



Program Administration

The CPM Program is based in the Naifeh Center for Effective Leadership, an agency of the University of Tennessee Institute for Public Service (IPS). The CPM Program curriculum is determined by the National Certified Manager Program which provides accreditation for the Tennessee Certified Public Manager Program.

Purpose and Goals

The purpose of the Tennessee Certified Public Manager® (CPM) Program is to provide an in-depth, comprehensive, competency-based, nationally certified development program for middle managers from state and local government organizations, universities, and those from business and industry who desire this training and certification.

CPM Program Goals include:

- ✓ Providing high-quality instruction which enhances participant performance in competencies identified as essential to managerial effectiveness in Tennessee state and local government.
- ✓ Using multiple sources of feedback to build participant self-awareness concerning the impact of their own behavioral style, values, beliefs, and competencies on managerial performance.
- ✓ Facilitating participants' applications of learning on the job to improve effectiveness of Tennessee state agencies/universities, local government organizations and other participants.

CPM Benefits

- For Participant:
 - Gain knowledge
 - Obtain skills
 - Network
 - Resume development
 - Nationally Accredited Certification
- For Your Organization:
 - Increase organizational effectiveness
 - Methodologies to measure organizational success
 - Better efficiency, productivity and employee morale
 - Increase quality and customer satisfaction with public services
 - Be able to do more with less

CPM Program Goal & Themes

Overarching Program Goal:

Help public managers improve the performance of their departments or organizations.

Overarching Program Themes:

- **Adopt an outcome perspective to managerial behavior**
 - Begin with the end in mind
 - Think first in terms of desired outcomes and results and then adopt activities and processes to achieve those results
 - This is the essence of strategic planning
 - Learn to think and manage strategically
 - Lead change efforts for organizational improvement
 - Further develop conflict resolution and negotiation skills
- **Create measures of individual and organizational performance, and monitor continuously**
 - Use measures to document progress, identify performance deficiencies, and improve performance.
- **Acquire a toolkit of techniques for defining and measuring outcomes.**
 - Learn to apply these techniques in our current work environment to problems and issues that we face right now.
- **Develop and enhance interpersonal skills.**
 - Managing and supervising is getting work accomplished through others.
 - Good interpersonal relations and communications are required to make items in our performance toolkit effective.

CPM Requirements

- I. Complete **300** hours of *CPM Program* study: *CPM Course Work & Online Classes* over a 12-month period:

1. *Management Development Planning (MDP)*

Module 1: 24 classroom hours and 25 hours of on-line classes.
TOTAL: **49 Hours**

2. *Managing Daily Operations (MDO)*

Module 2: 24 classroom hours and 25 hours of on-line classes.
TOTAL: **49 Hours**

3. *Collaboration Across Management Levels (CAML)*

Module 3: 24 classroom hours and 25 hours of on-line classes.
TOTAL: **49 Hours**

4. *Strategic Leadership (SL)*

Module 4: 24 classroom hours and 25 hours of on-line classes.
TOTAL: **49 Hours**

5. *CPM Joint Class Event*

Annual Meeting
TOTAL: **3 Hours**

6. *CPM Mentoring / Best Practices*

Annual Meeting
TOTAL: **10 Hours**

7. *Capstone Presentations*

Joint Class with Knoxville & Nashville Cohorts
TOTAL: **16 Hours**

- II. *Capstone Project* TOTAL HOURS: **75 hours**

Each participant will be required to complete a capstone project by the end of his/her *CPM Program*. *CPM* project requirements will be thoroughly reviewed throughout each module's classroom session; detailed written project guidelines will be provided at with the first module. Thereafter, each successive module workshop will provide additional development, direction and feedback.

The purpose of the project are to allow participants to demonstrate effective application of *CPM Program* competencies by improving service delivery in their sponsoring organizations.

The *CPM* capstone project requires each participant to lead a problem solving and/or process improvement team to conduct data-driven analysis of a service delivery challenge within his/her work environment. Baseline measures of service quality dimensions must be gathered and analyzed. A service improvement action plan will be developed and implementation initiated by the participant.

At a minimum, the project contents will include an initial proposal, project background and analysis, statement of the problem, implementation plan and final paper. The *CPM* project will be assessed by program faculty, the *CPM* project team and agency personnel. 004

Program Curriculum

The Tennessee CPM is a course of study consisting of 300 hours of training in the practical application of recognized public management theories and best practices. The curriculum of the Tennessee CPM Program is designed in conformance with the requirements of the National Certified Public Manager® Consortium. Participants are required to demonstrate proficiency in seven fundamental public management competencies:

- ❖ Personal and Organizational Integrity
- ❖ Developing Self
- ❖ Managing Work
- ❖ Public Service Focus
- ❖ Leading People
- ❖ Change Leadership
- ❖ Systemic Integration

The Tennessee CPM program is divided into four modules culminating with a capstone project for the program delivery. The first module Managing Development Planning focuses upon the interpersonal leadership and basic skills needed to supervise workers. Participants who complete the first module are eligible to continue their development into the remaining three successive modules. These are: Managing Daily Operations (Module 2), Collaboration Across Management Levels (Module 3) and Public Organization Strategic Leadership (Module 4), in which additional management skills for leading a department or entire organization are developed. After successful completion of the four modules, the capstone project provides the opportunity to apply theory, skills and abilities within a proposed project within the participant's current service position culminating with a final presentation and discussion of the project.

