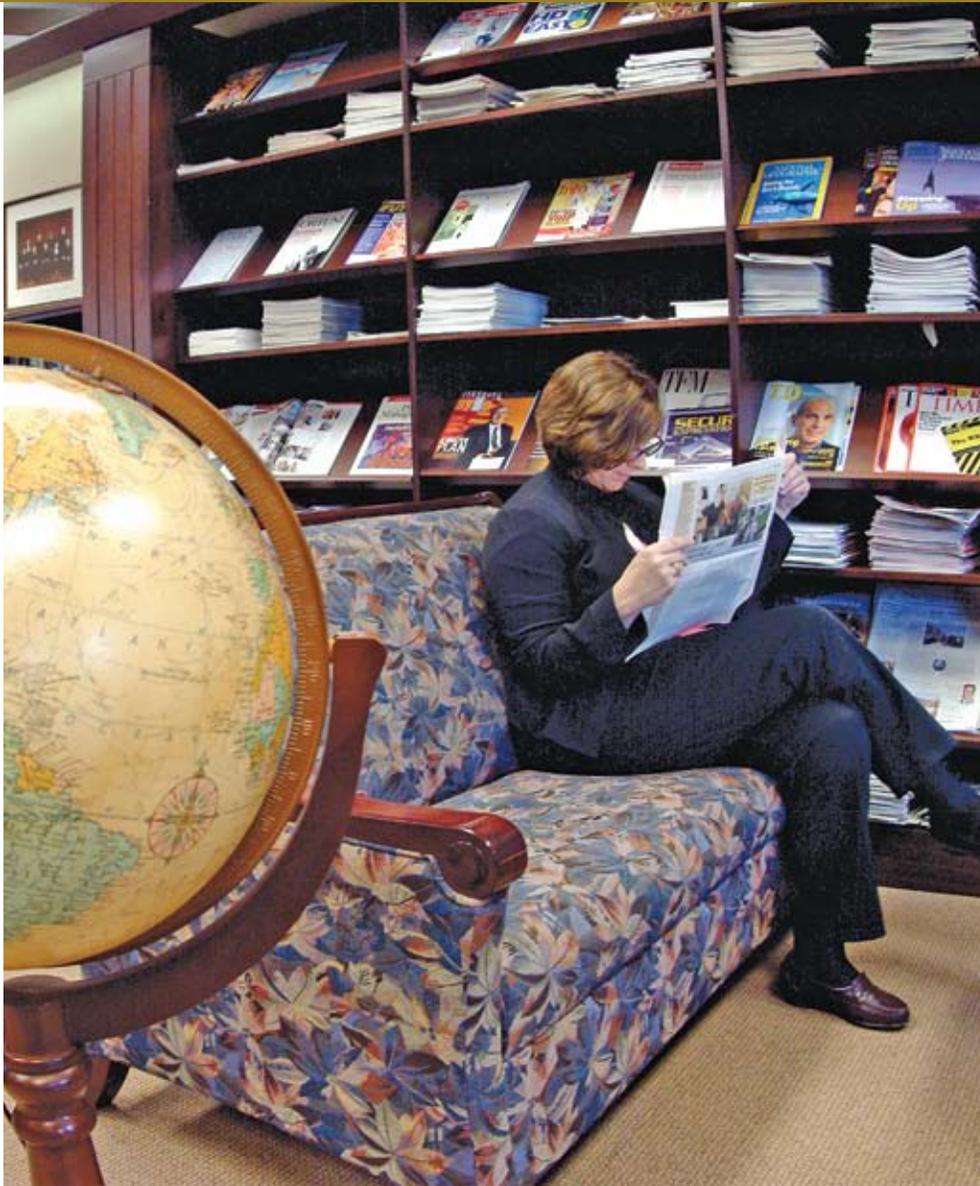
FAX: 303-671-1018

EMAIL: george.liscic@opm.gov

OUR PROCESS

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





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

With the hundreds of topics presented by expert instructors in our seminars, you can find an educational experience that matches your specific needs. With both standard and customizable curricula in subjects such as skills development, personnel management, organizational transitions and long-range planning, our **Executive Leadership Development** programs offer the best solution for you and your organization.

EXECUTIVE LEADERSHIP DEVELOPMENT

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A Leader's Guide to Developing Resilience

Sustaining Your Capacity to Lead in Challenging Times

COMPETENCIES EMPHASIZED

- Resilience
- Accountability
- Leading People
- Leading Change
- Team Building

LENGTH & TUITION

2 days. \$2,885

Tuition includes materials, meals and lodging (meals and lodging are included if on campus in Charlottesville, VA)

LOCATIONS

FEI, Charlottesville, VA or Washington, DC

COLLEGE CREDITS

N/A

SCHEDULE

Sep 30–Oct 2, '09

PROGRAM CODE: M919

OVERVIEW

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

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

HOW YOU WILL BENEFIT

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

WHO SHOULD ATTEND

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



Recommended Prior Courses

Leading Through Constructive Conflict Seminar

A Leader's Guide to Developing Resilience

Recommended Follow-on Courses

Public Sector Leadership
Vision, Values and Vital Strategies

Emotional Competence: Working with Others for Results

Achieving Better Relationships to Improve Personal and Organizational Performance

OVERVIEW

You know your organization functions better when people get along, but cultivating cooperation among team members can sometimes be a challenge. This program at the Federal Executive Institute (FEI) will help you overcome interpersonal obstacles in the workplace and give you the skills to improve personal and professional relationships in your organization or agency.

Each program begins by exploring participants' skill levels, perspectives and questions. The emphasis of the program and its activities will vary based on this initial class assessment, but the outline will include:

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

HOW YOU WILL BENEFIT

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

WHO SHOULD ATTEND

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

COMPETENCIES EMPHASIZED

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

LENGTH & TUITION

3 days. \$2,885
Tuition includes materials, meals and lodging

LOCATION

FEI, Charlottesville, VA

COLLEGE CREDITS

N/A

SCHEDULE

Apr 1-3, '09
PROGRAM CODE: M907

Recommended Prior Courses

Leading Strategically: From Vision to Performance

Emotional Competence:
Working with Others for Results

Recommended Follow-on Courses

A Leader's Guide to Developing Resilience

Executive Communication Skills: Leading the Process of Change

Combine Practical Approaches to Improving Your Interpersonal Skills and Relationships with a Dynamic Approach to Leadership

COMPETENCIES EMPHASIZED

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

LENGTH & TUITION

5 days. \$4,255
Tuition includes materials, meals and lodging

LOCATION

FEI, Charlottesville, VA

COLLEGE CREDITS

N/A

SCHEDULE

Jun 1–5, '09
PROGRAM CODE: M911

OVERVIEW

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

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

HOW YOU WILL BENEFIT

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

WHO SHOULD ATTEND

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



Recommended Prior Courses

Leading Across Generations

Executive Communication Skills:
Leading the Process of Change

Recommended Follow-on Courses

Leading Through Constructive Conflict

Executive Development Seminar: Leading Change

Getting Tomorrow Right—Today

OVERVIEW

This seminar will help you develop essential leadership skills for upper-level management. You will acquire a big-picture perspective and learn to lead change by examining structure, strategy and policy. You will also discuss real-world leadership challenges and explore your leadership style through a 360-degree assessment.

Collaborating with your seminar group, you will design a Government office, establish its mission, set its goals and complete an efficient strategic plan aligned with the President's Management Agenda and the Program Assessment Rating Tool (PART). Guided and independent research will help you determine which Government agencies, Congressional committees and special interest groups are appropriate partners. Group work and instruction will teach you to interact positively and build collaborative relationships. You will learn the strategies of effective oral communication and improve your political savvy as you prepare for a final presentation.

HOW YOU WILL BENEFIT

- Acquire a toolbox of fresh approaches for leading change within the Federal Government
- Recalibrate strategic planning skills to the executive level
- Improve political ingenuity to identify and cultivate valuable partnerships, coalitions and relationships with external constituencies
- Better grasp the relations between the Legislative and Executive Branches and their effect on agency policies
- Improve executive communication skills, both public and interpersonal
- Acquire a deeper understanding of leadership

The seminar is specifically designed to meet the interagency training requirements for OPM-approved Candidate Development Programs.

WHO SHOULD ATTEND

Experienced managers (GS-14s/15s)

SES-level managers seeking focused skills development and promotion

Individuals enrolled in a Candidate Development Program

COMPETENCIES EMPHASIZED

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

LENGTH & TUITION

2 weeks. \$5,550
Tuition includes materials, meals and lodging

LOCATIONS

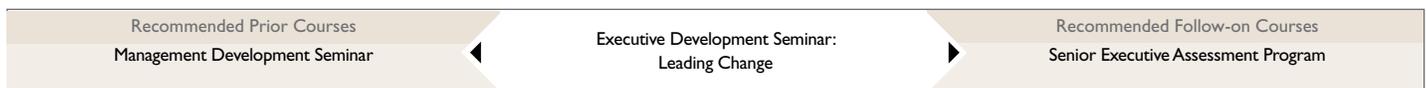
EMDC, Shepherdstown, WV
WMDC, Aurora, CO

COLLEGE CREDITS

4 Hours/Graduate

SCHEDULE

Oct 20–31, '08	EMDC
Dec 1–12, '08	EMDC
Jan 26–Feb 6, '09	EMDC
Mar 23–Apr 3, '09	EMDC
May 11–22, '09	EMDC
Jun 15–26, '09	WMDC
Aug 10–21, '09	WMDC



Executive Development Seminar: Blended Course

Blended Course, Online and Residential

COMPETENCIES EMPHASIZED

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

LENGTH & TUITION

8 weeks. \$3,800
Tuition includes materials, meals, and lodging
8 weeks online; 3 days in residence

LOCATION

WMDC, Aurora, CO

COLLEGE CREDITS

4 Hours/Graduate

SCHEDULE

ONLINE: May 4–Jun 26, '09
RESIDENTIAL: Jul 14–16, '09... WMDC

OVERVIEW

This blended Executive Development Seminar contains the same developmental activities as the traditional Executive Development Seminar and is designed to strengthen the ability of senior managers to make the transition to the Senior Executive Service (SES).

This seminar will help you develop essential leadership skills for upper-level management. You will acquire a big-picture perspective and learn to lead change by examining structure, strategy and policy. You will also discuss real-world leadership challenges and explore your leadership style through a 360-degree assessment.

Collaborating with your seminar group, you will design a Government office, establish its mission, set its goals and complete an efficient strategic plan aligned with the President's Management Agenda and the Program Assessment Rating Tool (PART). Guided and independent research will help you determine which Government agencies, Congressional committees and special interest groups are appropriate partners. Group work and instruction will teach you to interact positively and build collaborative relationships. You will learn the strategies of effective oral communication and improve your political savvy as you prepare for a final presentation.

HOW YOU WILL BENEFIT

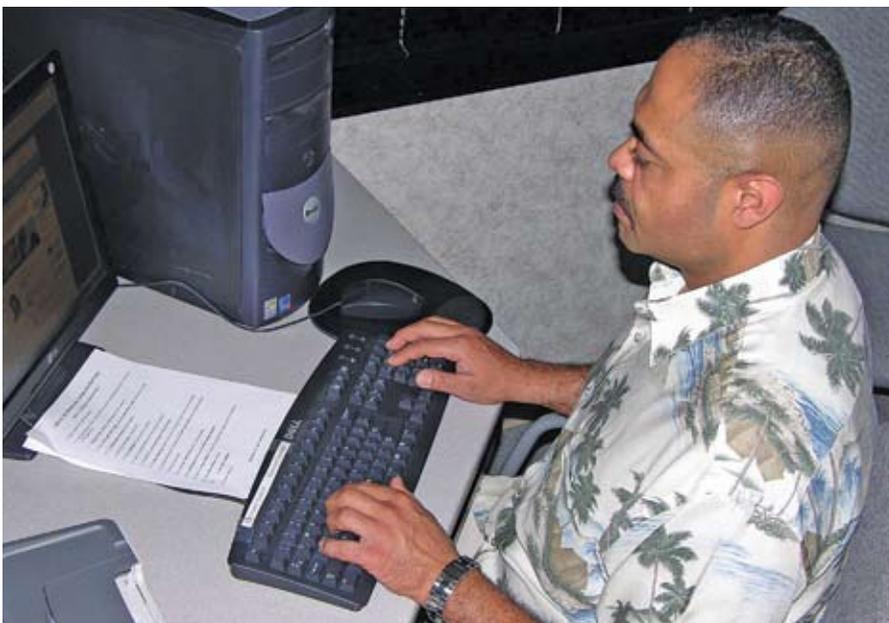
- Acquire a toolbox of fresh approaches for leading change within the Federal Government
- Recalibrate strategic planning skills to the executive level
- Improve political ingenuity to identify and cultivate valuable partnerships, coalitions and relationships with external constituencies
- Better grasp the relations between the Legislative and Executive Branches and their effect on agency policies
- Improve executive communication skills, both public and interpersonal
- Acquire a deeper understanding of leadership

WHO SHOULD ATTEND

Experienced managers (GS-14s/15s) who find it difficult to be away for the traditional two-week EDS seminar and have time to read and complete assignments each week

SES-level managers seeking focused skills development and promotion

Individuals enrolled in a Candidate Development Program



Recommended Prior Courses

Managerial and leadership experience and training

Executive Development Seminar:
Blended Course

Recommended Follow-on Courses

Senior Executive Assessment Program

Leadership for a Democratic Society

Historical Foundations for Leading Contemporary Transformations

OVERVIEW

The Federal Executive Institute (FEI) uses the U.S. Constitution as the principal guide in helping you to understand the diverse goals of the government and the citizens you serve. FEI fosters executives who excel in a 21st-century world while remaining connected to the Constitutional principles forged in the 18th century. We invite you to join both worlds at FEI.

The themes of FEI's *Leadership for a Democratic Society* (LDS) program reflect the Constitutional underpinning of Federal Government work and the common culture of senior Federal executives. At FEI, you will build your skills in personal leadership and gain insights into organizational theory, the policy framework in which Government leadership occurs, and the broad global trends and events that shape Government agendas.

