

US Office of Personnel Management Center for Leadership Development

Custom Solutions: Leadership Development and Training



**Western Management Development Center
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What We Do

- ✓ *Is your organization facing an immediate leadership 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?*
- ✓ *Does your agency have a succession planning strategy that includes a robust leadership pipeline of ready-now talent?*

The Office of Personnel Management (OPM) Custom Solutions Team works with agencies to develop solutions tailored to specific organizational needs. We can design a solution to satisfy a one-time need or form a strategic partnership to address ongoing challenges.

Drawing on from decades of experience helping government agencies resolve human capital challenges, OPM's Custom Solutions Team staff works with agency leaders to:

- Understand and articulate specific problems
- Identify desired outcomes
- Determine context and constraints
- Design tailored programs and delivery frameworks
- Develop executive leadership and workforce development strategies

Because we are government, we understand the distinct environment in which Federal leaders work. And, because our programs are designed within the framework of Constitutional values, Public Service and the Executive Core Qualifications, they are uniquely suited to the needs of the federal enterprise.

Creating Programs Tailored to Your Needs

Many agencies turn to Custom Solutions because they have specific development needs; want to ensure a consistent developmental framework; are interested in fostering intra-agency networking and team-building; or have internal resources available that help to defray training overhead.

In all cases, the Custom Solutions Team can develop and deliver products and services that help develop visionary leaders to transform government:

- **Custom Workshops** - builds strong leadership competencies
- **Team Development Programs** - helps workgroups be more effective – especially across organizational or geographic barriers
- **Facilitated Planning Programs** - focuses on mission, budget, technology, strategic planning, performance improvement and other critical issues
- **Consulting Activities** – helps build staff skills and develop in-house capacity for organizational improvement
- **Organizational and Individual Assessments** – help understand behavioral types, identify development gaps and foster optimal personnel alignment
- **Executive Coaching Services** – supports individual development at critical junctures, or to enhance overall performance
- **Succession Planning Services** – building leadership capacity for the future
- **Long-term Executive Development Partnerships** – gives key personnel the tools for success

The American People deserve a government that is committed to providing unparalleled value and service. The OPM's Custom Solutions Team at the Western Management Development Center helps government work well by providing superior leadership development programs that empower Federal employees to cultivate the skills, competencies and behaviors necessary to grow in their careers, perform optimally and meet the challenges of the 21st Century.

Case Studies

We specialize in helping organizations realign themselves to fundamental change and transformation on an agency-wide level.

Case Study #1: Strengthening New and Existing Leaders

Challenge: A lack of transparency in an agency's leadership had resulted in many lawsuits and no clear succession plan.

Solution: After extensive agency input, Custom Solutions designed a leadership- and team-building program to fit the agency's culture and needs, strengthening existing leaders and identifying the next generation.

Result: There was a noticeable reduction in lawsuits, while the agency saw increasing interest in agency leadership.

The agency's director wrote: *"It all translated to fewer EEO complaints, happier employees and more prepared leaders."*

Case Study #2: Leadership in Times of Change

Challenge: A Federal agency struggled with major change and widespread budget cuts.

Solution: Drawing on its leadership expertise and thorough agency needs assessment, the Custom Solutions team created a career development program for managers to drive a culture of change.

Result: Targeted intervention transformed the agency's culture from one that fought change to one that embraced it.

The agency's director wrote: *"The power of OPM's (WMDC) training is phenomenal, and the cost savings to us was substantial."*

Case Study #3: People Skills for Managers

Challenge: Congress criticized an agency for its managers' poor people skills and for turf battles and a lack of succession planning that were impeding performance

Solution: Feedback from the agency informed the creation of two intensive leadership-training programs aimed at current managers and potential new leaders

Result: Shifting attitudes among its existing and upcoming leaders have resulted in measurable progress, and improved people skills have translated into increased job satisfaction.