CPM Competencies



Training Facilitation

Teaching/Learning Strategies

Learning is change. Extensive effort is spent in the CPM Program helping participants assess their current performance, identify appropriate improvements, and commit to implementing meaningful behavioral changes.

The CPM Program format is blended and designed for adult learners. The core instructional modules each require post-class reflections that will reflect on the themes of each class. Classroom sessions focus upon practicing skills and giving/receiving “real-time” performance feedback. CPM competencies are developed through readings, case analyses, reflections, face-to-face discussions and simulations (role plays, group exercises, etc.), observing and critiquing others’ performances, online courses, action-planning and assigned on-the-job skills application. A comprehensive individual project is also required (see Capstone Project). Each instructional module includes a pre and post-course assessment and most will require a written project assignment.

Overall training focus:

The four module focus is primarily on tools, techniques, and concepts that help a public manager direct and manage personnel within the manager’s organization plus provides exercises to hone skills, and acquire tools that a manager uses to analyze the external environment of his or her agency. By properly analyzing the external environment, a public manager can identify politically structured individuals with influence over his or her agency and which of these individuals are likely to support or oppose agency initiatives. This knowledge of the external environment will aid a manager in crafting a politically feasible and technically practical strategy for the agency that will create value for the public.

Teaching methods:

The methods taught facilitate the adoption of a results-oriented perspective toward public management. By “beginning with the end in mind” public managers can better organize their own activities and the activities of their staff members to produce public value. Additional post-assignments will require participants to apply the skills and practices discussed and demonstrated during the training sessions and reflect upon the effectiveness in their current position

The curriculum contains a series of public management teaching cases from the Harvard Business School, Harcourt Case Development, presentations and lecture series by an academically and professionally qualified faculty and staff. During the

training sessions, participants will engage in a number of learning activities that illustrate the management concepts presented and allow them to begin applying the concepts to their own work environment. Follow up post-assignments will provide additional opportunities for participants to put the lessons learned into practical application.

For a typical session, participants may read the main case materials and complete other assignments to prepare to discuss the case. The debriefing at the end of the case discussion will focus on how to apply the lessons from the case within the participants' own organizational environment. The remainder of each session will be spent discussing the other readings, reviewing the frameworks and concepts used in analyzing the case scenarios, and in-class exercises to aid the participants in learning to apply the case concepts to their own management situation.

Session Schedule:

Anyone who has satisfactorily completed Module 1 (Managing Daily Performance) is eligible to continue into the successive Modules 2 - 4.

A typical training module is organized as follows:

Training session activities: 24 hours
Online sessions: 25 hours

Assignments and Evaluation

The Tennessee CPM Program uses different types of assignments to facilitate, reinforce and evaluate learning among CPM participants. Assignments that are applicable to the CPM Program include some pre-assignments to be completed prior to each training session and post-assignments to be completed after each training session. Participants complete a capstone project in which they apply the tools, techniques, and concepts acquired in the CPM Program to a significant project within their work environment.

Capstone Project Requirements:

All CPM participants are required to complete and document a capstone project after having completed Modules 1 - 4 training and as a part of learning activities in order to receive a certificate designating them as a Certified Public Manager. All capstone project reports will be evaluated for compliance with project requirements. A major portion of the last session will be concerned with presenting the results of the projects.

Purpose:

The capstone project serves three purposes: learning, accreditation, and validation.

Learning. The capstone project provides CPM participants with an opportunity to apply and integrate the knowledge and skills they've acquired in the CPM training sessions. This helps to reinforce these concepts in a way that isn't possible within a classroom setting.

Accreditation. The National Certified Public Manager® Consortium, which is the accrediting body for all CPM programs, requires that participants demonstrate that they can apply the CPM competencies in their working environment. The capstone project provides that demonstration.

Validation. The overall purpose of the Tennessee Certified Public Manager® Program is to improve the efficiency and effectiveness of public service in Tennessee. CPM capstone projects demonstrate the value of the CPM Program in enhancing public management.

Project Requirements

All projects must be:

1. Described in a CPM Capstone Project Proposal,
2. Approved by the CPM Coordinator prior to implementation, and
3. Documented in typewritten report in standard English, in a style that is complete, concise, and clear and formatted according to Tennessee CPM Program guidelines.