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

HOW YOU WILL BENEFIT

- Gain a broader understanding of the Constitution and how it continues to guide today's Government
- Understand the policy framework in which executives must lead and the interplay among major stakeholders at national and global levels
- Develop keen insights into your leadership strengths and areas for improvement
- Devise a plan to enhance your organization's performance
- Increase your networks for enhanced problem-solving support
- Appreciate more fully the importance of Federal service and the diverse talents of Federal executives

WHO SHOULD ATTEND

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

Selected senior state, local and international government executives

COMPETENCIES EMPHASIZED

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

LENGTH & TUITION

4 weeks. \$17,500
Tuition includes materials, meals and lodging

Ten *Leadership for a Democratic Society* programs are being offered during FY 2009. Seven are designed with four consecutive weeks in residence. Three are Applied Learning Programs, in which two-week residential periods are separated by approximately six weeks in the office.

LOCATION

FEI, Charlottesville, VA

COLLEGE CREDITS

12 Hours/Graduate

SCHEDULE

Oct 26–Nov 21, '08
PROGRAM CODE: L343

Nov 30–Dec 12, '08 and
Mar 1–13, '09
PROGRAM CODE: L344

Jan 4–30, '09
PROGRAM CODE: L345

Feb 1–27, '09
PROGRAM CODE: L346

Mar 15–27, '09 and
Jun 14–26, '09
PROGRAM CODE: L347

Mar 29–Apr 24, '09
PROGRAM CODE: L348

Apr 26–May 22, '09
PROGRAM CODE: L349

May 31–Jun 12, '09 and
Sep 13–25, '09
PROGRAM CODE: L350

Jul 12–Aug 7, '09
PROGRAM CODE: L351

Sep 27–Oct 23, '09
PROGRAM CODE: L352

Recommended Prior Courses

The Aspen Institute Executive Seminar,
Executive Development Seminar

Leadership for a Democratic Society

Recommended Follow-on Courses

Leadership for a Global Society

Senior Executive Assessment Program

Professional Appraisal of Your Senior Executive Service Competencies

COMPETENCIES EMPHASIZED

- Strategic Thinking
- Visioning
- Team Building
- Influencing/Negotiating
- Problem Solving/Decisiveness

LENGTH & TUITION

1 week. \$6,200
Tuition includes, materials, meals and lodging

LOCATION

WMDC, Aurora, CO

COLLEGE CREDITS

N/A

SCHEDULE

Dec 1-5, '08 WMDC
Mar 2-6, '09..... WMDC
Jun 1-5, '09 WMDC
Sep 14-18, '09..... WMDC

OVERVIEW

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

You will undergo a rigorous assessment process that has many of the same components used for actual SES selection. These include writing a narrative statement on your ECQ abilities and undergoing a Behavioral Assessment Center process. Other methods to assess ECQ levels will include a 360-degree assessment and sample SES job interviews. A confidential executive coaching session will help you review your assessment and develop an improvement plan.

HOW YOU WILL BENEFIT

- Assess your potential for the SES and how close you come to being at the Full Performance Level for a member of the SES on critical ECQ competencies
- Assess your readiness to go through the SES selection process
- Make an informed choice about whether the SES is right for you based on a realistic job preview of how life in the SES really works and on discussions with current SES staff
- Receive 360-degree feedback on your current back-home performance on the ECQs from multiple sources, including your boss, peers and subordinates; you will also compare this information against Assessment Center results
- Develop a Career Development Plan to increase your readiness to be in the SES, or to increase your potential in your current position

WHO SHOULD ATTEND

Senior staffers, managers and executives

Restricted to GS-15s and above or equivalent

Individuals enrolled in a Candidate Development Program

Recommended Prior Courses

Managerial and leadership experience and training

Senior Executive Assessment Program

Recommended Follow-on Courses

Executive Development Seminar; Leadership for a Democratic Society; Communicating to the Media, Public and Congress

The Aspen Institute Executive Seminar

Values-Based Leadership Principles to Make You a Better Executive



OVERVIEW

The Federal Executive Institute's (FEI) *Aspen Institute Executive Seminar* helps you define and understand the basic values at the heart of the issues that key leaders face. It will prepare you to manage relationships with diverse constituencies, conduct business in a global environment and motivate followers through visions that unite and inspire.

Fulfilling the needs of diverse constituencies requires more than knowledge of the latest management techniques. The best leaders ground their actions in enduring ideas and uplifting values. They are sensitive to differing values, and they know how to help their followers focus their energies on the pursuit of common, enlightened goals.

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

HOW YOU WILL BENEFIT

- Strengthen your knowledge about the concepts of a free, democratic society and how they affect the way citizens think and act
- Gain insights from discussions about the underlying values of a good society and their relevance to the work of Federal executives
- Appreciate the importance of beliefs and values in leadership challenges

WHO SHOULD ATTEND

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

COMPETENCIES EMPHASIZED

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

LENGTH & TUITION

5 days. \$3,795
Tuition includes materials, meals and lodging

LOCATION

FEI, Charlottesville, VA

COLLEGE CREDITS

N/A

SCHEDULE

Apr 27–May 1, '09
PROGRAM CODE: M908

Recommended Prior Courses

Leading Public Sector Transformation

The Aspen Institute Executive Seminar

Recommended Follow-on Courses

Leadership for a Global Society

Understanding the 360-Degree Leader

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

COMPETENCIES EMPHASIZED

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

LENGTH & TUITION

2 days. \$2,665
Tuition includes materials, meals and lodging

LOCATION

FEI, Charlottesville, VA

COLLEGE CREDITS

N/A

SCHEDULE

May 26–27, '09
PROGRAM CODE: M909

OVERVIEW

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

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

HOW YOU WILL BENEFIT

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

WHO SHOULD ATTEND

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

Recommended Prior Courses

Leading Across Generations

Understanding the 360-Degree Leader

Recommended Follow-on Courses

Leading Strategically:
From Vision to Performance

Senior Executive Service Leadership Horizons Series **NEW**

OVERVIEW

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

SES HORIZONS: THE CONSTITUTION AND CONTEMPORARY PUBLIC SECTOR LEADERSHIP

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

This seminar in the new Horizons series, *The Constitution and Contemporary Public Sector Leadership* will provide you with an unrivaled opportunity to step back from day-to-day demands, to explore and better understand the unique, demanding, and ultimately rewarding milieu in which you operate and seek to excel. Splitting time between FEI's Charlottesville campus and Montpelier, the home of President James Madison, father of the Constitution, seminar participants will heighten their understanding of the relationship between historical antecedents to their contemporary leadership, and discover new perspectives and approaches to apply in their organizations.

HOW YOU WILL BENEFIT

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

WHO SHOULD ATTEND

The *Leadership Horizons Series* is designed for Federal leaders with a minimum of two years experience at the SES level, senior military officers, and state/local/international counterparts. Because of FEI's emphasis on interagency networks and building a vibrant learning community, participants will be selected to represent the fullest range of the Federal sector possible.

COMPETENCIES EMPHASIZED

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

LENGTH & TUITION

3 days. \$3,495
Tuition includes materials, meals and lodging

LOCATION

FEI, Charlottesville, VA

COLLEGE CREDITS

N/A

SCHEDULE

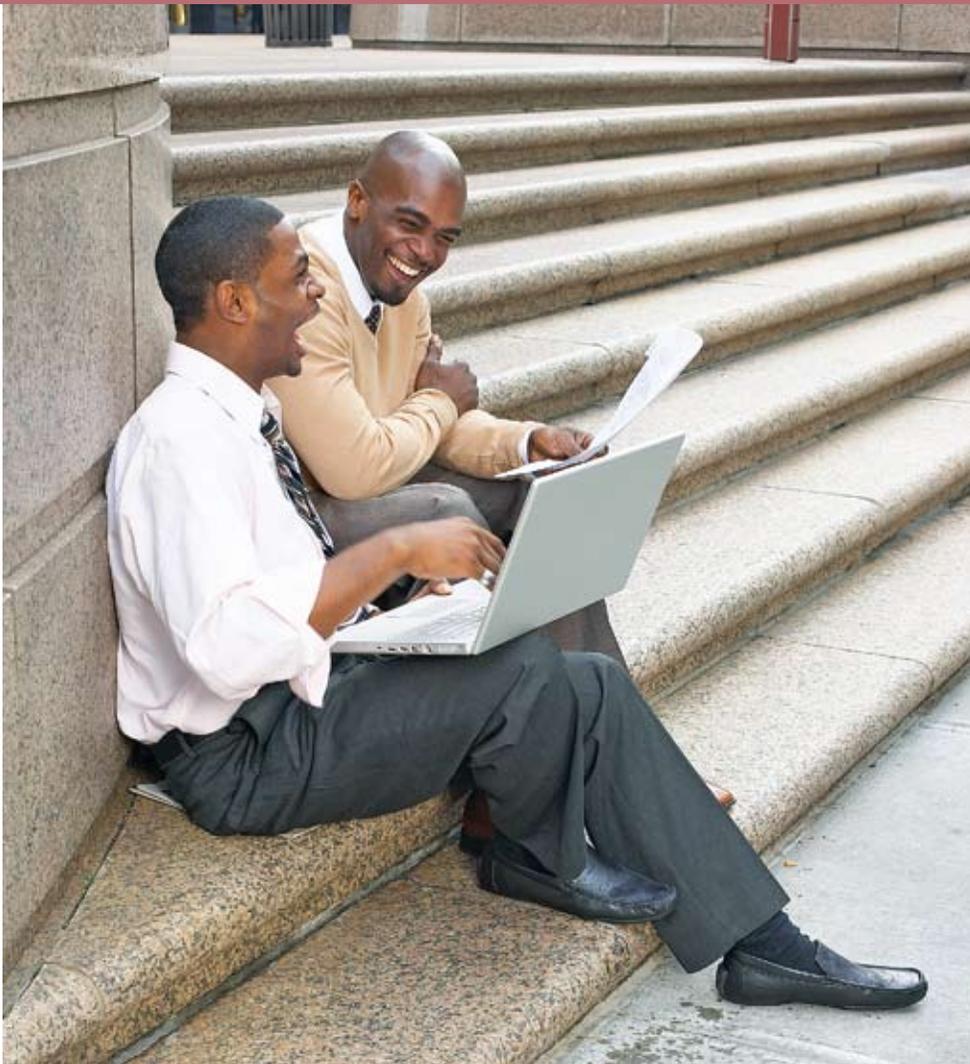
Jun 29–Jul 1, '09
Aug 26–28, '09

SES Horizons: Leadership in Chaos and Crisis

Program details available Fall '08

May 27–29, '09
Aug 24–26, '09

INDIVIDUAL ASSESSMENT AND DEVELOPMENT



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

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

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Communicating Face to Face

Interpersonal Communication for Workplace Success

OVERVIEW

Interpersonal communication is key to every successful workplace relationship. Whether you're an informal leader or a supervisor responsible for a large staff, you must effectively communicate face-to-face to get the best possible results. This seminar focuses on developing the communication skills you need to successfully influence and connect with your peers, supervisors, employees and internal and external stakeholders.

The supportive and dynamic format of this seminar combines presentations and interactive sessions on effective one-on-one communication, including listening, inquiring and conveying. You will practice your newly acquired skills in real-world simulations during your group activities. A professional communication coach works with each small group of participants using video feedback, public sector case studies and individual consultations to ensure each person successfully develops effective interpersonal communication skills.

HOW YOU WILL BENEFIT

- Enhance your communication style to get the results you want within your organization
- Develop an understanding of interpersonal techniques used by great communicators
- Gain confidence by practicing the key skills for effective communication in real-world simulations
- Learn to defuse the intensity resulting from difficult interactions
- Understand how improved communication achieves desired results through improved relationships
- Learn to build rapport in the dynamic world of public sector leaders

WHO SHOULD ATTEND

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

COMPETENCIES EMPHASIZED

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

LENGTH & TUITION

4 days. \$4,275
Tuition includes materials, meals and lodging

LOCATIONS

EMDC, Shepherdstown, WV
WMDC, Aurora, CO

COLLEGE CREDITS

N/A

SCHEDULE

Apr 13–16, '09..... WMDC
Jul 13–16, '09.....EMDC



COMPETENCIES EMPHASIZED

- Oral Communication
- Written Communication
- Political Savvy
- External Awareness
- Problem Solving

LENGTH & TUITION

5 days. \$4,275
Tuition includes materials, meals and lodging

LOCATIONS

EMDC, Shepherdstown, WV
WMDC, Aurora, CO

COLLEGE CREDITS

N/A

SCHEDULE

Mar 16–20, '09EMDC
Jul 27–31, '09 WMDC

Communicating to the Media, Public and Congress

OVERVIEW

Public executives and managers often represent their agencies before external audiences, but these interactions must be carefully managed to achieve a successful result. This highly interactive workshop will prepare you for these high-risk, high-reward interactions with the media, the public, Congress and other audiences.

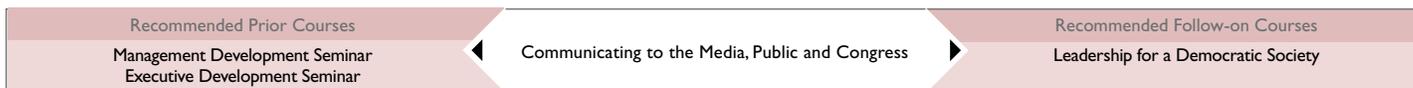
You will learn the framework for designing and delivering clear and concise messages and practice oral and written communication skills in a variety of settings, including a news conference, a briefing, a public hearing and a Congressional hearing. Through videotaped sessions and informal debriefings, you will refine your message, improve your presentation style and learn techniques to emphasize key points, stay on message and avoid surprises. You will exchange ideas with colleagues from other agencies and learn how to develop best practices.

HOW YOU WILL BENEFIT

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

WHO SHOULD ATTEND

Executives, managers and others who represent their agencies to the media, other agencies, stakeholder groups, the public or Congress



COMPETENCIES EMPHASIZED

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

LENGTH & TUITION

5 days. \$3,850
Tuition includes materials, meals and lodging

LOCATION

EMDC, Shepherdstown, WV

COLLEGE CREDITS

N/A

SCHEDULE

Nov 3–7, '08EMDC
Jan 12–16, '09EMDC
Apr 20–24, '09EMDC
Aug 17–21, '09EMDC

Developing and Communicating Your Leadership Competencies

Assessing and Enhancing Your Strengths

OVERVIEW

If you believe you have what it takes to be a senior manager but need to sharpen your skills in a few key areas, this seminar will help you take stock of your strengths and broaden your range of competencies. The seminar covers the Challenge, Context, Action and Results model that provides the framework for enhancing your executive skills.

HOW YOU WILL BENEFIT

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

WHO SHOULD ATTEND

Those interested in a deeper understanding of the highlighted leadership competencies

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



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

(formerly Leadership Assessment Program)

OVERVIEW

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

Thorough feedback combined with videotaped self-observation are integral aspects of the seminar. Assessment center specialists will help you identify your strengths and areas for improvement and provide you with confidential, comprehensive guidance. You will leave with new insights to create a personal learning plan for continued leadership growth.