The agency's director wrote: *"OPM's Development Centers have available the training we need or they are able to create it!"*

Examples of Program Solutions

Course Title: The Leader within Me (Two Days)

Course Description: This is a purposeful learning journey engaging the participants to uncover their talents. Participants complete the Gallup 2.0 Strengths Finders assessment, identify and explore specific personal talents, and discover what makes them unique and powerful. Participants will gain skills, experience, and deeper insights into themselves related to their talents.

Additionally, participants will learn influence strategies, models, and behaviors to help them hone their influence skills. Participants complete the Influence Style Indicator assessment, which will give them insight into their preferred style as they influence others. Participants learning to capitalize on these skillsets will improve workplace engagement and performance for the agency.

Target Audience: Individuals who are not currently formal supervisors or managers but fulfill a variety of leadership roles in their organizations at all levels; individuals who aspire to serve in such roles in their organization; Project and Program Managers.

Objectives: At the end of this program, participants will:

- Understand the critical importance of identifying their talents to build these into strengths or the workplace
- Identify the characteristics and impact of influential leaders
- Develop in-depth knowledge of influence strategies, models, and behaviors that relate to influence in order to develop influence skills
- Define courage and explain its importance when influencing

Competencies Covered

Interpersonal Skills
Influencing/Negotiating
Resilience
Creativity and Innovation
Accountability

Course Format: Instructor-led

Enrollment Cap: 36

Duration: Five Days

Course Title: Emerging Leaders I (Five Days)

Course Description: This introductory workshop is for individuals who are not yet in a formal supervisory position but are interested in assuming such a role in the future. Participants develop informal leadership skills to influence others when they have no statutory or positional authority. Through hands-on experiential and the analysis of frameworks and models, participants learn then apply best and current practices of leadership, gain personal awareness, and learn about interpersonal dynamics and basic communication skills. Participants create an integrated development plan that matches their agency's needs and for immediate application upon re-entry into the workplace.

Target Audience: Individuals who are not currently formal supervisors or managers but fulfill a variety of leadership roles in their organizations at all levels; individuals who aspire to serve in such roles in their organization; Project and Program Managers.

Objectives: At the end of this program, participants will:

- Identify and practice common characteristics of great leaders
- Recognize the expectations for accepting leadership roles
- Identify your own style and the style of others by gaining awareness through the Four Lenses assessment
- Gain insight into why people think, feel, act, and learn the way they do in order to recognize and support diversity in the workplace

Competencies Covered

Interpersonal Skills	Decisiveness
Oral Communication	Written Communication
Conflict Management	Problem Solving
Leveraging Diversity	Technical Credibility
Developing Others	Partnering
Team Building	Political Savvy
Accountability	Influencing/Negotiating
Resilience	External Awareness
Creativity and Innovation	Flexibility
Continual Learning	Vision
Strategic Thinking	

Assessments: Four Lenses

Experientials: Yes

Course Format: Instructor-Led

Duration: Five Days

Enrollment Cap: 36

Course Title: Emerging Leaders II: Leadership Potential Assessment Program (Two Days)

Course Description: Building on the concepts taught in Emerging Leaders I, this program will move the emerging leader forward on their journey of self-discovery and growth as a leader. Participants will complete the OPM Leadership Potential Assessment Profile (LPA), which gathers input about their competence from multiple sources. The participant will receive a report that provides a snapshot of his/her proficiency on ten leadership competencies that are most critical to the leadership level immediately above their current position. Participants receive one-on-one coaching to help integrate the information and formulate a development plan.

Target Audience: Individuals who are not currently formal supervisors or managers but fulfill a variety of leadership roles in their organizations at all levels; individuals who aspire to serve in such roles in their organization; Project and Program Managers.