The overall goal of the capstone project is to improve the efficiency and or effectiveness of the participant's organization or work unit by applying the skills and knowledge acquired in CPM training sessions, such as project management, performance measurement, and process improvement. In order to be approved, a capstone project must meet these specific requirements. The capstone project must:

1. improve the efficiency or effectiveness of the organization or work group.
2. relate to the mission of the participant's organization or work unit.
3. have the support of the participant's supervisor and/or the manager responsible for the work unit where the project will take place.
4. be a new project rather than an ongoing one.
5. be able to be completed within the time available.
6. have quantifiable goals for improvement.
7. utilize specific principles, tools, and techniques learned in the Tennessee CPM.

eLearning Tools: An Overview

CPM eLEARNING TOOLS: AN OVERVIEW

The *CPM Program* is comprised of 300 hours of course work. All 300 of those hours will occur during your 12 month active CPM Program period. Your organization acknowledged by signing the CPM application form that you would be given paid work time to complete all *CPM Program* requirements, including elearning courses, meetings and activities. It is the participant's responsibility to schedule and make effective arrangement of time to meet all *CPM Program* requirements as well as all required job duties. The Naifeh Center Staff and *CPM Program* staff will maintain progress records of all participant progress of which will be available for participant review via Cornerstone. The participant has the responsibility for ensuring the completeness of all *CPM Program* requirements on time and within performance standards.

Online Courses

The *CPM Program* uses LinkedIn Learnin to provide asynchronous on-line classes and e-learning tools. A demonstration of on-line features will be provided during the first MDP class session.

Specific on-line courses completion will be required as post course assignments for each of the four *CPM* modules. Remember, the on-line courses are a part of the core *CPM Program* requirements. Timely completion of each assigned on-line courses with a final evaluation score of 70% or better is mandatory. ALL modules require 25 hours of on-line courses are REQUIRED and MUST BE COMPLETED for the preceding module.

Online courses will be on the dashboard of the Cornerstone platform.

To meet the *CPM* requirement, you MUST complete all assigned online courses; Optional courses are just what the title denotes, classes to be completed only if you wish to do so. Online course audits will be conducted two weeks, one week, and one day prior to each module's classroom session to verify eligibility to attend a particular classroom session and to monitor progress in meeting *CPM Program* requirements.

Check the separate eLearning Access Information form to find your individual access information (user ID and password).

Harvard Business Review Case Studies & Simulations

Case Discussions and simulations from *Harvard Business Review* are lively, accounts of management challenges with expert commentary from academic and practitioner perspectives. Engaging and dynamic, HBR case discussions and simulations provide participants with a way to apply conceptual material to real-world business situations.

Program Sequence and Locations

Three sites in the State of Tennessee have been selected to serve as a provider of the CPM program in the year 2020. The Naifeh Center for Effective Leadership within the Institute for Public Service in conjunction with the University of Tennessee, will host the site classes.

<u>Knoxville Dates:</u>	<u>Nashville Dates:</u>	<u>Jackson Dates:</u>
January 31	January 24	January 14
February 28	February 21	February 14
March 27	March 20	March 13
April 24	April 14	April 9
May 29	May 22	May 8
June 26	June 19	June 12
July 31	July 24	July 17
August 28	August 21	August 14
September 25	September 18	September 11
October 30	October 23	October 9
November 20	November 13	November 6
December 18	December 11	December 4

*4 modules
1 capstone
project*

Program Eligibility, Application, and Registration

The program is designed for the benefit of people who are or who would like to be employed in public service, business or industrial management, training facilitation, who currently have supervisory or managerial responsibilities or who are expected to assume such responsibilities in the future.

Applicants are eligible to enroll for participation in the program if they meet the requirements below:

1. The applicant must be currently employed by:
 - a. a unit of government at the local, state, or federal level, or
 - b. a nonprofit organization with a significant public service component as part of its mission.
2. In his or her current position, the applicant must:
 - a. supervise one or more other employees within the organization, or
 - b. be on a career path within the organization that will lead to supervisory responsibilities in the future.
3. The applicant must submit a complete application, including:
 - a. a one to two page letter of intent explaining why you wish to participate in the CPM program and demonstrating that you intend to participate fully and complete all program requirements.
 - b. a letter of recommendation from your supervisor.

The eligibility of applicants who do not meet requirements 1 or 2, above, will be determined on a case by case basis. Once an applicant has received notice that his or her application has been approved, the applicant must register for an upcoming series of training session. Registration and payment instructions will be provided upon application acceptance.

Certificate Requirements

CPM participants who satisfactorily complete all four module training sessions and associated assignments will be awarded a certificate recognizing their designation as a Certified Public Manager. The specific requirements for earning each certificate are listed below.

Requirements for earning a Certified Public Manager® Certificate:

1. Attend and participate in all four (4) module training sessions,
2. Satisfactorily complete all post- class assignments associated with each module's training session, and
3. Satisfactorily complete an approved capstone project, including report and presentation.

Confidentiality of Program Records

Records related to individual CPM participants are protected from disclosure pursuant to the provisions of the Family Educational Rights and Privacy Act (FERPA), (20 U.S.C. § 1232g; 34 CFR Part 99) and/or applicable Tennessee law.