HOW YOU WILL BENEFIT

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

WHO SHOULD ATTEND

Presidential Management Fellows

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

COMPETENCIES EMPHASIZED

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

LENGTH & TUITION

5 days. \$5,450
Tuition includes materials, meals and lodging

LOCATIONS

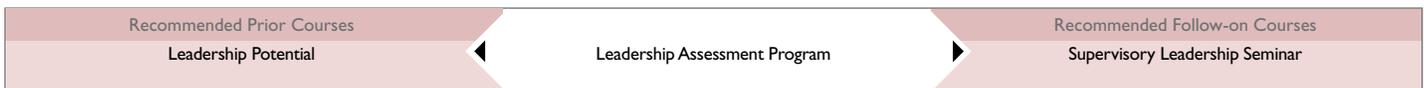
EMDC, Shepherdstown, WV
WMDC, Aurora, CO

COLLEGE CREDITS

2 Hours/Undergraduate (Upper)
2 Hours/Graduate

SCHEDULE

Nov 3–7, '08EMDC
Feb 9–13, '09EMDC
Mar 30–Apr 3, '09EMDC
May 18–22, '09 WMDC
Jul 20–24, '09EMDC
Sep 14–18, '09EMDC



Leadership Assessment Program— Level II for Supervisors and Managers

(formerly the Management Assessment Program)

COMPETENCIES EMPHASIZED

- Resilience (Dealing with Pressure/Stress)
- Team Building
- Interpersonal Skills
- Flexibility
- Conflict Management

LENGTH & TUITION

5 days. \$5,200
Tuition includes materials, meals and lodging

LOCATIONS

EMDC, Shepherdstown, WV
WMDC, Aurora, CO

COLLEGE CREDITS

2 Hours/Undergraduate (Upper)
2 Hours/Graduate

SCHEDULE

Dec 8–12, '08 WMDC
Mar 16–20, '09 WMDC
Jun 15–19, '09 WMDC
Jul 27–31, '09 EMDC
Sep 21–25, '09 WMDC

OVERVIEW

This intensive five-day program provides supervisors and managers with new insights into leadership strengths and areas for improvement. You will be evaluated in several leadership competency areas and coached to create your Individual Development Plan (IDP). Through lectures, exercises, assessments and individual feedback, you will acquire the critical strategies you need to improve your leadership performance and achieve organizational success.

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

HOW YOU WILL BENEFIT

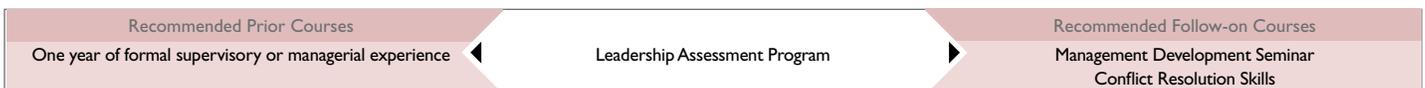
- Receive a candid and confidential appraisal of your leadership style, preferences and behaviors
- Analyze individual feedback on your leadership performance from your boss, peers and subordinates through a 360-degree assessment instrument
- Assess your approach to managing groups and teams and your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

WHO SHOULD ATTEND

Supervisors and managers with at least one year of supervisory experience who want a clearer picture of their leadership strengths and areas for development

Individuals in agency management or succession development programs who want the most accurate information possible from which to develop a Leadership Development Plan

Note: It is recommended that supervisors or managers consider updating their 360-degree assessment every 3 to 5 years.



Leadership Foundations Seminar

Fundamentals for Aspiring Leaders



OVERVIEW

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

HOW YOU WILL BENEFIT

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

WHO SHOULD ATTEND

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

COMPETENCIES EMPHASIZED

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

LENGTH & TUITION

4 days. \$2,950
Tuition includes materials, meals and lodging

LOCATIONS

EMDC, Shepherdstown, WV
WMDC, Aurora, CO

COLLEGE CREDITS

N/A

SCHEDULE

Oct 6–9, '08 WMDC
May 18–21, '09 EMDC
Aug 10–13, '09 WMDC

Recommended Prior Courses

N/A

Leadership Foundations Seminar

Recommended Follow-on Courses

Leadership Potential Seminar

Leadership Potential Seminar PMF

Developing Future Leaders

COMPETENCIES EMPHASIZED

- Influencing/Negotiating
- Interpersonal Skills
- Oral Communication
- Public Service Motivation
- Team Building

LENGTH & TUITION

2 weeks. \$5,000
Tuition includes materials, meals and lodging

LOCATIONS

EMDC, Shepherdstown, WV
WMDC, Aurora, CO

COLLEGE CREDITS

4 Hours/Undergraduate (Upper)
3 Hours/Graduate

SCHEDULE

Dec 1–12, '08EMDC
Jan 26–Feb 6, '09EMDC
Mar 2–13, '09EMDC
Apr 20–May 1, '09EMDC
May 4–14, '09 WMDC
Jun 1–12, '09EMDC
Jul 20–30, '09. WMDC
Aug 24–Sep 3, '09 WMDC

OVERVIEW

Discover your potential for leadership and enhance your abilities in this highly interactive course. Whether you are in a position of formal authority, or need to influence others even when you are not “in charge,” this dynamic seminar will help you find and define your own mandate for leadership. Through assessments, reflection and discussions, you will discover your strengths and learn the skills and attitudes of effective leaders. You will craft and implement a strategic action plan that will demonstrate your personal leadership potential and link your individual strengths and talents to the Government’s mission of service.

HOW YOU WILL BENEFIT

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

WHO SHOULD ATTEND

Technical specialists, analysts, project leaders, scientists, engineers and professional staff

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



Recommended Prior Courses

Leadership Foundations Seminar

Leadership Potential Seminar

Recommended Follow-on Courses

Leadership Assessment Program Level I Seminar for New Managers

Leadership Skills for Non-Supervisors/Non-Managers

Lead Informally and Effectively

OVERVIEW

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

HOW YOU WILL BENEFIT

- Discover and test effective models for leadership success
- Understand the importance of personal influence
- Develop values-based leadership practices
- Facilitate groups more effectively
- Cultivate the art of positive interpersonal dynamics
- Learn to influence others without formal authority

WHO SHOULD ATTEND

Technical professionals and specialists such as scientists, engineers, attorneys, analysts, investigators, accountant/financial specialists, project leaders, etc. who are not currently supervisors or managers but take on a variety of leadership roles in their organizations

COMPETENCIES EMPHASIZED

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

LENGTH & TUITION

5 days. \$3,750
Tuition includes materials, meals and lodging

LOCATIONS

EMDC, Shepherdstown, WV
WMDC, Aurora, CO

COLLEGE CREDITS

3 Hours/Undergraduate (Lower)

SCHEDULE

Sep 28–Oct 3, '08. WMDC
Dec 15–19, '08 WMDC
Feb 2–6, '09 EMDC
Apr 20–24, '09. WMDC
Jul 13–17, '09 WMDC
Sep 21–25, '09. WMDC



Leading Work and Project Teams **NEW**

Influencing Workgroups and Project Teams for High Productivity

COMPETENCIES EMPHASIZED

- Team Building
- Developing Others
- Influencing/Negotiating
- Problem Solving
- Partnering

LENGTH & TUITION

2 weeks. \$4,885
Tuition includes materials, meals and lodging

LOCATION

EMDC, Shepherdstown, WV

COLLEGE CREDITS

N/A

SCHEDULE

Oct 20–31, '08EMDC
Mar 16–27, '09EMDC
Aug 3–14, '09EMDC

OVERVIEW

Collaborative models in Government, such as partnering, shared governance and communities of practice, are becoming increasingly common among Federal agencies. Both your career as well as your agency's objectives can benefit from your ability to build and lead diverse, versatile and powerful teams.

In this seminar you will explore different kinds of workgroups and teams and learn to match the best group type to the task at hand. You will gain insights into personalities and the dynamics of group processes, encourage different viewpoints and build the commitment and trust essential to successful teams. An interactive, hands-on laboratory environment will allow you to experiment with a variety of decision-making models, negotiate and build sustainable agreements in multi-interest environments and design and deliver a project in which you leverage the capacity of your team or group to deliver outstanding value.

HOW YOU WILL BENEFIT

- Learn the advantages of teams and workgroups
- Understand your style within group relationships
- Gain facilitative skill and the ability to deal effectively with emotions
- Develop the insights and skills necessary to encourage different viewpoints, build trust and facilitate the emergence of shared meaning and common ground
- Explore effective group decision-making processes and problem-solving approaches that enhance team learning, dialogue and success
- Design effective and empowering delegation strategies
- Review and apply successful techniques to make meetings dynamic, creative, efficient and effective

WHO SHOULD ATTEND

All those who play a formal or informal leadership role in getting work done through teams and workgroups

Those who seek to develop greater skill in working collaboratively and within communities of practice

Recommended Prior Courses

Project Management Principles

Leading Work and Project Teams

Recommended Follow-on Courses

Developing High-Performing Teams

Resiliency Advantage

Leadership Skills for Developing Resiliency in Yourself and Your Workforce

OVERVIEW

Nonstop, disruptive change in Federal agencies is pressuring everyone to do more work with fewer people, in less time, in new ways and with a reduced budget. In the past, Government executives and managers had to learn ways to be resilient on their own; but now, the new science of resiliency psychology can help you develop resiliency strengths that work in your unique circumstances.

In this innovative and interactive seminar, you will learn to develop the five levels of resiliency, to be flexible and adaptable, to thrive in constant change and to increase the resiliency of your workforce. Using a unique methodology, participants influence which topics are emphasized.

HOW YOU WILL BENEFIT

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

WHO SHOULD ATTEND

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

COMPETENCIES EMPHASIZED

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

LENGTH & TUITION

3 days. \$2,500
Tuition includes materials, meals and lodging

LOCATIONS

EMDC, Shepherdstown, WV
WMDC, Aurora, CO

COLLEGE CREDITS

N/A

SCHEDULE

Nov 17–19, '08EMDC
Dec 15–17, '08EMDC
Feb 9–11, '09EMDC
Apr 27–29, '09EMDC
Jun 8–10, '09EMDC
Aug 10–12, '09EMDC
Sep 21–23, '09WMDC

Team Building and Team Leadership

Fostering Commitment Toward Common Goals

OVERVIEW

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

HOW YOU WILL BENEFIT

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

WHO SHOULD ATTEND

Team members, including leaders, facilitators and supervisors

COMPETENCIES EMPHASIZED

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

LENGTH & TUITION

5 days. \$3,400
Tuition includes materials, meals and lodging

LOCATIONS

EMDC, Shepherdstown, WV
WMDC, Aurora, CO

COLLEGE CREDITS

3 Hours/Undergraduate (Upper)

SCHEDULE

Oct 20–24, '08 WMDC
Jan 26–30, '09 EMDC
Mar 30–Apr 3, '09 WMDC
Jul 20–24, '09 WMDC
Aug 31–Sep 4, '09 WMDC

Recommended Prior Courses

Experience with teams or workgroups as a member or leader

Team Building and Team Leadership

Recommended Follow-on Courses

Facilitative Leadership Seminar
Developing High-Performing Teams



Our **Management and Supervisory Skills** seminars address contemporary workforce issues such as coaching and mentoring for succession planning, as well as collaborative leadership skills, both within and across agency boundaries. Because OPM instructors have long-term Federal Government experience, you will also learn time-tested team-building skills and get a better grasp of essential components of the President's Management Agenda, including the Strategic Management of Human Capital initiative.

MANAGEMENT AND SUPERVISORY SKILLS

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Coaching and Mentoring for Excellence

Maximizing Employee Development and Performance

OVERVIEW

The aging Federal workforce is making succession planning an urgent issue for every agency. Many agencies are including coaching and mentoring as part of their succession planning to meet this need.

This updated and revised seminar will teach you to coach and mentor individuals in a variety of situations: those in succession or developmental programs, those who want to complete Individual Development Plans (IDP), or those who want to move to the next level of performance. Through a dynamic combination of classroom instruction, small-group interaction and practice sessions, you will learn effective coaching and mentoring strategies and skills and how to develop and maintain a mentoring relationship.

Note: This class is limited to 24 participants to ensure sufficient feedback and practice time. Please register early.

HOW YOU WILL BENEFIT

- Gain coaching and mentoring skills, including listening effectively, giving feedback and guiding others
- Understand the relationship between coaching and mentoring
- Learn how to conduct effective coaching or mentoring meeting sessions
- Get feedback on how your coaching skills appear to others
- Discover other people's learning styles so you can coach or mentor more effectively
- Build an IDP to continue your development as a coach or mentor

WHO SHOULD ATTEND

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

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

COMPETENCIES EMPHASIZED

- Developing Others
- Interpersonal Skills
- Oral Communication
- Problem Solving
- Flexibility

LENGTH & TUITION

4 days. \$3,650 WMDC
 \$3,100 Alexandria, VA
 Tuition includes materials, meals and lodging (WMDC only)

LOCATIONS

Alexandria, VA
 WMDC, Aurora, CO

COLLEGE CREDITS

N/A

SCHEDULE

Oct 27–30, '08 WMDC
 Feb 2–5, '09 WMDC
 May 4–7, '09 Alexandria, VA
 Aug 24–27, '09 WMDC



Recommended Prior Courses

N/A

Developing High-Performing Teams

Recommended Follow-on Courses

Leadership Assessment Program-Level 2
 Conflict Resolution Skills

Developing High-Performing Teams

Demystifying the “Magic” of Exceptional Teamwork

COMPETENCIES EMPHASIZED

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

LENGTH & TUITION

5 days. \$3,800
Includes tuition, materials, meals and lodging

LOCATIONS

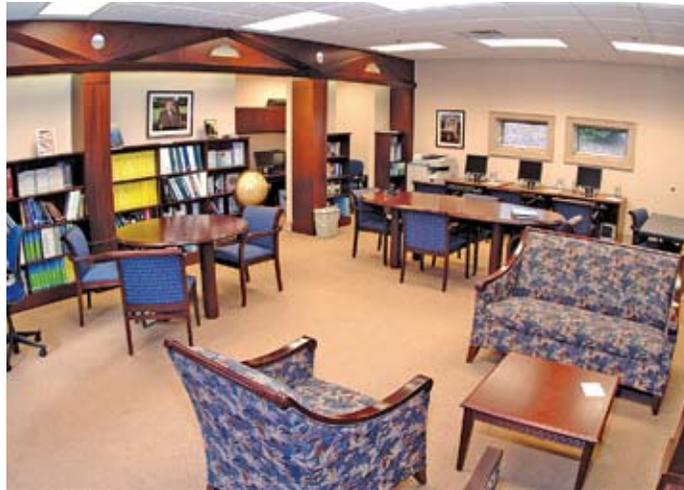
EMDC, Shepherdstown, WV
WMDC, Aurora, CO

COLLEGE CREDITS

2 Hours/Undergraduate (Upper)

SCHEDULE

Mar 9–13, '09EMDC
May 4–8, '09 WMDC
Aug 3–7, '09 WMDC



OVERVIEW

This is an advanced seminar for experienced team leaders and team members who want to enhance their ability to develop powerful, high-performance teams within and among organizational units. With the practical tools this experiential seminar provides, you will explore how to revitalize and motivate teams, help teams respond to change, launch new or merged teams, “jump-start” ad hoc teams, manage multiple alliances and lead collaborative efforts among organizational units or agencies.