Objectives: At the end of this program, participants will:

- Understand how their skills compare with OPM's leadership competencies
- Identify common characteristics of resiliency that promote a healthier workplace environment
- Develop a plan, with input from an experienced coach, for continuing their development as a leader

Competencies Covered

Accountability	Customer Service
Decisiveness	Flexibility
Integrity/Honesty	Interpersonal Skills
Oral Communication	Problem Solving
Resilience	Written Communication

Assessments: OPM Leadership Potential Assessment

Individual Coaching: Yes

Course Format: Instructor-Led

Duration: Two days

Enrollment Cap: 36

Course Title: Emerging Leaders III: The Emotionally Intelligent Emergent Leader (Two Days)

Course Description: This program builds on learnings from Emerging Leaders I and II by engaging participants in experiences to explore the crucial leadership skills of emotional and social intelligence. The Emotional Intelligence Quotient i2.0 Assessment serves as a foundation for exploration of the concept of emotional intelligence and gives participants a sense of their strengths and opportunities for improvement. Participants will gain skills, experience, and deeper insights into themselves related to emotional intelligence, which will serve both the participants and their organization.

Target Audience: Individuals who are not currently formal supervisors or managers but fulfill a variety of leadership roles in their organizations at all levels; individuals who aspire to serve in such roles in their organization; Project and Program Managers.

Objectives: At the end of this program, participants will:

- Understand the critical important of emotional and social intelligence in the workplace
- Identify the characteristics of emotionally/socially intelligent leaders
- Develop their emotional intelligence skills in five competency areas
- Examine authentic leadership through the concepts of “role” and “self”
- Increase understanding of the compelling neuroscience behind emotional intelligence
- Cultivate resilience to better manage pressure, stress, and well being
- Use the Four Lenses preferences to increase effectiveness in the five emotional competencies

Competencies Covered

Interpersonal Skills
Resilience
Leveraging Diversity

Oral Communication
Flexibility

Assessments: Emotional Intelligence Quotient i2.0

Course Format: Instructor-Led

Duration: Two days

Enrollment Cap: 36

Course Title: Leading with Impact (Front-line Supervisor) (Five days)

Course Description: The topics and presentations are unique in that they are designed to expressly confront the challenges of leading and supervising in government organizations. They are presented using adult learning methodologies including lecture, small group discussion, video presentations, case studies, simulations, role-plays, problem-solving exercises and leadership and behavioral assessments. All of the training is based on extensive and current research, and is focused on teaching practical leadership skills that can be immediately applied on the job.

Target Audience: Front-line supervisors and managers seeking to update their management skills and knowledge

Objectives:

Day 1 – Self-Awareness

Day 2 – Interacting with Others

Day 3 – Influence

Day 4 – Self and Teams

Day 5 - Building Community

Follow-On Day (6 weeks later)

- Revisit and use the skills learned during “Leading With Impact”
- Continue to learn about oneself, build individual skill-sets and to share best practices with others
- Continue to build community
- Relate the learning to the real-time work environment
- Create a format for long term continuous learning

Competencies Covered

Accountability

Conflict Management

Continual Learning

Decisiveness

Flexibility

Influencing/Negotiating

Integrity/Honesty

Interpersonal Skills

Leveraging Diversity

Oral Communications

Problem Solving

Resilience

Service Motivation

Team Building

Assessments: DiSC Classic 2.0, OPM 360 Assessment, Four Lenses Self-Assessment, Thomas Kilmann Conflict Mode Instrument

Coaching: Individual Executive coaching session

Course Format: Instructor-Led

Duration: Five days with one day follow-on (six weeks later)

Enrollment Cap: 36

Leading with Impact-Front Line Supervisor (Five Days)