Program Governance

The Tennessee Certified Public Manager Program is a key initiative of the Institute for Public Service within the Naifeh Center for Effective Leadership. The Naifeh Center for Effective Leadership is a public service institute affiliated with the University of Tennessee, Knoxville.

The Naifeh Center for Effective Leadership - Institute for Public Service Staff

Dr. Macel Ely
Jeff Stiles
Trent Clagg
Patrick Mills

Advisory Boards

The Naifeh Center for Effective Leadership, Certified Management Program Board of Advisors is responsible for the ongoing evaluation of the program, provides advice and guidance regarding the Certified Public Manager® Program. Specifically, providing advice and expertise on such issues as emerging trends in the field of public management, unmet public sector training needs in Tennessee, training content and curriculum, and short- and long-range planning goals for the Tennessee.

Program Policies

Operation of the Tennessee CPM Program is guided by the policies contained within this handbook and other applicable rules and regulations governing units within the Naifeh Center for Effective Leadership.

Appeals

Any CPM participant who disagrees with a decision of the CPM Coordinator may appeal the decision, by first submit a written appeal to the Director of the Naifeh Center of the University of Tennessee Institute for Public Service. The resulting decision of the Director of the Naifeh Center is final.

Absence

In the case of absence, the candidate will appeal to the executive team of the Naifeh Center on a case by case basis. All classes must be made up. Each participant is allowed to miss 2 class sessions but must watch the material and submit a two page reflection. In cases where a 3rd absence is unavoidable, participants must be made up in person in the Naifeh Center at an alternative date approved by the Naifeh Center staff.

Unforeseen Emergencies

Students currently enrolled into the CPM program who encounter unforeseen circumstances such as severe illness, maternity leave, moving out of state, etc. may request in writing to complete their certification requirements through an online or virtual format. This request must be submitted in writing to the CPM Program Coordinator and then approved by the Executive Director and two additional board of advisors at the Naifeh Center for Effective Leadership. Documentation may be requested.

Refund Policy

The Tennessee Certified Public Manager program is a 12 month commitment. Once the program passes the first class session, the program has a no refund policy. In the event that a participant must withdraw from the program and cannot re-enroll the following year,

If full tuition is paid and participant withdraws:

- Before January's First Class \$3,500 refunded
- After January's First Class..... no refund

If one-half tuition is paid each fiscal year and participant withdraws:

- Before January's First Class..... \$1,750 refunded
- After January's First Class..... no refund / no further payment due
- After July 1,second installment is due (no refund)

Leave/Return Policy

In the event a participant is forced to withdraw from the program due to personal reasons, the participant is eligible to enroll the following year at the place withdrawn if the tuition has previously been paid. If the tuition has not been completely paid, the difference will be due upon readmission to the program.

In the event a participant leaves the agency responsible for securing the program tuition, the CPM program offers no refund. The agency is able to offer a replacement for the position left within two months of the beginning of the program. (Participants are allowed to miss up to two (2) class periods by watching a recording of the class and submitting a two (2) page reflection. Replacement individuals will be required to make-up the hours missed.)

CPM participants who have partially completed the program and leave their sponsoring agency providing payment for their participation may continue in the program. The curriculum of the CPM program progresses monthly and replacing a participant may be prohibitive. Any financial reimbursement discussions shall be solely between the sponsoring agency and student.