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

HOW YOU WILL BENEFIT

- Differentiate team function levels and identify key elements that characterize high-performance teams
- Gain techniques to assess your current team's effectiveness and needs, as well as your own leadership qualities
- Learn to use “how-to” tools for team development
- Discern when teams are most appropriate
- Create a positive team culture in which members are invested in one another's success, manage different perspectives, strengthen team leadership skills and work more effectively with underperforming or “problem” team members
- Apply seminar lessons back home to develop current or future teams

WHO SHOULD ATTEND

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

Recommended Prior Courses
Team Building and Team Leadership

Developing High-Performing Teams

Recommended Follow-on Courses
Facilitative Leadership Seminar

Facilitative Leadership: Results Through Collaborative Action

Maximizing the Effectiveness of Groups, Teams and Organizations

OVERVIEW

"Facilitative leadership" refers to the art and practice of powerfully engaging an organization's individuals to make the most of their personal abilities, contribute those abilities constructively toward team performance and efficiently achieve desired outcomes for all. This seminar will help you enhance your influence and maximize your results by building greater trust, motivation and collaboration in groups. Participants will learn to maximize their influence, independent of formal position, and become skilled in quickly building trust among group members. You will gain an understanding of the motivations behind your behaviors and the behaviors of others. You will acquire skills to deal better with difficult people and resolve conflicts more effectively. This seminar offers a learning laboratory, using real-world experiences, videotaping and individual coaching to develop and apply your facilitative leadership skills in a variety of complex situations.

HOW YOU WILL BENEFIT

- Learn new approaches to facilitating and leading workgroups, teams and organizations to greater effectiveness
- Acquire specialized interpersonal skills to identify, understand and manage a diverse set of motivational and behavioral styles
- Optimize your trust-building abilities with a broad range of people and groups
- Increase team collaboration and cooperation to achieve breakthroughs in thinking and performance

WHO SHOULD ATTEND

Managers, supervisors, facilitators, team leaders and project managers

COMPETENCIES EMPHASIZED

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

LENGTH & TUITION

5 days. \$3,450
Tuition includes materials, meals and lodging

LOCATIONS

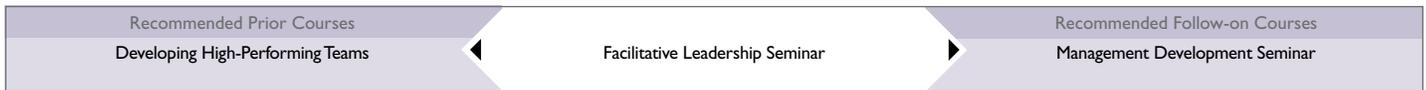
EMDC, Shepherdstown, WV
WMDC, Aurora, CO

COLLEGE CREDITS

2 Hours/Undergraduate (Upper)

SCHEDULE

Mar 9–13, '09. WMDC
Sep 21–25, '09. EMDC



GrassRoots Leadership: It's Your Ship

Empowering Your People to Share Responsibility for Achievement

OVERVIEW

Leading change and producing results in the Federal Government can often be a challenge, requiring managers to navigate the fine line between necessary controls and bureaucratic paralysis. This is exactly what Captain Mike Abrashoff experienced when he took command of the USS *Benfold*. Using GrassRoots Leadership, a principle that empowers every individual to share the responsibility for achieving excellence, he produced outstanding results. Mike would tell his people, "It's your ship," to encourage them to act in the best interest of the organization and support their best efforts.

The strategies and tools behind the *Benfold's* success are brought to life in this seminar. Featured instructors have decades of experience teaching enlightened leadership principles and will provide insightful debriefings of your pre-seminar assessment. This transformational experience serves equally well as a foundational seminar for those being groomed for leadership or as a refresher seminar for upper-level managers.

HOW YOU WILL BENEFIT

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

WHO SHOULD ATTEND

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

COMPETENCIES EMPHASIZED

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

LENGTH & TUITION

3 days. \$1,975
Tuition includes materials, meals and lodging

LOCATIONS

EMDC, Shepherdstown, WV
WMDC, Aurora, CO

COLLEGE CREDITS

N/A

SCHEDULE

Nov 4–6, '08. WMDC
Mar 10–12, '09. WMDC
May 12–14, '09. WMDC
Sep 8–10, '09. EMDC

Management Development Seminar

Transitioning from Manager to Leader

COMPETENCIES EMPHASIZED

- Interpersonal Skills
- Creativity/Innovation
- Influencing/Negotiating
- Accountability
- Political Savvy

LENGTH & TUITION

2 weeks. \$5,150

Tuition includes materials, meals, and lodging

LOCATIONS

EMDC, Shepherdstown, WV
WMDC, Aurora, CO

COLLEGE CREDITS

3 Hours/Undergraduate (Upper)
3 Hours/Graduate

SCHEDULE

Sep 22–Oct 3, '08 WMDC
Oct 20–31, '08 EMDC
Jan 5–16, '09 EMDC
Mar 2–13, '09 WMDC
Mar 23–Apr 3, '09 EMDC
May 4–15, '09 EMDC
Jun 8–19, '09 WMDC
Jul 6–17, '09 EMDC
Aug 24–Sep 4, '09 EMDC
Sep 14–25, '09 WMDC

OVERVIEW

This seminar provides experienced mid-level managers with the tools they need to make the transition from experienced manager to effective leader. You will learn ways to align your organization's mission with that of the agency, create a more innovative work environment, deal with day-to-day challenges in a more politically acceptable way, become a better negotiator and advocate for your needs and those of your organization. You will also explore your own personal leadership philosophy and its effectiveness, learn how you can enhance it and develop an action plan for success.

The seminar will be conducted through guided discussions, practical exercises, case studies, experiential activities with facilitated debriefings and individual assignments. Assessments will provide feedback on how you are perceived by your peers, employees and superiors, and a personal executive coaching session will address your individual needs. Small-group sessions provide safe forums to practice new skills and help you achieve real results. You will also make invaluable connections and strong professional relationships that will carry you forward on your leadership journey.

HOW YOU WILL BENEFIT

- Improve leadership performance through personal feedback and executive coaching
- Recognize and practice political savvy within an organizational context for success
- Evaluate the organization's alignment with the larger agency mission
- Demonstrate improved skills for partnering, innovation and creativity
- Identify and explore personal core values and their impact on leadership style
- Improve interest-based negotiation techniques

WHO SHOULD ATTEND

Mid-level managers with two or more years of experience supervising frontline supervisors

Recommended Prior Courses

Seminar for New Managers

Management Development Seminar

Recommended Follow-on Courses

Executive Development Seminar
Conflict Resolution Skills

Seminar for New Managers

A Powerful Interactive Learning Experience for New Managers

OVERVIEW

Once you have mastered your supervisory skills and been promoted to manager—the leader of supervisors—you become a member of middle management and assume much greater responsibility for your organization. This seminar will help you develop valuable new skills while exploring your roles and responsibilities as a Federal manager operating ethically under the Constitution.

Through application activities, case studies and small-group work, you will:

- Examine your organization and recognize the interconnectedness of the organizational systems
- Explore organizational culture and resistance to change, learning how the manager sets the tone for success
- View your leadership through the lenses of emotional intelligence and the DiSC instrument, while improving skills in conflict resolution, problem solving and decision-making

Other focus topics include effectively using teams, delegation, empowerment, accountability and resilience.

HOW YOU WILL BENEFIT

- Understand the transition and appreciate the difference between a supervisor and a manager
- Evaluate the organization as a system and analyze how these systems operate
- Recognize organizational culture's impact on leadership and change
- Interpret your DiSC style and emotional intelligence, understanding how these impact your leadership
- Develop and improve skills in problem solving, decision-making and conflict resolution
- Determine the most effective ways to use teams
- Expand the use of delegation, empowerment and accountability
- Enhance personal resilience

WHO SHOULD ATTEND

Supervisors who are newly promoted to manager or planning for this transition

COMPETENCIES EMPHASIZED

- External Awareness
- Conflict Management
- Problem Solving
- Accountability
- Resilience

LENGTH & TUITION

2 weeks. \$4,885
Tuition includes materials, meals and lodging

LOCATIONS

EMDC, Shepherdstown, WV
WMDC, Aurora, CO

COLLEGE CREDITS

3 Hours/Undergraduate (Upper)
2 Hours/Graduate

SCHEDULE

Oct 20–31, '08	WMDC
Dec 8–19, '08	EMDC
Feb 2–13, '09	EMDC
Mar 23–Apr 3, '09	WMDC
Apr 20–May 1, '09	EMDC
Jun 15–26, '09	EMDC
Jul 6–17, '09	WMDC
Jul 20–31, '09	EMDC
Aug 24–Sep 4, '09	WMDC
Sep 14–25, '09	EMDC



Recommended Prior Courses

Supervisory Leadership Seminar
Experience as a First-line Supervisor

Seminar for New Managers

Recommended Follow-on Courses

Management Development Seminar

Seminar for New Managers: Blended

A Powerful Interactive Learning Experience for New Managers

COMPETENCIES EMPHASIZED

- External Awareness
- Conflict Management
- Problem Solving
- Accountability
- Resilience

LENGTH & TUITION

7 weeks online, 3 days in residence.

\$3,500

Tuition includes materials, meals and lodging

LOCATION

WMDC, Aurora, CO

COLLEGE CREDITS

3 Hours/Undergraduate (Upper) and 3 Hours/Graduate

SCHEDULE

ONLINE STARTS: Mar 2–Apr 17, '09

RESIDENTIAL: May 5–7, '09 . . . WMDC

OVERVIEW

This blended Seminar for New Managers contains the same developmental activities as the in-residence Seminar for New Managers and is designed to help you transition from supervisor to manager.

Once you have mastered your supervisory skills and been promoted to manager—the leader of supervisors—you become a member of middle management and assume much greater responsibility for your organization. This seminar will help you develop valuable new skills while exploring your roles and responsibilities as a Federal manager operating ethically under the Constitution.

Through application activities, case studies and small group work, you will:

- Examine your organization and recognize the interconnectedness of the organizational systems
- Explore organizational culture and resistance to change, learning how the manager sets the tone for success
- View your leadership through the lenses of emotional intelligence and the DiSC, while improving skills in conflict resolution, problem solving and decision-making

Other focus topics include effectively using teams, delegation, empowerment, accountability and resilience.

HOW YOU WILL BENEFIT

- Understand the transition and appreciate the difference between a supervisor and a manager
- Evaluate the organization as a system and analyze how these systems operate
- Recognize organizational culture's impact on leadership and change
- Interpret your DiSC style and emotional intelligence, understanding how these impact your leadership
- Develop and improve skills in problem solving, decision-making and conflict resolution
- Determine the most effective ways to use teams
- Expand the use of delegation, empowerment and accountability
- Enhance personal resilience

WHO SHOULD ATTEND

Supervisors who are newly promoted to manager or planning for this transition

Recommended Prior Courses

Supervisory Leadership Seminar
Experience as a First-line Supervisor

Seminar for New Managers

Recommended Follow-on Courses

Management Development Seminar

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

A Leader's Guide to Developing Resilience

\$2,885

Sep 30–Oct 2, '09 FEI or DC

Budget and Performance Integration

\$2,500

Feb 23–25, '09 EMDC

Jun 1–3, '09 EMDC

Building a Great Place for People to Work

\$2,885

Jul 29–31, '09 FEI

Building High-Performance Organizations in the 21st Century

\$3,455

Jan 20–23, '09 FEI

Coaching and Mentoring for Excellence

\$3,650

Oct 27–30, '08 WMDC

Feb 2–5, '09 WMDC

May 4–7, '09 Alexandria, VA

Aug 24–27, '09 WMDC

Collaborating Across Organizational Boundaries

\$2,665

Feb 17–18, '09 FEI

Communicating Face to Face

\$4,275

Apr 13–16, '09 WMDC

Jul 13–16, '09 EMDC

Communicating to the Media, Public and Congress

\$4,275

Mar 16–20, '09 EMDC

Jul 27–31, '09 WMDC

Conflict Resolution Skills

\$3,650

Nov 3–6, '08 WMDC

Feb 9–12, '09 WMDC

May 18–21, '09 WMDC

Aug 3–6, '09 DC

Creating Breakthroughs: Innovating in Government

\$2,665

May 28–29, '09 FEI

Crisis Leadership Workshop

\$3,400

Oct 27–31, '08 EMDC

Mar 30–Apr 3, '09 EMDC

May 4–8, '09 EMDC

Aug 3–7, '09 EMDC

Developing and Communicating Your Leadership Competencies

\$3,850

Nov 3–7, '08 EMDC

Jan 12–16, '09 EMDC

Apr 20–24, '09 EMDC

Aug 17–21, '09 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 to confirm rates, dates and locations, or call our Customer Service Office at 888 676 9632.