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
Self-Awareness	Interacting with Others	Influence	Self and Teams	Building Community
<p>Welcome and Introductions</p> <p>Modeling the Way- Characteristics of Good Supervisors</p> <p>DiSC Classic 2.0 Understanding Self</p>	<p>Check In</p> <p>Communication Skills</p>	<p>Check In</p> <p>Situational Leadership</p> <p>Delegation</p>	<p>Check In</p> <p>Coaching for Developing Others</p> <p>OR</p> <p>Rotations</p>	<p>Check In</p> <p>Operation Impact (off-site) Highly Experiential Activity</p>
Lunch				
<p>DiSC Classic 2.0 Understanding Self (Continued)</p>	<p>Engaging Conflict</p>	<p>Motivation</p> <p>AMP Cafe</p>	<p>Rotations:</p> <ul style="list-style-type: none"> - One-on-one with Executive Coach - Resilience - Moving from “Me to “We” <p>OR</p> <p>Coaching for Developing Others</p>	<p>Operation Impact (off-site) Highly Experiential Activity (Continued)</p>

Course Title: Achieving Mission Results (Five days)

Course Description: Designed to stimulate and optimize engagement, this program equips participants with tools and techniques to effectively execute the mission and impact organizational culture at the mid-level manager level. The course offers a practical and optimal balance of introductory lectures, small and large group discussion, experiential learning and individualized coaching to maximize the learning experience.

Target Audience: Federal managers and those moving up to management, from all levels of seniority, authority or experience, especially those whose success depends on inspiring others toward mission achievement.

Objectives: At the end of this program, participants will:

- Inspire a shared vision and sustain the drive to achieve it
- Rapidly adapt to new information, changing conditions or unexpected obstacles
- Achieve mission results effectively through networks as well as through formal, hierarchical structures
- Make sound people decisions and recognize why these are so critical

Competencies Covered

Interpersonal Skills
Conflict Management
Leveraging Diversity
Developing Others
Team Building
Accountability
Customer Service

Decisiveness
Entrepreneurship
Problem Solving
Technical Credibility
Partnering
Political Savvy
Influencing/Negotiating

Assessments

OPM Leadership 360 Assessment
DiSC Management Profile

Coaching

Individual Coaching

Experientials

Paper Plane Simulation

Course Format: Instructor-Led

Duration: Five Days

Enrollment Cap: 36

Achieving Mission Results

Monday	Tuesday	Wednesday	Thursday	Friday
<p>Program Overview & Introductions</p> <p>OPM Leadership 360 Assessment</p> <p>Networking</p>	<p>Everything DiSC Management Profile</p> <p>Clarifying Your Personal Values & Shared Vision</p>	<p>Dialogue Now You're Talking!</p>	<p>Paper Planes, Inc. Simulation (3.75 hours)</p> <hr/> <p>1:1 Coaching Sessions (1.75 hours)</p> <p>Dialogue Skills Practice</p>	<p>Executive Speaker</p> <p>LDP & Commitment Preparation</p>
<p>LUNCH Table Topics for Networking</p>	<p>LUNCH</p>	<p>LUNCH</p>	<p>LUNCH</p>	<p>LUNCH (30 minutes)</p>
<p><i>Resiliency & Energy Management</i></p>	<p>Clarifying Your Personal Values & Shared Vision (Con't)</p>	<p>Influence</p> <p>Political Savvy</p>	<p>Paper Planes, Inc. Simulation (3.75 hours)</p> <hr/> <p>1:1 Coaching Sessions (1.75 hours)</p> <p>Dialogue Skills Practice</p>	<p>Sharing Vision Statements</p> <p>Everyday Creativity (DVD)</p> <p>Program Closing</p> <p>Evaluations</p>

Course Title: Leading Effectively through Change and Conflict (Five days)

Course Description: This course is designed to equip middle managers with a variety of practical tools to expand their worldview, resulting in an enriched, broader perspective from which to make decisions and lead others through complexity and change.

Target Audience: Recently promoted and experienced middle managers

Objectives: At the end of this program:

Participants will learn how to develop and communicate a personal and shared change vision and act in alignment with the desired outcome. They will increase their ability to adapt to new information, changing conditions and unexpected obstacles and lead others through them by deepening their understanding of the change process and how to identify where they and their constituents are within it.