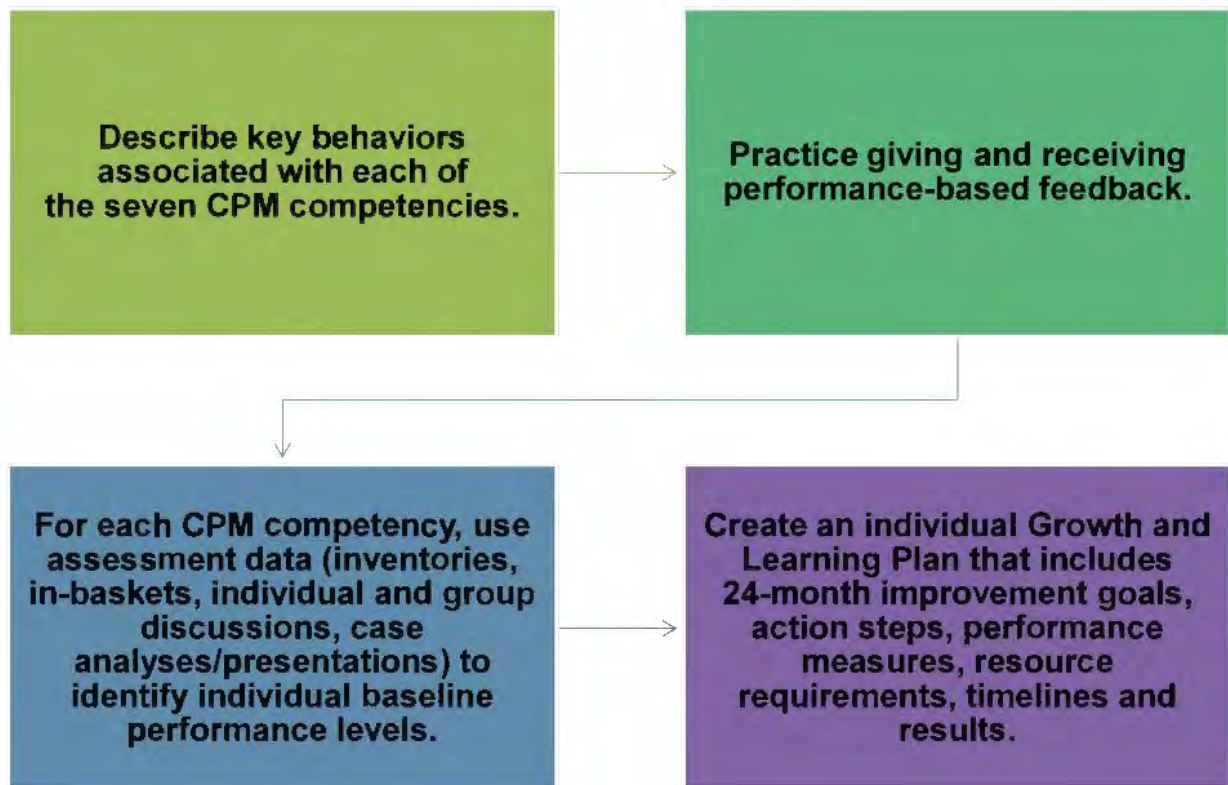
Recertification Policy

Graduates of the Tennessee Certified Public Manager program are required to complete 16 hours of continuing education every 24 months after initial certification. Continuing education credits can only be offered by the Tennessee Certified Public Manager sponsored trainings through the Naifeh Center for Effective Leadership a division of the University of Tennessee Institute for Public Service. The Naifeh Center will offer either an online continuing education opportunity or a yearly event eligible for CPM credit.

Module 1: Management Development Planning

The CPM Program curriculum consists of 4 core instructional modules. Each module is delivered in three - 1 day classroom sessions supported by on-line classes.

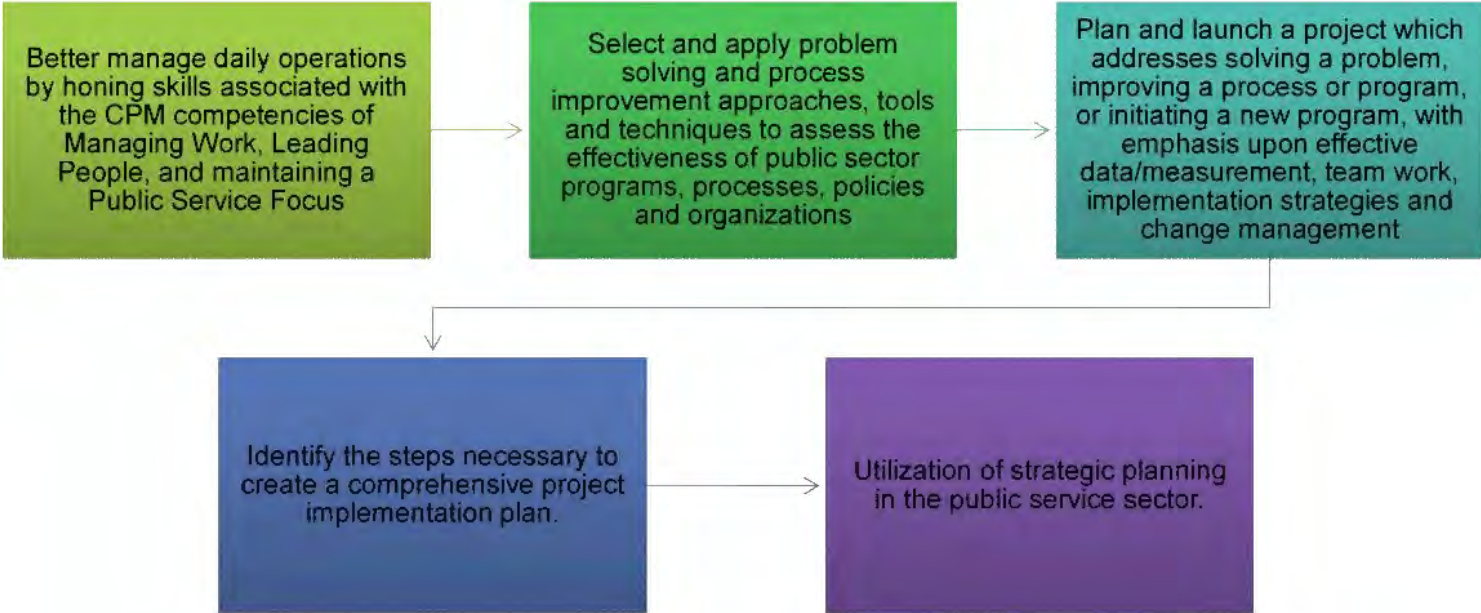
49 hours of total instruction. The Management Development Planning module includes 25 hours of on-line classes, and 24 hours of classroom instruction.