Developing Customer-Focused Organizations

\$3,400

Nov 3–7, '08 EMDC

May 18–22, '09 EMDC

Jul 20–24, '09 EMDC

Developing High-Performing Teams

\$3,800

Mar 9–13, '09 EMDC

May 4–8, '09 WMDC

Aug 3–7, '09 WMDC

Dynamics of Public Policy

\$4,885

Aug 3–14, '09 EMDC

Emotional Competence: Working with Others for Results

\$2,885

Apr 1–3, '09 FEI

Environmental Policy Issues

\$4,885

May 4–15, '09 EMDC

SCHEDULE AT-A-GLANCE

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

Executive Communication Skills: Leading the Process of Change

\$4,255

Jun 1–5, '09FEI

Executive Development Seminar: Leading Change

\$5,550

Oct 20–31, '08 EMDC

Dec 1–12, '08 EMDC

Jan 26–Feb 6, '09 EMDC

Mar 23–Apr 3, '09 EMDC

May 11–22, '09 EMDC

Jun 15–26, '09 WMDC

Aug 10–21, '09 WMDC

Executive Development Seminar: Blended Course

\$3,800

Online: May 4–Jun 26, '09

Residential: Jul 14–16, '09 WMDC

Facilitative Leadership Seminar

\$3,450

Mar 9–13, '09 WMDC

Sep 21–25, '09 EMDC

Federal Budgetary Policies and Processes

\$4,885

Apr 13–24, '09 EMDC

Federal Regulatory Policy

\$2,650

Jun 15–19, '09 DC

GrassRoots Leadership: It's Your Ship

\$1,975

Nov 4–6, '08 WMDC

Mar 10–12, '09 WMDC

May 12–14, '09 WMDC

Sept 8–10, '09 EMDC

Homeland Security: Critical Infrastructure Protection

\$3,400

Mar 30–Apr 3, '09 EMDC

Homeland Security: Understanding the Enemy

\$3,400

Nov 17–21, '08 EMDC

Mar 9–13, '09 EMDC

Leaders Growing Leaders

\$2,885

Jul 27–29, '09 FEI

Leadership Assessment Program Level 1

\$5,450

Nov 3–7, '08 EMDC

Feb 9–13, '09 EMDC

Mar 30–Apr 3, '09 EMDC

May 18–22, '09 WMDC

Jul 20–24, '09 EMDC

Sep 14–18, '09 EMDC

Leadership Assessment Program Level 2

\$5,200

Dec 8–12, '08 WMDC

Mar 16–20, '09 WMDC

Jun 15–19, '09 WMDC

Jul 27–31, '09 EMDC

Sep 21–25, '09 WMDC

Leadership for a Democratic Society

\$17,500

Oct 26–Nov 21, '08 FEI

Nov 30–Dec 12, '08 & Mar 1–13, '09 ... FEI

Jan 4–30, '09 FEI

Feb 1–27, '09 FEI

Mar 15–27, '09 & Jun 14–26, '09 ... FEI

Mar 29–Apr 24, '09 FEI

Apr 26–May 22, '09 FEI

May 31–Jun 12, '09 & Sep 13–25, '09 ... FEI

Jul 12–Aug 7, '09 FEI

Sep 27–Oct 23, '09 FEI

Leadership for a Global Society

\$3,795

May 18–22, '09 FEI

Aug 10–14, '09 FEI

Leadership for Information Technology

\$3,400

May 4–8, '09 WMDC

Leadership Foundations Seminar

\$2,950

Oct 6–9, '08 WMDC

May 18–21, '09 EMDC

Aug 10–13, '09 WMDC

Leadership Potential Seminar

\$5,000

Dec 1–12, '08 EMDC

Jan 26–Feb 6, '09 EMDC

Mar 2–13, '09 EMDC

Apr 20–May 1, '09 EMDC

May 4–14, '09 WMDC

Jun 1–12, '09 EMDC

Jul 20–30, '09 WMDC

Aug 24–Sep 3, '09 WMDC

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Leadership Skills for Non-Supervisors/Non-Managers
 \$3,750
 Sep 28–Oct 3, '08..... WMDC
 Dec 15–19, '08..... WMDC
 Feb 2–6, '09..... EMDC
 Apr 20–24, '09..... WMDC
 Jul 13–17, '09..... WMDC
 Sep 21–25, '09..... WMDC

Leading Across Generations
 \$2,665
 Feb 19–20, '09..... FEI

Leading Public Sector Transformation
 \$9,445
 Online: Apr 6–May 17, '09
 Residential: May 18–22, '09..... FEI

Leading Strategically: From Vision to Performance
 \$2,885
 Mar 30–Apr 1, '09..... FEI

Leading Through Constructive Conflict
 \$2,885
 Sep 21–23, '09..... FEI or DC

Leading with the Written Word
 \$2,995
 Nov 17–20, '08..... EMDC
 Feb 23–26, '09..... EMDC
 Jun 1–4, '09..... EMDC
 Jul 28–31, '09..... WMDC
 Sep 14–17, '09..... EMDC

Leading Work and Project Teams
 \$4,885
 Oct 20–31, '08..... EMDC
 Mar 16–27, '09..... EMDC
 Aug 3–14, '09..... EMDC

Management Development Seminar
 \$5,150
 Sep 22–Oct 3, '08..... WMDC
 Oct 20–31, '08..... EMDC
 Jan 5–16, '09..... EMDC
 Mar 2–13, '09..... WMDC
 Mar 23–Apr 3, '09..... EMDC
 May 4–15, '09..... EMDC
 Jun 8–19, '09..... WMDC
 Jul 6–17, '09..... EMDC
 Aug 24–Sep 4, '09..... EMDC
 Sep 14–25, '09..... WMDC

Planning and Organizational Strategy for Public Sector Leaders
 \$2,665
 Sep 10–11, '09..... FEI or DC

Project Management Principles
 \$3,400
 Mar 2–6, '09..... EMDC
 Jun 8–12, '09..... WMDC

Public Sector Leadership: Vision, Values and Vital Strategies
 \$7,715
 Sep 14–18, '09..... San Diego, CA



SCHEDULE AT-A-GLANCE

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

Resiliency Advantage

\$2,500

Nov 17–19, '08	EMDC
Dec 15–17, '08	EMDC
Feb 9–11, '09	EMDC
Apr 27–29, '09	EMDC
Jun 8–10, '09	EMDC
Aug 10–12, '09	EMDC
Sep 21–23, '09	WMDC

Science, Technology and Public Policy

\$4,885

Jun 1–12, '09	EMDC
Sep 14–25, '09	EMDC

Seminar for New Managers

\$4,885

Oct 20–31, '08	WMDC
Dec 8–19, '08	EMDC
Feb 2–13, '09	EMDC
Mar 23–Apr 3, '09	WMDC
Apr 20–May 1, '09	EMDC
Jun 15–26, '09	EMDC
Jul 6–17, '09	WMDC
Jul 20–31, '09	EMDC
Aug 24–Sep 4, '09	WMDC
Sep 14–25, '09	EMDC

Seminar for New Managers: Blended

\$3,500

Online: Mar 2–Apr 17, '09	
Residential: May 5–7, '09	WMDC

Senior Executive Assessment Program

\$6,200

Dec 1–5, '08	WMDC
Mar 2–6, '09	WMDC
Jun 1–5, '09	WMDC
Sep 14–18, '09	WMDC

Senior Executive Service Leadership Horizons Series

\$3,495

Jun 29–Jul 1, '09	FEI
Aug 26–28, '09	FEI

Strategic Management of Human Capital

\$2,500

Aug 3–5, '09	EMDC
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Supervising and Managing a Virtual Workforce

\$2,500

Feb 17–19, '09	EMDC
Jun 2–4, '09	WMDC
Sep 8–10, '09	EMDC

Supervisory Leadership Seminar—Week 1: Frontline Supervisory Skills

\$3,250

Oct 27–31, '08	EMDC
Jan 5–9, '09	EMDC
Feb 2–6, '09	WMDC
Feb 23–27, '09	EMDC
May 11–15, '09	WMDC
Jun 15–19, '09	EMDC
Jul 6–10, '09	EMDC
Aug 10–14, '09	WMDC
Aug 24–28, '09	EMDC

Supervisory Leadership Seminar—Week 2: Frontline Leadership Skills

\$3,250

Oct 20–24, '08	EMDC
Jan 12–16, '09	EMDC
Feb 9–13, '09	WMDC
Mar 2–6, '09	EMDC
May 18–22, '09	WMDC
Jun 22–26, '09	EMDC
Jul 13–17, '09	EMDC
Aug 17–21, '09	WMDC
Aug 31–Sep 4, '09	EMDC

Supervisory Leadership Seminar — Week 2 Online: Frontline Leadership Skills

\$1,750

May 18–Jun 26, '09	WMDC
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Team Building and Team Leadership

\$3,400

Oct 20–24, '08	WMDC
Jan 26–30, '09	EMDC
Mar 30–Apr 3, '09	WMDC
Jul 20–24, '09	WMDC
Aug 31–Sep 4, '09	WMDC

The Aspen Institute Executive Seminar

\$3,795

Apr 27–May 1, '09	FEI
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Understanding the 360-Degree Leader

\$2,665

May 26–27, '09	FEI
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Women's Leadership Seminar

\$3,400

Jun 1–5, '09	WMDC
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Supervising and Managing a Virtual Workforce

Efficient Procedures for Communication and Workflow

OVERVIEW

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

Through experiential activities, small- and large-group discussions, skill practice and application planning, you will understand how your attitudes about virtual work affect how you manage virtual workers. You will learn the difference between managing virtual workers versus in-office workers, the job types that are better suited to virtual work, and how to talk with your employees about whether virtual work is appropriate for them. You will learn tools and techniques for communicating with virtual workers, setting expectations and creating policies and procedures that will drive the behavior and achieve the results you seek.

HOW YOU WILL BENEFIT

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

WHO SHOULD ATTEND

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

COMPETENCIES EMPHASIZED

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

LENGTH & TUITION

3 days. \$2,500
Tuition includes materials, meals and lodging

LOCATIONS

EMDC, Shepherdstown, WV
WMDC, Aurora, CO

COLLEGE CREDITS

NA

SCHEDULE

Feb 17-19, '09.....EMDC
Jun 2-4, '09.....WMDC
Sep 8-10, '09.....EMDC

Supervisory Leadership Seminar—Week 1: Frontline Supervisory Skills

COMPETENCIES EMPHASIZED

- Human Capital Management
- Developing Others
- Accountability
- Decisiveness

LENGTH & TUITION

5 days. \$3,250
Tuition includes materials, meals and lodging

LOCATIONS

EMDC, Shepherdstown, WV
WMDC, Aurora, CO

COLLEGE CREDITS

2 Hours/Undergraduate (Upper)
2 Hours/Graduate

SCHEDULE

Oct 27–31, '08EMDC
Jan 5–9, '09EMDC
Feb 2–6, '09.....WMDC
Feb 23–27, '09EMDC
May 11–15, '09WMDC
Jun 15–19, '09EMDC
Jul 6–10, '09EMDC
Aug 10–14, '09WMDC
Aug 24–28, '09EMDC

This seminar can be completed as individual seminar weeks or as a two-week experience. You can choose the order of completion when taken individually. When taken together, the cost is \$5,500.

OVERVIEW

Designed for new supervisors or supervisors with increased personnel responsibilities, this program will teach the “nuts and bolts” of supervision. To help you become an effective frontline supervisor, this seminar will teach you critical skills in hiring and human resources, managing employee performance and maintaining discipline in the context of the Federal Government. You will also benefit from learning the tools and techniques of situational supervision and conclude by appreciating the transition from supervision to leadership.

HOW YOU WILL BENEFIT

- Understand the hiring process, including position descriptions and veterans' preference
- Learn how to diagnose and address poor performance
- Know which supervisory style to use based on various employee needs
- Learn how to legally and appropriately discipline and terminate in the Federal Government

WHO SHOULD ATTEND

New Government supervisors and experienced supervisors looking to sharpen supervisory skills



Recommended Prior Courses

Leadership Potential Seminar

Supervisory Leadership Seminar

Recommended Follow-on Courses

Seminar for New Managers

Supervisory Leadership Seminar—Week 2: Frontline Leadership Skills

This seminar can be completed as individual seminar weeks or as a two-week experience. You can choose the order of completion when taken individually. When taken together, the cost is \$5,500.

OVERVIEW

Successful frontline supervisors are able to artfully balance the authority of formal supervision with the influence and rapport of leadership. Often called “soft skills” leadership, this can be the hardest part of your job because it isn’t clear-cut and applicable from a policy perspective. You will explore motivation and values; how emotional intelligence is often a greater asset than IQ in your interpersonal leadership; your role as coach, counselor and mentor; and the advantages of building an inclusive workforce.

HOW YOU WILL BENEFIT

- Understand your motivations and those of others through the Strength Deployment Inventory®
- Learn how the competencies of emotional intelligence increase interpersonal communication while decreasing conflict
- Know when to coach performance, counsel behaviors and mentor careers
- Learn to use all facets of workplace diversity to create an environment where all employees can contribute and succeed

WHO SHOULD ATTEND

New Government supervisors and experienced supervisors looking to sharpen leadership skills

COMPETENCIES EMPHASIZED

- Interpersonal Skills
- Integrity & Honesty
- Problem Solving
- Leveraging Diversity

LENGTH & TUITION

4 days. \$3,250
Tuition includes materials, meals and lodging

LOCATIONS

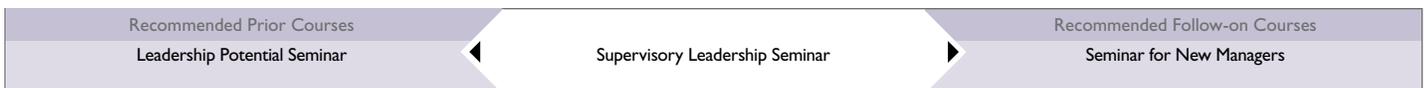
EMDC, Shepherdstown, WV
WMDC, Aurora, CO

COLLEGE CREDITS

2 Hours/Undergraduate (Upper)
2 Hours/Graduate

SCHEDULE

Oct 20–24, '08	EMDC
Jan 12–16, '09	EMDC
Feb 9–13, '09	WMDC
Mar 2–6, '09	EMDC
May 18–22, '09	WMDC
Jun 22–26, '09	EMDC
Jul 13–17, '09	EMDC
Aug 17–21, '09	WMDC
Aug 31–Sep 4, '09	EMDC



Supervisory Leadership Seminar Week 2 Online: Frontline Leadership Skills

Gaining Fundamental Leadership Tools and Techniques

COMPETENCIES EMPHASIZED

- Interpersonal Skills
- Integrity & Honesty
- Problem Solving
- Leveraging Diversity
- Influencing/Negotiating

LENGTH & TUITION

5 weeks. \$1,750
Tuition includes materials only

LOCATION

Online

COLLEGE CREDITS

N/A

SCHEDULE

May 18–Jun 26, '09
(No class during week of Memorial Day)

OVERVIEW

If you can't be away from the office for a week, the *Supervisory Leadership Seminar Online: Frontline Leadership Skills* duplicates the Leadership week of the Supervisory Leadership Seminar.