Participants will also learn how to persuade others, gain commitment and collaborate across boundaries to foster strategic relationships, plus improving the agency's capability to produce and execute acceptable, quality decisions.

Middle managers will learn how to enhance and refine their decision-making skills and strengthen their problem-solving capabilities by understanding and identifying multiple perspectives/worldviews; generating multiple solutions, and by identifying, developing and delivering targeted outcomes.

Competencies Covered

Interpersonal Skills	Strategic Thinking	Entrepreneurship
Continual Learning	Vision	Problem Solving
Creativity and Innovation	Developing Others	Partnering
External Awareness	Team Building	Political Savvy
Flexibility	Accountability	Influencing/Negotiating
Resilience	Decisiveness	

Assessments: Change Style Indicator, Stress Resiliency Profile

Course Format: Instructor-Led

Duration: Five days

Enrollment Cap: 36

Leading Effectively Through Change and Conflict

Day One	Day Two	Day Three	Day Four
<p>Welcome</p> <p>Course Overview and Agenda</p> <p>Learning Contract</p> <p>Levels of System</p>	<p>Check In</p> <p>Switch– How to Change Things When Change is Hard</p> <p>How to Make a Switch</p>	<p>Check in</p> <p>Senior Speaker</p> <p>S.W.O.T</p>	<p>Check In</p> <p>Continue Case Study: Expanding Cyber Education Project</p> <p>Executive Speaker</p> <p>Applying Tools to Your Personal Change Effort</p>
LUNCH	LUNCH	LUNCH	LUNCH
<p>Middle Managers and Mental Models</p> <p>Change Style Indicator</p>	<p>Case Study and Teams: Expanding Cyber Education Project</p>	<p>Creating a Change: Effort Vision</p> <p>Continue Case Study: Expanding Cyber Education Project</p>	<p>Closing</p> <p>Course Evaluations</p>
<p>Homework</p> <p>Read Chapter 1 in 'Switch'</p>		<p>Homework</p>	

Course Title: Strategic Middle Manager I (Two days)

Course Description: This course delivers an exceptional learning experience for managers and supervisors who want to upgrade their skills today. It is designed to teach participants to develop communication skills and think more critically through the effective use of readings, small group activities, real-world experiences and stimulating class discussions. Topics covered include decision making and leading with courage, as well as strategic thinking and communication.

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

Objectives: At the end of this program, participants will:

- Analyze the difference between leading and managing
- Gain an understanding of personal capability
- Practice how capabilities work in team
- Learn how to develop multiple strengths
- Gain a greater understanding of the emotional component of change and its impact on productivity
- Learn tools and techniques for navigating change
- Explore the values of servant leadership & courageous followership
- Explore how transparency and trust affect leadership and followership
- Develop strategies that will enable followers to be servant leaders and courageous followers
- Build peer networks across agencies while working with other new managers and supervisors

Competencies Covered

Integrity/Honesty
Public Service Motivation
Oral Communication
Creativity and Innovation
External Awareness
Flexibility
Resilience
Strategic Thinking
Vision
Conflict Management

Leveraging Diversity
Developing Others
Team Building
Accountability
Customer Service
Decisiveness
Entrepreneurship
Problem Solving
Technical Credibility

Course Format: Instructor-led

Duration: Two days

Enrollment Cap: 36

Course Title: Strategic Middle Manager II (Two days)

Course Description: This course delivers an exceptional learning experience for managers and supervisors who want to upgrade their skills today. It is designed to teach participants skills in accountability, influence, conflict leadership and leadership skills integration through the effective use of readings, small group activities, real-world experiences and stimulating class discussions.