Module 1	Hours
PowerPoint 2016 Essential Training	3
PowerPoint 2016: Animations	2.5
PowerPoint 2016: Audio and Video In Depth	2
PowerPoint 2016: Shortcuts	2.5
Coaching and Developing Employees	1
Building High-Performance Teams	2.5
Leading and Working in Teams	0.5
Change Management Foundations	1.5
Leading Change	1.5
Managing for Results	1.5
Lead Like a Boss	1.5
Setting Business Unit Goals	1
Risk-Taking for Leaders	1
Setting Team and Employee Goals	1
Managing Your Career: Early Career	1
Managing Your Career: Mid-Career	1
	25

Module 2: Managing Daily Operations

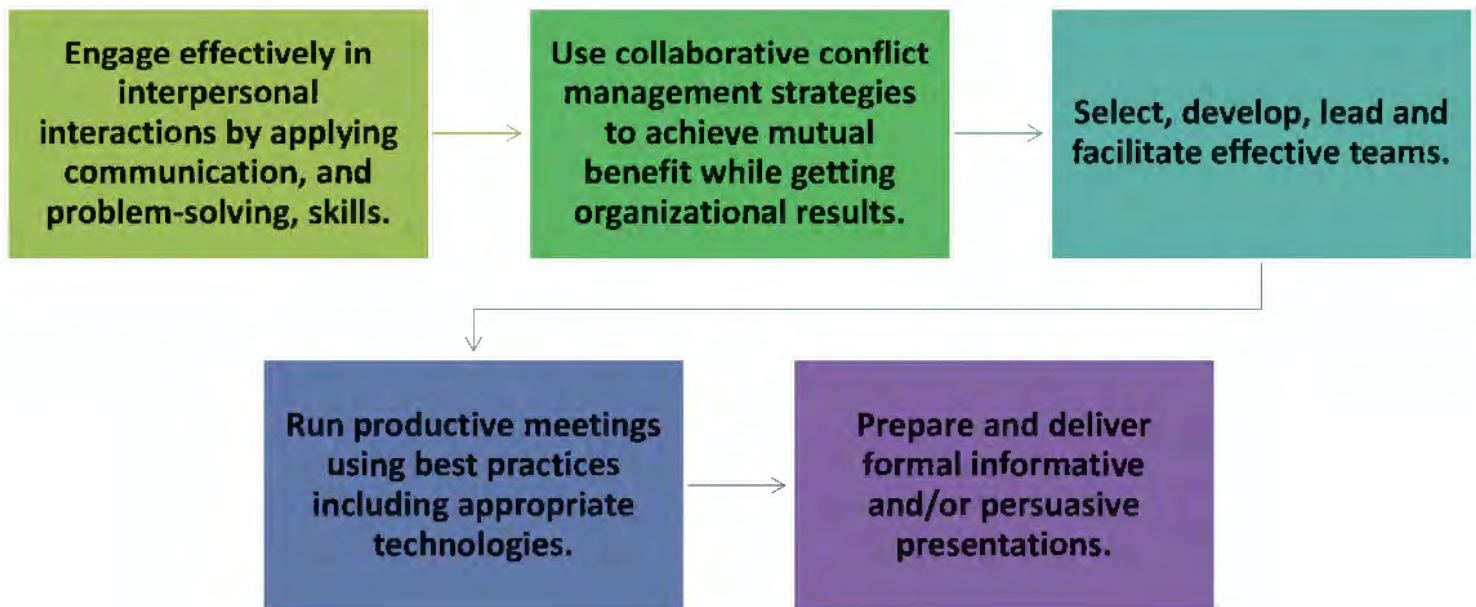
49 hours of total instruction. The Management Development Planning module includes 25 hours of on-line classes and 24 hours of classroom instruction.



Module 2	Hours
Customer Service Foundations	1.5
Customer Service Strategy	1
Customer Service: Handling Abusive Customers	1
Customer Service: Managing Customer Feedback	1
Customer Service Leadership	1
Learning Excel 2016	1
Excel 2016: Introduction to Formulas and Functions	3
Excel 2016: Pivot Tables in Depth	3.5
Excel 2016: Avoiding Common Mistakes	2
Excel 2016: Cleaning Up Your Data	2.5
Excel 2016: Managing and Analyzing Data	3
Excel 2016: Working with Dates and Times	2
Customer Service: Problem Solving and Troubleshooting	0.5
Customer Service: Writing for Social Media	1
Decision-Making Strategies	1
Managing Diversity	0.5
Managing Employee Performance Problems	1
	26.5