Through intensive online interactions, you will learn how successful frontline supervisors are able to artfully balance the authority of formal supervision with the influence and rapport of leadership. Often called "soft skills" leadership, this can be the hardest part of your job because it isn't clear-cut and applicable from a policy perspective. You will explore motivation and values; how emotional intelligence is a greater asset than IQ in your interpersonal leadership; your role as coach, counselor and mentor; and the advantages of building an inclusive workforce.

This is an instructor-facilitated online class that meets for five weeks online and has no in-residence requirements. The seminar is cohort-based with fixed assignment dates. It is not self-paced; weekly teleconferences increase the interaction and provide opportunity for questions and discussion. You will participate in self-assessment activities, online simulations and discussions.

HOW YOU WILL BENEFIT

- Understand your motivations and those of others through the Strength Deployment Inventory
- Learn how the competencies of emotional intelligence increase interpersonal communication while decreasing conflict
- Know when to coach performance, counsel behaviors and mentor careers
- Learn to use all facets of workplace diversity to create an environment where all employees can contribute and succeed

WHO SHOULD ATTEND

New Government supervisors and experienced supervisors looking to sharpen leadership skills



Recommended Prior Courses

Leadership Potential Seminar

Supervisory Leadership Seminar

Recommended Follow-on Courses

Seminar for New Managers

Women's Leadership Seminar

Key Issues, Key Solutions

OVERVIEW

Although 44% of the professional employees in the Federal Executive Branch are women, only 29% of the Senior Executive Service is female. The Women's Leadership Seminar has been created to help women in managerial positions understand and deal with the challenges, concerns and trade-offs unique to being a woman in a leadership role. Participants will understand, practice and improve leadership skills while exploring the experiences of top-level female Government leaders. Additional topics include organizational issues around power, influence and the unwritten rules of the workplace. Small groups will research and develop action plans for improving leadership skills and readiness for promotion.

HOW YOU WILL BENEFIT

- Understand the challenges for women at work and the skills required for leadership roles
- Explore the experiences of senior Government leaders
- Improve emotional intelligence as a leadership capacity and an interpersonal skill
- Practice communication skills in coaching, mentoring and influencing
- Capitalize on leadership style differences
- Evaluate the organization's culture and learn what it takes to be promoted

WHO SHOULD ATTEND

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

COMPETENCIES EMPHASIZED

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

LENGTH & TUITION

5 days. \$3,400
Tuition includes materials, meals and lodging

LOCATION

WMDC, Aurora, CO

COLLEGE CREDITS

2 Hours/Graduate

SCHEDULE

Jun 1-5, '09 WMDC

Recommended Prior Courses

Seminar for New Managers

Women's Leadership Seminar

Recommended Follow-on Courses

Management Development Seminar



For Federal Government executives, balancing conflicting priorities is part of the job—a big part. You must constantly refine the structure and culture of your workplace, yet never waver from your agency’s mission. You need time to hone your own leadership skills to maintain authority and trust without taking your mind off day-to-day operations. The Federal Executive Institute’s programs in **Organizational Leadership for Executives** can help you balance these and other competing issues. We have a long history of helping senior executives navigate the steps between vision and accomplishment, and you will benefit from our insights into how agencies can avoid falling short of their goals.

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

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Building a Great Place for People to Work

A Blueprint for Successful Human Capital Leadership



OVERVIEW

How do you build a great public service organization that meets stakeholders' high expectations? Or energize your staff to produce consistently excellent results? This program will give you a template for "people practices" that make a difference, with new approaches to recruiting, staff development, motivation and succession planning that work for your employees and your organization.

Seasoned executives at the Federal Executive Institute (FEI) will guide you every step of the way toward building a great people organization. You will begin by measuring your organization's practices against the latest methods in human capital management. You will then assess your agency's culture and dynamics to identify opportunities for transformation. As a special bonus, a group of new recruits will share perspectives on what is meaningful to them, what drew them to the Federal workforce and what inspires them to become our next generation of leaders.

HOW YOU WILL BENEFIT

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

WHO SHOULD ATTEND

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

COMPETENCIES EMPHASIZED

- Human Capital Management
- Team Building
- Leveraging Diversity
- Vision
- External Awareness

LENGTH & TUITION

3 days. \$2,885
Tuition includes materials, meals and lodging

LOCATION

FEI, Charlottesville, VA

COLLEGE CREDITS

N/A

SCHEDULE

Jul 29–31, '09
PROGRAM CODE: M914

Recommended Prior Courses

Leaders Growing Leaders

Building a Great Place for People to Work

Recommended Follow-on Courses

Leading Public Sector Transformation

Building High-Performance Organizations in the 21st Century

Understanding the Theory and Practice of Organizational Change

COMPETENCIES EMPHASIZED

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

LENGTH & TUITION

4 days. \$3,455
Tuition includes materials, meals and lodging

LOCATION

FEI, Charlottesville, VA

COLLEGE CREDITS

N/A

SCHEDULE

Jan 20–23, '09
PROGRAM CODE: M902

OVERVIEW

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

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

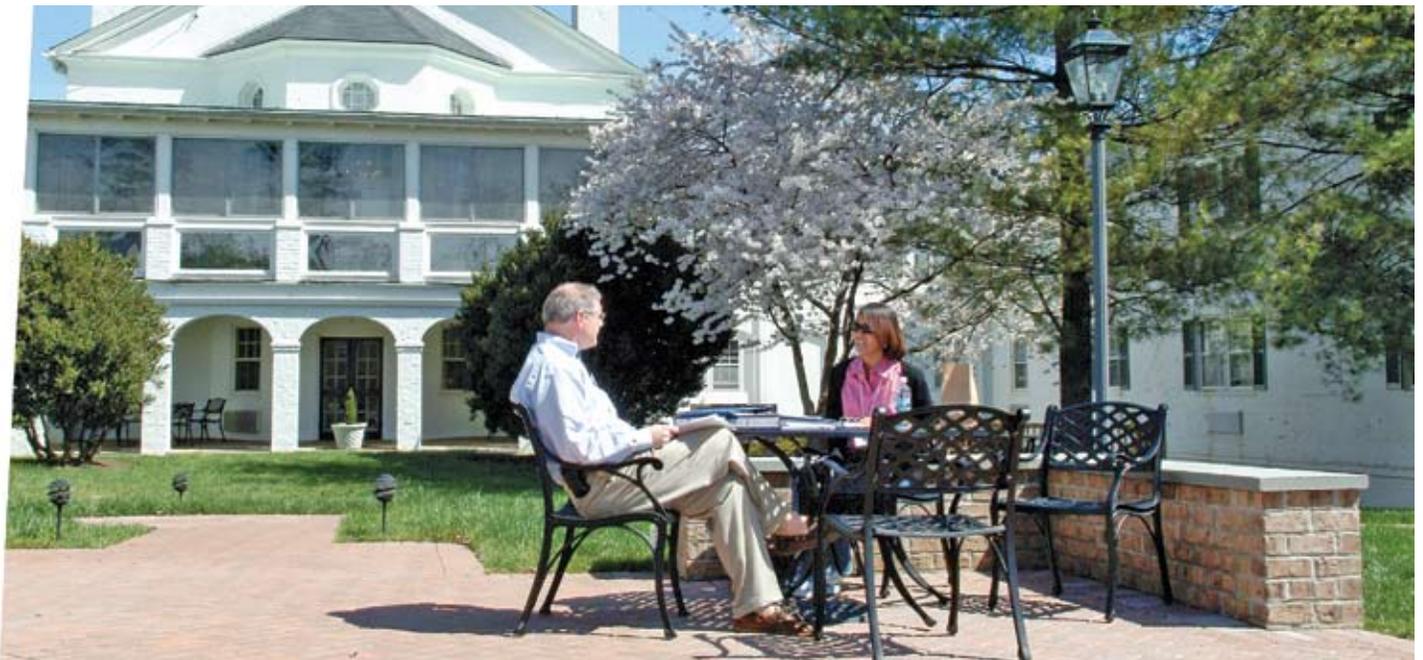
This program will help you look inside your agency and ask, "How can I move it toward high performance?" You will link your expert knowledge about your surroundings with the best organizational theory to transform your agency into one that delivers high-quality products and services, outstanding customer value and sound financial performance. Through varied presentations and an intensive small-group format, you will get the most out of your interactions with both your colleagues and the seminar leaders. Faculty will also be available to provide individualized feedback outside of class.

HOW YOU WILL BENEFIT

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

WHO SHOULD ATTEND

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



Recommended Prior Courses

Collaborating Across Organizational Boundaries

◀ Building High-Performance Organizations in the 21st Century ▶

Recommended Follow-on Courses

Leading Strategically: From Vision to Performance

Collaborating Across Organizational Boundaries

Identifying and Solving the Problems of Working with Other Organizations

OVERVIEW

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

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

HOW YOU WILL BENEFIT

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

WHO SHOULD ATTEND

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

COMPETENCIES EMPHASIZED

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

LENGTH & TUITION

2 days. \$2,665
Tuition includes materials, meals and lodging

LOCATION

FEI, Charlottesville, VA

COLLEGE CREDITS

N/A

SCHEDULE

Feb 17–18, '09
PROGRAM CODE: M903

Recommended Prior Courses

Building High-Performance Organizations in the 21st Century

Collaborating Across Organizational Boundaries

Recommended Follow-on Courses

Leading Strategically: From Vision to Performance

Creating Breakthroughs: Innovating in Government

Unleashing Creativity to Improve Your Organization's Performance

COMPETENCIES EMPHASIZED

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

LENGTH & TUITION

2 days. \$2,665
Tuition includes materials, meals and lodging

LOCATION

FEI, Charlottesville, VA

COLLEGE CREDITS

N/A

SCHEDULE

May 28–29, '09
PROGRAM CODE: M910

OVERVIEW

Creative solutions need not come from the outside—they already exist in your organization. And nobody knows your organization better than you and your coworkers. If possible, bring your team to this program and learn proven techniques for becoming deliberately creative. You will also have the chance to practice applying these methods using key issues drawn from your organization.

Through this program, the Federal Executive Institute (FEI) will teach you a step-by-step process used in real-world situations to plan strategically, develop new products, clarify vision and mission and reduce costs. Whether you're participating as an individual or as part of a team, bring a complex problem to the program and:

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

HOW YOU WILL BENEFIT

- Understand how to build group consensus around complex issues
- Ensure consideration of breakthrough or "outside-the-box" ideas
- Reduce off-focus debates and tangents dramatically
- Reduce meeting times drastically
- Foster equal participation by all group members, including bosses and subordinates
- Make group decisions faster

WHO SHOULD ATTEND

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

Recommended Prior Courses

Executive Communication Skills:
Leading the Process of Change

Creating Breakthroughs: Innovating in Government

Recommended Follow-on Courses

Leading Strategically:
From Vision to Performance

Leaders Growing Leaders

Building Your Organization by Developing Leaders at Every Level

OVERVIEW

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

The *Leaders Growing Leaders* program at the Federal Executive Institute (FEI) will help you understand the leadership gap and develop innovative approaches to cultivating new leaders in your organization. It draws on years of research that clearly demonstrate that leaders are grown, formally and informally, through challenging job-based experiences and interaction with senior leaders.

HOW YOU WILL BENEFIT

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

WHO SHOULD ATTEND

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

COMPETENCIES EMPHASIZED

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

LENGTH & TUITION

3 days. \$2,885
Tuition includes materials, meals and lodging

LOCATION

FEI, Charlottesville, VA

COLLEGE CREDITS

N/A

SCHEDULE

Jul 27–29, '09
PROGRAM CODE: M913



Recommended Prior Courses

Leading Across Generations

Leaders Growing Leaders

Recommended Follow-on Courses

Building a Great Place for People to Work

Leadership for a Global Society

Leading Your Organization in an Interconnected World

COMPETENCIES EMPHASIZED

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

LENGTH & TUITION

5 days, \$3,795
Tuition includes materials, meals and lodging

LOCATION

FEI, Charlottesville, VA

COLLEGE CREDITS

N/A

SCHEDULE

Aug 10–14, '09
PROGRAM CODE: M916
May 18–22, '09
PROGRAM CODE: M920

OVERVIEW

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

In this program offered by the Federal Executive Institute (FEI), you will assess the role of the United States in the world and explore the institutional and policy framework that supports our interactions with other countries. You will focus on best practices in dealing with issues having international implications: the negotiation and teamwork skills that have proven to be the most effective in global interactions.

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

HOW YOU WILL BENEFIT

- Understand the institutional structure of international relations
- Recognize the global issues critical to your organization's mission
- Appreciate the importance of global considerations in day-to-day decision-making
- Learn to balance your responsibilities with the international issues affecting them
- Build a network of Federal colleagues who share your interest in the international aspects of Federal leadership

WHO SHOULD ATTEND

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

Recommended Prior Courses

Leading Strategically: From Vision to Performance

Leadership for a Global Society

Recommended Follow-on Courses

Leadership for a Democratic Society

Leading Across Generations

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

OVERVIEW

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

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

- Traditionalists (born approximately between 1922–43)
- Baby Boomers (1943–60)
- Generation X (1960–80)
- Millennials (1980–?)