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

Objectives: At the end of this program, participants will:

- Explore how transparency and trust affect leadership and followership
- Understand the practical difference between power and influence
- Develop means of identifying and resolving values conflicts
- Enhance intuitive skills and awareness of impending conflicts
- Minimize conflict aftermath
- Develop skills to resolve conflict at lowest practical level
- Create minimal acceptable behavior standards
- Apply knowledge and applications of the previous modules into realistic, meaningful action steps

Fundamental Competencies

Oral Communication
Integrity/Honesty
Public Service Motivation
Integrity/Honesty
Public Service Motivation
Oral Communication
Creativity and Innovation
External Awareness
Flexibility

Resilience
Strategic Thinking
Vision
Conflict Management
Leveraging Diversity
Developing Others
Team Building
Accountability
Customer Service

Decisiveness
Entrepreneurship
Problem Solving
Technical Credibility
Partnering
Political Savvy
Influencing/Negotiating

Course Format: Instructor-led

Duration: Two days

Enrollment Cap: 36

Comments: Recommend this course be taken after Strategic Middle Manager I

Course Title: Senior Leaders Cohort (One year)

Course Description: This one-year program works from the foundation of the individual, deepening each participant's self-awareness and self-management to be the most effective and productive leader they can be. By working on real organizational and agency community projects, each individual and team will experience the reality of leadership; live through action learning and have the opportunity to observe and reflect upon their responses and learning. The focus of the program is on self-leadership, team leadership and organizational leadership to facilitate the participants' understanding of how best to lead themselves, teams and large organizations to achieve the mission and goals at each level.

Target Audience: High potential GS-14, GS-15, DBIV or equivalent level manager

Objectives: This one year senior leadership development program prepares a new generation of leaders for the future while creating a self-sustaining leadership community by creating social networks across the installation and infusing these networks with the principles of action science and action learning.

Assessments: DiSC, OPM360 Leadership, Conflict Dynamics Profile 360, Ethical Type Indicator Assessment

Activities: Strategic Leader Staff Ride; Community Based Project; OPM full day Assessment Center; Senior Executive Assessment Program; Outdoor experiential

Coaching: Conflict Dynamic Profile; 360 team coaching session

Competencies Covered:

Creativity and Innovation
External Awareness
Flexibility
Resilience
Strategic Thinking
Vision

Conflict Management
Leveraging Diversity
Developing Others
Team Building
Accountability
Decisiveness

Entrepreneurship
Human Capital
Partnering
Political Savvy
Influencing/Negotiating

Course Format: Instructor-led

Duration: One year

Enrollment Cap: N/A

Senior Leaders Cohort

Month 1 Session One Orientation ? days	Month 2 Session Two 3 days	Month 3 Session Three 3 days	Month 4 Session Four 2.5 days	Month 5-6 Session Five.Six Intensive Work
Kick Off Meeting With Supervisor Program Overview Program Requirements Deliverables Question and Answer	Check In What It Means to Lead Action Science DiSC Personal Style Exploring Your Impact Personal Energy Management Leadership Goal Setting	Check In OPM Full Day Assessment Center Your Leadership Values Community Based Project Selection and Team Formation Meet Coaches Assessment Center Feedback SES dialogue	Check In OPM 360 results Outdoor Experiential Simulations on Team Leadership and Team Effectiveness SES Dialogue Team Coaching Sessions OPM Leadership 360 Assessment	Community Based Projects (work and meeting with coaches) Homework: Read Leadership Biography or Leadership Text
Month 7 Session Seven 2.5 days	Month 8 Session Eight 2.5 days	Month 9 Session Nine 2.5 days	Month 10 Session Ten 2.5 days	Month 11 Session Eleven 3 days
Check In Engaging & Managing Conflict Biographies & Leadership Texts SES Dialogue CBP Team Coaching Session	Check In One Day Outdoor Experiential Overview of Army College Teaching Strategy and Grand Strategy Approach Organization Variables Discussion	Check In Engaging Organizational Dilemma's Biographies & Leadership Texts SES dialogue CBP Team Coaching Session Ethical Type Indicator Assessment	Check In Personal Leadership Philosophy Environmental Scan Emerging Leadership Challenges Joseph Campbell's Hero's Journey Leadership Storytelling	Check In Community Based Project Final SES Presentations On-the-Desk and Personal Energy Management Briefing Community Closing Graduation Celebration

Course Title: Senior Executive Assessment Program (Five Days)

Course Description: This program assesses SES performance potential and readiness to through the SES selection process. It provides a realistic preview of a day in the life of an SES. Participants leave with a clear idea of their strengths and opportunities for improvement if they want to pursue the SES, and a leadership development plan designed to take them where they want to go.