Module 3: Collaboration Across Management Levels

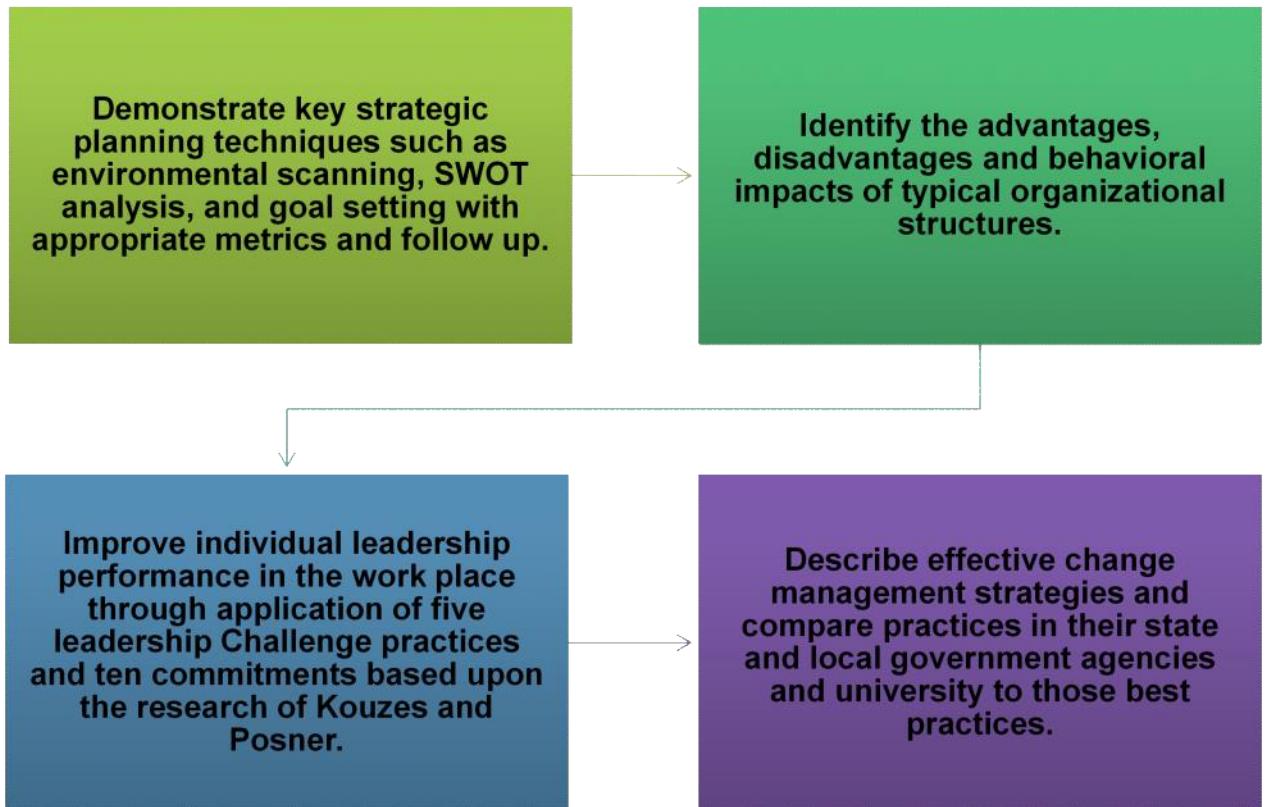
49 hours of total instruction. The Management Development Planning module includes 25 hours of on-line classes, and 24 hours of classroom instruction.



Module 3	Hours
Microsoft Project 2016 Essential Training	5
Cert Prep: Outlook 2016 Microsoft Office Specialist	3
Managing Organizational Change for Managers	1.5
Delivering Employee Feedback	1
Developing Executive Presence	1.5
Business Innovation Foundations	3
Executive Leadership	1.5
Building Trust	1
Conflict Resolution Foundations	1
Building Business Relationships	1
Business Foundations	2.5
Finance for Non-Financial Managers	1.5
Business Ethics	1.5
	25

Module 4: Public Organization Strategic Leadership

49 hours of total instruction. The Management Development Planning module includes 25 hours of on-line classes, 24 hours of classroom instruction, and completion and submission of the final project.



Module 4	Hours
Managing Stress for Positive Change	1
Leading with Emotional Intelligence	2
Data-Driven Presentations with Excel and PowerPoint 2016	2
Leading with Innovation	1.5
Event Planning Foundations	1
Strategic Planning Foundations	1.5
Discovering Your Strengths	1
Enhancing Team Innovation	1
Organizational Thought Leadership	1.5
Public Relations Foundations	1.5
Public Speaking Foundations	1
Human Resources: Leadership and Strategic Impact	1.5
Human Resources: Strategic Workforce Planning	1
Strategic Partnerships	1
Assessing and Improving Strategic Plans	1
Creating a Leadership Development Program	1
Crisis Communication	1
Incident Response Planning	3
Inclusive Leadership	1
	25.5

CPM Curriculum/Lesson Plan

Module 1 Management Development Planning

Session 1: Creating the Context

- a. CPI Assessment
- b. Emotional Intelligence
 - Personality & Decision Making

Competencies: Leading People, Personal and Organizational Integrity, Managing Work, Developing Self