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

HOW YOU WILL BENEFIT

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

WHO SHOULD ATTEND

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

COMPETENCIES EMPHASIZED

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

LENGTH & TUITION

2 days. \$2,665
Tuition includes materials, meals and lodging

LOCATION

FEI, Charlottesville, VA

COLLEGE CREDITS

N/A

SCHEDULE

Feb 19–20, '09
PROGRAM CODE: M904

Recommended Prior Courses

Understanding the 360-Degree Leader

Leading Across Generations

Recommended Follow-on Courses

Building a Great Place for People to Work

Leading Public Sector Transformation

Develop the Power, Interpersonal Skills and Organization You Need to Lead Change

COMPETENCIES EMPHASIZED

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

LENGTH & TUITION

10 days. \$9,445
Tuition includes materials, meals and lodging

LOCATION

FEI, Charlottesville, VA

COLLEGE CREDITS

N/A

SCHEDULE

ONLINE: Apr 6–May 17, '09 (any 5 days)

RESIDENTIAL: May 18–22, '09

PROGRAM CODE: W939

OVERVIEW

This intense, fast-paced program will give you a working mastery of the concepts, tools and practices necessary to successfully transform your organization. No other transformation program provides you with a network of fellow executives from across the public sector who will share your challenges and triumphs. The Federal Executive Institute's (FEI) widely acclaimed *Leadership for a Democratic Society* program shapes the agenda and learning approach. Curriculum topics are targeted toward managers preparing for organizational transition or those already engaged in it, including:

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

HOW YOU WILL BENEFIT

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

WHO SHOULD ATTEND

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



Recommended Prior Courses

Leaders Growing Leaders

Leading Public Sector Transformation

Recommended Follow-on Courses

Leadership for a Democratic Society

Leading Strategically: From Vision to Performance

Identifying and Applying Proven Techniques for Improving Organizational Performance

OVERVIEW

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

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

HOW YOU WILL BENEFIT

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

WHO SHOULD ATTEND

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

COMPETENCIES EMPHASIZED

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

LENGTH & TUITION

3 days. \$2,885
Tuition includes materials, meals and lodging

LOCATION

FEI, Charlottesville, VA

COLLEGE CREDITS

N/A

SCHEDULE

Mar 30–Apr 1, '09
PROGRAM CODE: M906



Recommended Prior Courses

Building High-Performance Organizations in the 21st Century

Leading Strategically: From Vision to Performance

Recommended Follow-on Courses

Emotional Competence: Working with Others for Results

Leading Through Constructive Conflict

Leveraging the Inevitable to Build Your Organization

COMPETENCIES EMPHASIZED

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

LENGTH & TUITION

3 days. \$2,885

Tuition includes materials, meals and lodging (meals and lodging are included if on campus in Charlottesville, VA)

LOCATIONS

FEI, Charlottesville, VA or Washington, DC

COLLEGE CREDITS

N/A

SCHEDULE

Sep 21–23, '09

PROGRAM CODE: M918

OVERVIEW

Through this program, the Federal Executive Institute (FEI) offers you a new way of thinking about conflict management. Instead of formal processes such as arbitration, mediation or negotiation, this program offers constructive engagement through self-awareness, self-management and effective influencing strategies. You will learn to lead your organization in developing conflict competency by using instruments and tools grounded in emotional intelligence concepts and the newly revised Conflict Management Executive Core Qualification for the Senior Executive Service.

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

HOW YOU WILL BENEFIT

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

WHO SHOULD ATTEND

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

Recommended Prior Courses

Executive Communication Skills:
Leading the Process of Change

Leading Through Constructive Conflict

Recommended Follow-on Courses

A Leader's Guide to Developing Resilience

Planning and Organizational Strategy for Public Sector Leaders

Building Your Organization's Capabilities for Creating and Executing Its Strategic Plan

OVERVIEW

Is your agency's strategic planning process effective? Does it have broad support? Or provide sufficient and relevant resources for progress? If you answer "no" to any of these questions, this program is for you.

The Federal Executive Institute's (FEI) *Planning and Organizational Strategy for Public Sector Leaders* program will help you reengineer your organization's strategic plan and move it from the bookshelf to the desktop. You will learn how to build a platform for strategic change so that your organization will continue achieving its vision over the long term. The program is a lively mix of practical case studies, lectures focused on the newest ideas, short videos and abundant class discussion.

HOW YOU WILL BENEFIT

- Learn how to strengthen your organization's capacity to develop, refine and redirect strategic plans
- Understand strategy development as an organizational function linked to innovation over significant time scales
- Learn alternative ways to conceive strategy content and design frameworks for the strategy development process
- Appreciate the links between leadership and strategic planning
- Fit strategy development into the context of broader policymaking

WHO SHOULD ATTEND

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

COMPETENCIES EMPHASIZED

- Strategic Thinking
- Vision
- External Awareness
- Political Savvy
- Accountability

LENGTH & TUITION

2 days. \$2,665
Tuition includes materials, meals and lodging (meals and lodging are included if on campus in Charlottesville, VA)

LOCATIONS

FEI, Charlottesville, VA or Washington, DC

COLLEGE CREDITS

N/A

SCHEDULE

Sep 10–11, '09
PROGRAM CODE: M917

Recommended Prior Courses

Collaborating Across Organizational Boundaries

◀ Planning and Organizational Strategy for Public Sector Leaders ▶

Recommended Follow-on Courses

Leading Public Sector Transformation

Public Sector Leadership: Vision, Values and Vital Strategies

Sustaining Public Service in an Era of Change

OVERVIEW

Leading effectively in the public sector is a challenge that requires a full array of flexible and up-to-date strategies for success. This rigorous program will provide you with a powerful set of new approaches for understanding and leading change in the Federal Government. It is the perfect opportunity for you to refine your personal vision of public service, your organization's future and your critical role in leading public sector change.

Experienced Federal Executive Institute (FEI) faculty, themselves public sector leaders, will guide you through a demanding and provocative learning process including case studies, small-group exercises and discussions, executive coaching and off-site benchmarking trips.

The agenda and learning approach are informed by FEI's widely acclaimed *Leadership for a Democratic Society* program. The *Public Sector*

Leadership program addresses each of the Office of Personnel Management's Executive Core Qualifications, including:

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

HOW YOU WILL BENEFIT

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

WHO SHOULD ATTEND

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

COMPETENCIES EMPHASIZED

- Continual Learning
- Vision
- Integrity/Honesty
- Strategic Thinking
- Interpersonal Skills

LENGTH & TUITION

5 days. \$7,715
Tuition includes materials

LOCATION

San Diego, CA

COLLEGE CREDITS

N/A

SCHEDULE

Sep 14–18, '09
PROGRAM CODE: W940

Recommended Prior Courses

Leading Strategically: From Vision to Performance

◀ Public Sector Leadership: Vision, Values and Vital Strategies ▶

Recommended Follow-on Courses

Leadership for a Democratic Society



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

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

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Budget and Performance Integration

Improving Financial Performance

OVERVIEW

This seminar will show you how to link budget and performance integration (BPI) with improved financial performance to “get to green” on the President’s Management Agenda. You will define your organization’s path to alignment and discuss other agencies’ current successes and lessons learned. You will also learn about the Program Assessment Rating Tool (PART) and how to support the scorecard standards for success. You will examine how improved financial management relates to the other four areas of the management agenda.

HOW YOU WILL BENEFIT

- Understand the President’s Management Agenda initiatives and how they reinforce each other
- Create links between your strategic plan, program cost information and budget justification
- Learn from others in the Federal Government who have established greater accountability and achieved outstanding results
- Understand Office of Management and Budget’s long-term goals for BPI and develop your own goals to “get to green”
- Understand financial management accounting, transaction standards and PART
- Learn new approaches to integrated financial and performance management systems

WHO SHOULD ATTEND

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

COMPETENCIES EMPHASIZED

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

LENGTH & TUITION

3 days. \$2,500
Tuition includes materials, meals and lodging

LOCATION

EMDC, Shepherdstown, WV

COLLEGE CREDITS

N/A

SCHEDULE

Feb 23–25, '09EMDC
Jun 1–3, '09EMDC

Dynamics of Public Policy

An In-Depth View of How Government Works

OVERVIEW

The better you understand how public policy works, the more you’ll be able to achieve your agency’s goals, serve your stakeholders and advance the Government’s agenda. This seminar focuses on the political, social, economic and cultural factors affecting how U.S. public policy is initiated, developed and implemented. It will also give you an in-depth understanding of the ways that policymaking institutions and non-governmental organizations interact and shape policy.

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

HOW YOU WILL BENEFIT

- Analyze selected public policy issues in the context of historical events
- Enhance effective interaction with interest groups, the media and public opinion
- Understand the constraints and issues stemming from the Federal budget
- Interpret Congressional intent
- Respond to Presidential directives
- Make better administrative decisions
- Implement policy with greater understanding and greater assurance of success

WHO SHOULD ATTEND

Experienced managers and policy analysts who are involved in the development and/or implementation of public policy or who are designated to serve in senior staff or liaison roles

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

COMPETENCIES EMPHASIZED

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

LENGTH & TUITION

2 weeks. \$4,885
Tuition includes materials, meals and lodging

LOCATION

EMDC, Shepherdstown, WV

COLLEGE CREDITS

3 Hours/Undergraduate (Upper)
3 Hours/Graduate

SCHEDULE

Aug 3–14, '09EMDC

Environmental Policy Issues

Stay up to Date on Relevant Policy

COMPETENCIES EMPHASIZED

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

LENGTH & TUITION

2 weeks. \$4,885
Tuition includes materials, meals and lodging

LOCATION

EMDC, Shepherdstown, WV

COLLEGE CREDITS

3 Hours/Undergraduate (Upper)
3 Hours/Graduate

SCHEDULE

May 4–15, '09EMDC

OVERVIEW

Environmental policy touches numerous aspects of Government activity. This seminar will give you a comprehensive framework for understanding the political, scientific, social and economic issues shaping environmental policy now and for years to come. Through a mix of classroom, small-group and workshop activities, you will also gain an understanding of the mechanics of how environmental policy is initiated and implemented. A distinguished lineup of seminar leaders with relevant, real-world experience will teach this in-depth curriculum, including current administration executives, former Government officials, business leaders and academics.

HOW YOU WILL BENEFIT

- Understand current environmental challenges and the evolving role of Federal, state and local governments in addressing them
- Identify and understand current administration policy initiatives and implications
- Review alternative and emerging policy management methods
- Ascertain links between policy objectives and political, social and economic issues
- Consider new directions of environmental policy

WHO SHOULD ATTEND

Experienced managers, policy analysts and technical staff who are involved with environmental policy decisions or who need a broader policy overview



Federal Budgetary Policies and Processes PMF

Prepare and Present a Winning Budget

OVERVIEW

This seminar will give budget professionals, program managers and executives in-depth insights into the Federal budget process and how to prepare and defend an organization's budget. Beginning with an overview of the political, policy and macroeconomic forces affecting the Federal budget, the seminar provides a thorough explanation of how to present a winning budget through an intensive simulation of the full budget process.

You will learn about current processes for integrating program performance and Federal budgets, including the Office of Management and Budget's application of the Program Assessment Rating Tool (PART). Senior-level administration officials, as well as career and political executives from the Executive and Legislative Branches, will guide you through every step of the process.

HOW YOU WILL BENEFIT

- Improve skills in effective budget preparation, presentation and defense
- Obtain information on pertinent issues with current and former Government budget officials
- Understand the relationships between executive and legislative budget and appropriations processes

WHO SHOULD ATTEND

Presidential Management Fellows

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

COMPETENCIES EMPHASIZED

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

LENGTH & TUITION

2 weeks. \$4,885
Tuition includes materials, meals and lodging

LOCATION

EMDC, Shepherdstown, WV

COLLEGE CREDITS

3 Hours/Undergraduate (Upper)
3 Hours/Graduate

SCHEDULE

Apr 13–24, '09EMDC

Federal Regulatory Policy

Principles of Regulatory Development and Reform

OVERVIEW

Regulations affect every aspect of the Federal Government, for both citizens and Federal workers. This seminar provides a comprehensive framework for understanding the political, scientific, social and economic issues that shape how regulations are made. The course pays particular attention to the interagency aspects of regulatory development and to recent progress in "regulatory reform." You will learn how to examine regulations for efficiency, effectiveness and unforeseen impacts on agencies, the public and private sectors, citizens and society. You will also experience insightful presentations by current and former Executive Branch officials and executives, business leaders and academics with extensive working knowledge of regulatory development and review.

Sessions include examination of the rulemaking process, including Executive Branch efforts at regulatory reform; the conduct of regulatory analysis, including cost-benefit tests; and Executive Order 12866 ("Regulatory Planning and Review").

HOW YOU WILL BENEFIT

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

WHO SHOULD ATTEND

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

COMPETENCIES EMPHASIZED

- Political Savvy
- External Awareness
- Influencing/Negotiating
- Customer Service

LENGTH & TUITION

5 days. \$2,650
Tuition includes materials, meals and lodging

LOCATION

Washington, DC

COLLEGE CREDITS

N/A

SCHEDULE

Jun 15–19, '09 Washington, DC

Homeland Security: Critical Infrastructure Protection

Examining the Threat

COMPETENCIES EMPHASIZED

- External Awareness
- Strategic Thinking
- Vision
- Continual Learning

LENGTH & TUITION

5 days. \$3,400
Tuition includes materials, meals and lodging

LOCATION

EMDC, Shepherdstown, WV

COLLEGE CREDITS

N/A

SCHEDULE

Mar 30–Apr 3, '09EMDC

OVERVIEW

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

HOW YOU WILL BENEFIT

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

WHO SHOULD ATTEND

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

Homeland Security: Understanding the Enemy

New Roles, New Challenges

COMPETENCIES EMPHASIZED

- External Awareness
- Strategic Thinking
- Vision
- Continual Learning

LENGTH & TUITION

5 days. \$3,400
Tuition includes materials, meals and lodging

LOCATION

EMDC, Shepherdstown, WV

COLLEGE CREDITS

N/A

SCHEDULE

Nov 17–21, '08EMDC
Mar 9–13, '09EMDC

OVERVIEW

The War on Terrorism will continue well into the future, and homeland security efforts in response to this war will involve approximately 200,000 Federal employees. If you have been assigned to homeland security duties on a full-time basis, or have new duties added to your current assignments, this seminar will ensure that you are thoroughly grounded for your new role.

This updated seminar provides you with essential information on the nature of terrorism and the specific threats to the United States, including international threats, the threats from domestic anti-Government groups and threats from special-interest extremist organizations.

HOW YOU WILL BENEFIT

- Understand the dynamics of terrorism and the current threats to the United States
- Gain an overview of the evolution of terrorism
- Discuss the nature and dynamics of terrorism
- Examine the cultures that produce suicide bombers or pursue weapons of mass destruction
- Learn how other countries deal with terrorism
- Discuss the United States Homeland Security program and Federal agencies' roles

WHO SHOULD ATTEND

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

Science, Technology and Public Policy

Responding to the Challenges of the 21st Century

OVERVIEW

Science and technology are changing our world at a dizzying pace, but this seminar can give you the tools to understand today's advances and anticipate tomorrow's. You will study the role that science and technology play in a variety of vital issues and examine the institutions that influence policy in the Executive Branch, Congress, special-interest groups and the press.

By the time you complete this seminar, you will know the Government's role in shepherding science policy as well as the ways science affects Government. Additional seminar themes include allocation and priorities, technology transfer, the difference between the political and scientific worlds, making policy amid scientific uncertainties and the role of scientists as public servants.