Target Audience: GS-15's and high potential GS-14's who are considering a career in the SES.

Objectives:

Upon successful completion of the core curriculum, participants will:

- Assess readiness and potential for entry into the Senior Executive Service
- Understand the qualifications for and demands of the Senior Executive Service
- Understand the application and selection process
- Practice writing clear and compelling narratives for the SES Qualifications Review Board

Competencies Covered:

Oral Communication

Flexibility

Problem Solving

Developing Others

Influencing/Negotiating

Vision

Written Communication

Interpersonal Skills

Decisiveness

Team Building

Strategic Thinking

Program Components:

- OPM 360 Assessment
- Roles, Rewards and Challenges of the SES
- Understanding the SES Application Process
- Exploring the Executive Core Qualifications (ECQs)
- Learning Application - Developing Effective ECQ narrative statements
- SES Panel Presentation and Q & A (panel members shall be coordinated by the agency)
- Independent Writing Exercise – Preparing Your Own ECQ Narrative Statements
- Participants receive a 90 minute developmental briefing on their performance in each of 10 OPM leadership competencies, including coaching on next steps in their development.

Course Format: Instructor-led **Enrollment Cap:** 24

Duration: Five Days

Course Title: Strategically Leading an Organization (Five Days)

Course Description: This program focuses on developing leadership competencies essential to the success of the federal manager. This course will engage and empower participants to explore the crucial leadership skills needed for Leading Organizations for results.

Participants will come together to explore content and theories through varied interaction and media outlets, test their mettle against a series of incremental problem-resolution activities, and engage in multiple business related conversations to explore solutions and coaching with current organizational challenges.

Target Audience: GS-14's and GS-15's.

Objectives: Upon successful completion of the core curriculum, participants will:

- Understand the critical importance of their leadership intention and the organizational impact
- Identify the characteristics and behaviors of effective and ineffective organizational leaders
- Recognize the barriers towards organizational change
- Discover various decision making and strategic thinking models and their relevance in a VUCA world
- Increase awareness of current and future organizational challenges and increase individual leadership capacity to meet those challenges
- Understand the dynamics and importance of identifying and strategically influencing their networks
- Become more creative and innovative in the way they achieve organizational results
- Strengthen their individual leadership/executive presence
- Experience leading for results in a complex strategic environment

Competencies Covered:

Oral Communication	Decisiveness
Strategic Thinking	External Awareness
Problem Solving	Creativity and Innovation
Influencing/Negotiating	Vision

Course Format: Instructor-led **Enrollment Cap:** 36

Duration: Five Days

Where Our Partners Are

USA					INTERNATIONAL
WEST	MIDWEST	SOUTHWEST	SOUTHEAST	NORTHEAST	
<i>Alaska Hawaii California Oregon Washington Colorado Wyoming Nevada</i>	<i>Kansas Minnesota Missouri Wisconsin Illinois Ohio</i>	<i>Arizona New Mexico Wyoming Utah Oklahoma</i>	<i>Texas Arkansas Florida Georgia Tennessee North Carolina Virginia West Virginia South Carolina Kentucky Alabama</i>	<i>Pennsylvania New York Massachusetts Washington DC Delaware Maryland Vermont New Jersey Connecticut</i>	<i>Austria Peru China South Korea Japan El Salvador Germany</i>