Session 2: Diagnosing Your Growth & Learning Needs

- a. Organizational Integrity & Ethical Behavior
 - Principal Centered Leadership
 - Primary Greatness
 - Integrity
 - Maturity
 - Abundance Mentality
 - Ethical Decision Making
 - Political Corruption
- b. Cleaning Up Your Act Case Study

Competencies: Leading People, Personal and Organizational Integrity, Managing Work, Developing Self, Systematic Integration

Session 3: From Diagnosis to Planning

- a. Managing New Employees
 - Defining Paradigms
 - Recognizing Skills
 - Awareness & Understanding the HR Laws
 - New Employee Orientation
 - Standard Operating Procedures
- b. Focusing on Public Service
 - EOE/Harassment Training (TN Representative Guest-Speaker)
 - Measuring Customer Satisfaction
 - Managerial Skills Mix Review & Feedback

- Performance Creates Value
 - Employees (Black Bag Case)
 - Customer

Competencies: Leading People, Personal & Organizational Integrity, Change Leadership, Managing Work, Developing Self, Systematic Integration, Public Service Focus.

Module 2 Managing Daily Operations

Session 1: Traps, Tips, Tools, and Techniques: “The Daily Show” –

Individuals

- Motivation
- What Gets Measured Gets Done

Managers

- Delegation

Learners

- Outcome Thinking – Begin with the end in mind
- Power of Goal Setting

Competencies: Leading People, Personal and Organizational Integrity, Managing Work, Change Leadership, Developing Self, Systematic Integration, Public Service Focus

Session 2: Public Service Financial Wellbeing –

Individuals

- Financial Management

Managers

- Strategic Planning & Budgeting
- Budgeting Strategies

Learners

- Project Selection Tools
- SMART Goals
- Activity Based Costing

Competencies: Personal & Organizational Integrity, Change Leadership, Systematic Integration, Public Service Focus

Session 3: Translating, Aligning, and Applying

Individuals

- High Performance Indicators

Managers

- Process Mapping

Learners

- Process Improvement Tools
 - Sigma Six
 - Lean
- Mistake Proofing

Competencies: Leading People, Personal & Organizational Integrity, Managing Work, Change Leadership, Developing Self, Systematic Integration

Module 3: Collaboration Across Management Levels

Session 1: Negotiation & Conflict Resolution

Individuals

- The Drama Triangle
 - Persecutor
 - Victim
 - Rescuer

Managers

- Steps to Resolution
 - Assumptions & Inferences
 - Problem Identification
 - When Others Own the Problem
 - When You are Part of the Problem
 - Resolve Conflicts Collaboratively

Competencies: Leading People, Personal & Organizational Integrity, Managing Work, Change Leadership, Developing Self, Systematic Integration

Session 2: Selecting Managerial Strategies & Change Leadership

Individuals -

- Leading Minds (Gardner)
- Resistance to Change – Kotter’s Eight Steps

Managers

- Achieving Effectiveness
- What is your Style?
- Leading Change

Learners

- Double-Loop Learning
- Community Ties
- Centrality of Choice
- Change – What are you waiting for?

Competencies: Leading People, Personal & Organizational Integrity, Managing Work, Change Leadership, Developing Self, Systematic Integration

Session 3: Responding to Crisis (External & Internal)

- a. Crisis Responsibility – Ownership Defined
 - a. Prioritization
 - b. Mobilization
- b. Crisis Type
 - a. Systematic
 - b. Adversarial
 - c. Image
- c. Effective Crisis Communication
- d. Proactive Crisis Planning
- e. Lessons Learned Planning

Competencies: Leading People, Personal & Organizational Integrity, Managing Work, Developing Self, Systematic Integration, Public Service Focus

Module 4 : Strategic Leadership

Session 1: Leadership in Public Organizations & Tools for Gaining Influence and Authority Part 1

Individuals

Leading

- Influential Ideas of Leadership
- What other's expect of Leaders
- Strategic Leadership in the Public Sector
- Competency Framework
- Leadership Credibility
- Conflict Management in Strategic Leadership

Managers

- Leadership Challenges
- Employee Engagement
 - Developing
 - Nurturing
 - Empowering
- Team Development

Learners

- Strategic Thinking and Planning

***Competencies:** Leading People, Personal & Organizational Integrity, Managing Work, Change Leadership, Developing Self, Systematic Integration, Public Service*

Session 2: Leadership in Public Organizations & Tools for Gaining Influence and Authority Part 2

Individuals

- Techniques
 - Linear Strategic Thinking
 - Strategic Planning and Management
 - Implementation

Managers

- Techniques of Monitoring
- Evaluation Process
- Strategic Issue Management
- Capstone Presentation Guidelines

Competencies: *Leading People, Personal & Organizational Integrity, Managing Work, Change Leadership, Developing Self, Systematic Integration, Public Service Focus*

Session 3: Final Paper & Capstone Presentations