HOW YOU WILL BENEFIT

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

WHO SHOULD ATTEND

Managers and senior-level specialists whose programs or policies are related to science, engineering and/or technology

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

COMPETENCIES EMPHASIZED

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

LENGTH & TUITION

2 weeks. \$4,885
Tuition includes materials, meals and lodging

LOCATION

EMDC, Shepherdstown, WV

COLLEGE CREDITS

3 Hours/Undergraduate (Upper)
3 Hours/Graduate

SCHEDULE

Jun 1–12, '09EMDC
Sep 14–25, '09EMDC

Strategic Management of Human Capital

Enhancing Organizational Performance

OVERVIEW

As a Federal leader, you know that effective government depends on effective management of human capital. This seminar will help you learn proven strategies for attracting, developing and retaining quality employees from diverse backgrounds and for inspiring them to perform at the highest levels. You will receive comprehensive training in the revised Human Capital Assessment and Accountability Framework (HCAAF): Strategic Alignment, Leadership and Knowledge Management, Results-Oriented Performance Culture, Talent and Accountability. The instructors for this seminar include the Office of Personnel Management's own human capital officers.

HOW YOU WILL BENEFIT

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

WHO SHOULD ATTEND

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

COMPETENCIES EMPHASIZED

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

LENGTH & TUITION

3 days. \$2,500
Tuition includes materials, meals and lodging

LOCATION

EMDC, Shepherdstown, WV

COLLEGE CREDITS

N/A

SCHEDULE

Aug 3–5, '09EMDC

SPECIALIZED SKILLS



Our management development faculty works with executives like you every day, and we know which problems are most current and urgent, which are chronic, and which may lie just over the horizon. To help you dispatch these unique impediments to high performance, we have created a selection of **Specialized Skills** seminars. You can't avoid team member disputes, but we can teach you how to resolve them gracefully and positively. Crises are inevitable; let us help you prepare for them and acquire the strength and agility to lead your team through them. Our facilitators know the President's Management Agenda intimately, and they will share proven strategies to align your agency with these mandated initiatives. The seminars can help you keep up with the most recent developments in information technology, or provide new techniques to help manage your projects more efficiently.

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Conflict Resolution Skills

Effective Approaches to Handling Difficult People and Difficult Conversations



OVERVIEW

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

HOW YOU WILL BENEFIT

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

WHO SHOULD ATTEND

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

COMPETENCIES EMPHASIZED

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

LENGTH & TUITION

4 days. \$3,650 WMDC and EMDC
 \$3,100 Washington, DC
 Tuition includes materials, meals and lodging (at EMDC and WMDC only)

LOCATIONS

EMDC, Shepherdstown, WV
 WMDC, Aurora, CO
 Washington, DC

COLLEGE CREDITS

N/A

SCHEDULE

Nov 3–6, '08 WMDC
 Feb 9–12, '09 WMDC
 May 18–21, '09 WMDC
 Aug 3–6, '09 Washington, DC

Crisis Leadership Workshop

Planning for Unexpected Challenges

COMPETENCIES EMPHASIZED

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

LENGTH & TUITION

5 days. \$3,400
Tuition includes materials, meals and lodging

LOCATION

EMDC, Shepherdstown, WV

COLLEGE CREDITS

2 Hours/Undergraduate (Upper)
2 Hours/Graduate

SCHEDULE

Oct 27–31, '08EMDC
Mar 30–Apr 3, '09EMDC
May 4–8, '09EMDC
Aug 3–7, '09EMDC

OVERVIEW

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

HOW YOU WILL BENEFIT

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

WHO SHOULD ATTEND

Executives and managers at all organizational levels

Developing Customer-Focused Organizations

Achieving Excellence in Customer Service

OVERVIEW

A responsive Government is an effective Government, and customer service skills are key to achieving the best possible results for the citizens who depend on your agency. This seminar will provide you with the specialized knowledge you need to serve your customers more efficiently, instill customer-responsive habits throughout your organization and create a customer-focused culture that will strengthen your interactions with the public.

HOW YOU WILL BENEFIT

- Understand the connection between your organization's customer service and trust in Government
- Relate cutting-edge business practice to the creation of public service value
- Understand who your customers are and how to gauge their expectations
- Define core assets of your organization on which to build a more customer-focused organization
- Explore the employee-customer link and learn how to instill a customer-focused mindset in your employees
- Examine the drivers of customer engagement and loyalty
- Learn the rational and emotional elements of customer relationships

WHO SHOULD ATTEND

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

COMPETENCIES EMPHASIZED

- Customer Service
- Public Service Motivation
- Human Capital Management
- Accountability
- Developing Others

LENGTH & TUITION

5 days. \$3,400
Tuition includes materials, meals and lodging

LOCATION

EMDC, Shepherdstown, WV

COLLEGE CREDITS

N/A

SCHEDULE

Nov 3–7, '08EMDC
 May 18–22, '09EMDC
 Jul 20–24, '09EMDC



Leadership for Information Technology

Critical Knowledge and Skills

COMPETENCIES EMPHASIZED

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

LENGTH & TUITION

5 days. \$3,400
Tuition Includes materials, meals and lodging

LOCATION

WMDC, Aurora, CO

COLLEGE CREDITS

N/A

SCHEDULE

May 4–8, '09 WMDC

OVERVIEW

The challenges facing public sector information technology (IT) professionals are many: obtaining scarce budget funds, managing capital investments, supervising projects and personnel and keeping up to date with the latest technologies.

This seminar will guide you through a thorough overview of contemporary leadership theory, help you assess your leadership skills, introduce you to frameworks for IT investment analysis, present effective strategies for IT leadership communication and change management and discuss the future of IT. For those who aspire to become Federal IT leaders, this seminar is designed to develop the necessary knowledge, skills and abilities to advance professional career opportunities.

HOW YOU WILL BENEFIT

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

WHO SHOULD ATTEND

Experienced information technology professionals who want to develop their leadership abilities



Leading with the Written Word PMF

Effective Writing in the Federal Government

OVERVIEW

The ability to prepare clear, concise documents that advocate a position or advance a goal is an essential leadership skill. Whether you have to produce budget justifications, testimony or any number of other documents, each one requires a different style of writing, and your success depends on your ability to use them appropriately. In this seminar, experts will teach you how to create a document from concept to completed product, reviewing and critiquing your work and making concrete suggestions for improvement. You will learn the styles of writing required for different types of documents and audiences and the techniques to polish your writing skills when you return to the workplace.

HOW YOU WILL BENEFIT

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

WHO SHOULD ATTEND

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

Presidential Management Fellows

COMPETENCIES EMPHASIZED

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

LENGTH & TUITION

4 days. \$2,995
Tuition includes materials, meals and lodging

LOCATIONS

EMDC, Shepherdstown, WV
WMDC, Aurora, CO

COLLEGE CREDITS

N/A

SCHEDULE

Nov 17–20, '08EMDC
Feb 23–26, '09EMDC
Jun 1–4, '09EMDC
Jul 28–31, '09WMDC
Sep 14–17, '09EMDC



Project Management Principles

Constructing a Framework for Efficient Project Completion

COMPETENCIES EMPHASIZED

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

LENGTH & TUITION

5 days. \$3,400
Tuition includes materials, meals and lodging

LOCATIONS

EMDC, Shepherdstown, WV
WMDC, Aurora, CO

COLLEGE CREDITS

2 Hours/Undergraduate (Upper)

SCHEDULE

Mar 2–6, '09 EMDC
Jun 8–12, '09 WMDC

OVERVIEW

If you want to learn the basic principles, tools and techniques of successful project managers, this seminar will provide an excellent foundation for effective project management.

The Project Management Body of Knowledge (PMBOK) will serve as your guide to key project management terminology and process descriptions. You will learn key concepts in project planning and implementation and practice using them with the assistance of expert facilitators. You will also become familiar with the classic project management framework and learn to plan and manage projects more effectively. A brief online quiz taken before and after the seminar will assess your progress and help to focus your coursework.

HOW YOU WILL BENEFIT

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

WHO SHOULD ATTEND

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



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— Level I for Team Leaders and Emerging Supervisors		Team Building and Team Leadership	29
Leadership Assessment Program 	24	The Aspen Institute Executive Seminar	17
— Level II for Supervisors and Managers		Understanding the 360-Degree Leader	18
Leadership for a Democratic Society 	15	Women's Leadership Seminar 	41
Leadership for a Global Society	48		

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

NEW New seminars are marked with this symbol.

PMF Seminars designed specifically to meet requirements of the Presidential Management Fellows Program feature this symbol.

3 EASY WAYS TO REGISTER

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



1. Register Online at the secure Leadership website: www.leadership.opm.gov

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

-or-



2. Fax the Registration Form. This form can be used for seminars at the Federal Executive Institute or Management Development Centers (304-870-8078).

-or-



3. Contact a Representative Customer Service Office

(Mention Priority Code CAT09)

Toll Free: 888-676-9632

Phone: 304-870-8008

Fax: 304-870-8078

TDD/TTY: 304-870-8066

Email: register@opm.gov

Note: Registration for the **Leadership for a Democratic Society** program must be submitted by your agency training officer to FEI. All spaces in this program are sold to agency training offices once/year.

PHONE: 434-980-6200

FAX: 434-979-3387

TDD/TTY 434-980-6299

EMAIL: fei@opm.gov

What You Need to Know Before Registering

- All registrations are final and nonrefundable.
- You will receive email confirmation of your registration.
- A request for a substitution of a participant may be made up to one week prior to the beginning of a course and will be approved if pre-course work can be completed.
- For assessment seminar registrations, a minimum four weeks lead time is required.
- **Transfer Policy:**
Requests for transfers to another seminar or session of equal value may be approved up to four weeks prior to the start date of the seminar. However, your agency will be billed for the original seminar in which you were scheduled. You must reschedule and complete the alternate session within the current fiscal year.

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

FAX-BACK/MAIL-IN FORM

PROMOTION CODE: CAT09

FOR THE FEDERAL EXECUTIVE INSTITUTE'S LEADERSHIP
FOR A DEMOCRATIC SOCIETY PROGRAM

Fax Back to 434-979-3387

Questions? 434-980-6200

FOR MANAGEMENT DEVELOPMENT CENTER
PROGRAMS AND FOR CONTINUING DEVELOPMENT
PROGRAMS FOR EXECUTIVES AT FEI

Fax Back to 304-870-8078

Questions? 304-870-8008 or 888-676-9632

FIRST SEMINAR CHOICE

PROGRAM NAME _____

PROGRAM CODE (FEI ONLY) _____

PROGRAM DATE _____

SECOND SEMINAR CHOICE

PROGRAM NAME _____

PROGRAM CODE (FEI ONLY) _____

PROGRAM DATE _____

PARTICIPANT INFORMATION

NAME _____ SSN (LAST 4 DIGITS ONLY) _____

JOB TITLE _____

SES OR GS GRADE LEVEL _____ OR EQUIVALENT POSITION/RANK (SPECIFY) _____

SUB AGENCY/DIVISION _____

AGENCY/ORGANIZATION _____

MAILING ADDRESS _____

CITY _____ STATE _____ ZIP _____

OFFICE PHONE _____ FAX _____

EMAIL ADDRESS _____ NICKNAME _____

HOME ADDRESS _____

CITY _____ STATE _____ ZIP _____ HOME PHONE _____

SPECIAL ACCOMMODATIONS

SMOKING ROOM PHYSICALLY CHALLENGED _____

SPECIAL DIETARY NEEDS _____

TUITION BILLING INFORMATION

AGENCY TRAINING FORM (SF-182, DD-1556, MIPR, OTHER) (COPY ATTACHED)

GOVERNMENT PURCHASE CARD (VISA OR MASTERCARD)

* PURCHASE CARD INFORMATION IS USED INTERNALLY FOR REGISTRATION AND BILLING PURPOSES ONLY. THE INFORMATION WILL NOT BE DISCLOSED TO OTHER SOURCES.

CARD NUMBER* _____ EXPIRATION DATE _____

CARDHOLDER'S NAME _____

CARDHOLDER'S PHONE # _____ FAX # (FOR RECEIPT) _____

TUITION AMOUNT _____

PRIVACY ACT STATEMENT

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

FAX-BACK/MAIL-IN FORM

PROMOTION CODE: CAT09

FOR THE FEDERAL EXECUTIVE INSTITUTE'S LEADERSHIP
FOR A DEMOCRATIC SOCIETY PROGRAM

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AGENCY/ORGANIZATION _____

MAILING ADDRESS _____

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PRIVACY ACT STATEMENT

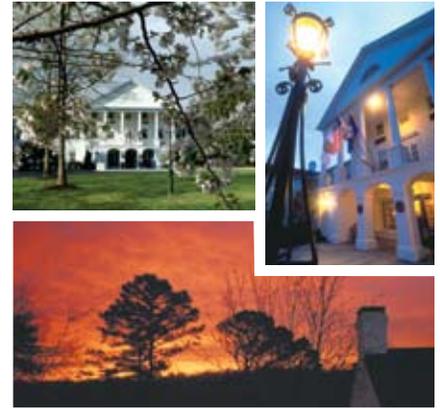
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FEDERAL EXECUTIVE INSTITUTE (FEI)

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. Seminars are presented in fully equipped, on-site classrooms. Recreational amenities include the Alumni Fitness Center and basketball and volleyball courts. In addition to the Susan B. Anthony Library, there is quiet space for walking, relaxing and conversing. All facilities used for programs are accessible to persons with disabilities. Charlottesville is surrounded by natural and historic attractions and was the home of three of the Nation's first five presidents: Thomas Jefferson, James Madison and James Monroe.



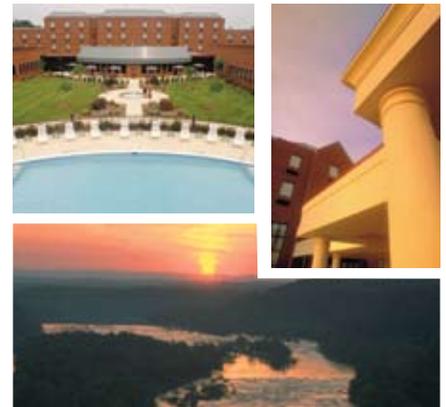
EASTERN MANAGEMENT DEVELOPMENT CENTER (EMDC)

239 Lowe Drive, Shepherdstown, WV 25443

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



CENTER FOR LEADERSHIP CAPACITY SERVICES

Customer Service Office

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

TDD/TTY: 304-870-8066

Fax: 304-870-8009

e-mail: register@opm.gov



UNITED STATES
OFFICE OF PERSONNEL MANAGEMENT

www.leadership.opm.gov

CAT09

United States Office of Personnel Management
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Shepherdstown, WV 25443