Our Partners

Department of the Air Force
Air Intelligence Agency

Headquarters Airforce
Materials Command
Office of the Secretary
Air Intelligence, Surveillance and Reconnaissance Agency
Space and Missile Systems Center
Security Forces Squadron

Department of Agriculture
Agricultural Research Service
Natural Resources Conservation Center
Food Safety Inspection Service
Enforcement Investigations and Analysis Office
Food and Drug Administration
Office of Regulatory Affairs

Department of the Army
Aberdeen Proving Ground
Installation Management Command
Sustainment Command
Civilian Human Resource Agency
Edgewood Chemical and Biological Command
National Ground Intelligence Center
Training and Doctrine Command
Corps of Engineers
National Ground Intelligence Center
Army Reserve

Bureau of the Census

Department of Commerce
National Oceanic and Atmospheric Administration

Department of Defense
Civilian Personnel Advisory Service
Undersecretary of Defense for Policy
Inspector General
Defense Commissary Agency
Joint Information Operations Warfare Command
Special Operations Command
Defense Acquisition University
Defense Contract Management Agency
Defense Information Systems Agency

Department of Energy
National Nuclear Security Administration
Office of Energy Efficiency and Renewable Energy
Western Area Power Administration
Defense Nuclear Facilities Safety Board

Department of Education

Department of Human Health and Services Administration
Biomedical Advanced Research and Development Authority
Food and Drug Administration
Indian Health Services
National Institute of Health
Centers for Disease Control and Prevention

Department of Homeland Security
Federal Air Marshal Service
US Citizenship and Immigration Services
Coast Guard
Customs and Border Patrol Protection
Secret Service
Federal Emergency Management Administration

Department of Housing and Urban Development

Department of the Interior
National Business Center
Office of the Secretary
Bureau of Indian Affairs
Bureau of Reclamation
National Parks Service
Fish and Wildlife Service

Department of Justice
Office on Violence Against Women
Federal Bureau of Investigation
Federal Bureau of Prisons
Drug Enforcement Administration
Community Relations Service
Bureau of Alcohol, Tobacco, Firearms and Explosives

Department of Labor
Office of Worker's Compensation Program
Office of Disability Employment Policy
Employment and Training Administration
Mine Safety and Health Administration
Office of Safety and Health Administration
Office of the Solicitor
Veterans Employment and Training Service

Department of the Navy
Astronomical Applications Department
Navel Sea Systems Command

Department of State
Colorado Passport Office

Department of Transportation
Federal Aviation Administration

Federal Railroad Administration	National Credit Union Administration
Department of Treasury US Mint	National Oceanic
Department of Veteran Affairs Veterans Administration Veterans Health Administration Veterans Integrated Service Network4	National Science Foundation
Equal Employment Opportunity Commission	Nuclear Regulatory Commission
Environmental Protection Agency National Exposure Research Laboratory Criminal Investigation Division National Risk Management Research Laboratory Office of Planning, Resources and Outreach Office of Prevention, Pesticides and Toxic Substances	Office of Personnel Management Agency Support and Technical Assistance Center for Talent Services Chief Human Capital Officers Council Employee Labor and Relations Employee Services Federal Investigative Services Human Capital Office Voting Rights
Federal Aviation Administration	Pretrial Services Agency
Federal Election Commission	Small Business Administration Colorado District Office
Federal Executive Board of California	Social Security Administration
Federal Trade Commission	State of Colorado Governors Energy Office Colorado Judicial Branch Department of Transportation City of Englewood
General Services Administration Federal Acquisition Service	State of Hawaii Federal Executive Board
Internal Revenue Service	State of New Mexico State of Utah
Library of Congress	United States Postal Service
Marine Corps Marine Corps Systems Command	United States Strategic Command Joint Warfare Analysis Center
National Aeronautics and Space Administration Johnson Space Center	

CONTACT INFORMATION

To learn more about what we can do for you, just give us a call!

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