

Course Catalog 2015–2016

Leading
Thinking®

Brookings Executive Education

A Partnership of the Brookings Institution
and Washington University in St. Louis

BEE's Commitment to Growth and Development

A letter from
Jackson Nickerson

Associate Dean
and Director,
Brookings
Executive
Education



800.925.5730
brookings.edu/ExecEd

Transformational Leadership

Many educational providers promise that the development and training they offer is “transformational,” but how many live up to their pledge? Ever since James McGregor Burns published his seminal work on *Transformational Leadership*, organizations have struggled to deliver this extraordinary capability. Nearly fifty years later one has to ask, Is this promise a realistic expectation or pipe dream?

Brookings Executive Education (BEE) is committed to supporting and growing transformational leaders for today's organizations be they public, private, or nonprofit. Based on the testimonials from BEE participants and students, I believe that the evidence indicates that BEE is delivering on this commitment.

At the recent first graduation of the Olin Business School's *Masters of Science in Leadership*, which is delivered through BEE, students testified that the experience was transformational, for themselves and their organizations. As a result of what was learned, they were able to tackle and conquer seemingly insurmountable challenges, they have become the type of leader they always aspired to be, and, most important, they have evolved as empathetic, caring, compassionate individuals. In fact, a family member of one of the graduates wrote, “I am most grateful for the powerful difference I have seen in my son as a result of his participation in your program.” I am proud of BEE's participants and students as well as the faculty and staff at BEE and Olin Business School who guide and support their transformation.

Supporting the growth and development of all those who are engaged in or with government is at the heart and soul of Brookings Executive Education. It is our mission and our passion. When I read papers from Masters students and *Brookings Certificate in Public Leadership* participants about how they use knowledge and thinking gained from BEE, I am enormously gratified to learn that they use BEE curriculum to deliver exceptional value for their organizations. These narratives provide substantial evidence that participants “move the needle”—sometimes dramatically—because of the way BEE programs advance their thinking and change their behaviors.

But don't take my word for it. BEE alumni can attest to this claim, and I invite you to speak to anyone who has taken a BEE program. Ask them to describe their learning experience and its long-term impact. As indicators of what you might learn from these alums, please find throughout this catalog comments that participants offered on how specific BEE programs are impacting their lives, leadership, and organizations.

If you are striving to become an exceptional leader I invite you to explore what BEE has to offer. BEE, as a partnership between the Brookings Institution and Washington University in St. Louis, offers individual programs that develop competencies, Certificates in *Public Leadership* and *Policy Strategy* and a *Masters of Science in Leadership* that can help you advance your life and your personal and professional goals.

Duce a mente (may you lead by thinking),

A handwritten signature in blue ink that reads "Jackson Nickerson".

Jackson Nickerson, Ph.D.



Contents

4

Certificate and Degree Programs

12

Leadership and Congressional Fellowships

18

Inside Government and Global Challenges Series

24

BEE in Your Workplace

28

Calendar

30

Executive Pathways Series

48

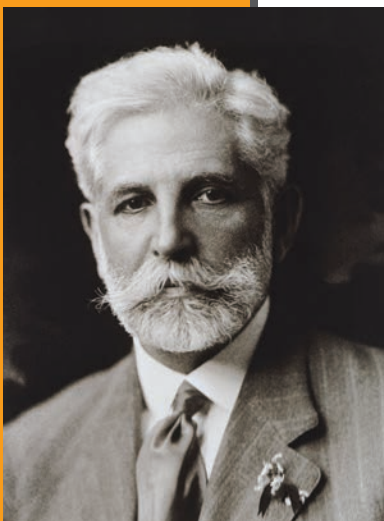
Specialty Courses

56

How to Register

Robert S. Brookings

His Leadership and His Legacy



Brookings Executive Education is honored to be the 21st-century embodiment of Robert S. Brookings' (1850–1932) remarkable vision. Rising from a factory clerk to become one of St. Louis' great philanthropists, Mr. Brookings is credited with reinventing Washington University in St. Louis as president of its Board of Trustees for 33 years, as well as with creating the Brookings Institution.

Washington University in St. Louis and Olin Business School

Currently ranked 14th overall in the nation by *U.S. News & World Report*, Washington University in St. Louis (WUSTL) is renowned for its scholarship and innovation in science, medicine, business, and the arts. Its distinguished faculty members have received numerous awards for research, including 22 Nobel Prizes.

The university's Olin Business School is recognized for its faculty, scholarly research, and partnership with leading institutions across the globe. WUSTL students are regarded as among the best in the world, and are prepared to enter the workforce with a high degree of integrity, a strong work ethic, and leadership skills that exceed the standards of the best organizations. Olin faculty are in the vanguard of researchers who learn from industry and government, develop new theories with practical applications, and seek to understand when and how these insights map into real-world settings. Olin's award-winning curriculum is transforming business and government organizations alike.

The Brookings Institution

Mr. Brookings devoted the latter part of his life to bringing fact-based study to governmental and business processes, founding the DC-based think tank that bears his name, the Brookings Institution. Brookings is proud that many consider it to be the most influential, most quoted, and most trusted think tank in the world. Brookings' high-quality research, independence, and convening power help generate innovative, practical solutions to today's challenges.

Brookings Executive Education

As Mr. Brookings envisioned a century ago, Brookings Executive Education (BEE) is committed to developing the mastery of today's managers and executives in policymaking and organizational leadership. His plans for Brookings included the Robert S. Brookings Graduate School, designed, in his words, to "teach the art of handling problems rather than simply impart accumulated knowledge." This graduate school ultimately evolved into the executive education function at the Brookings Institution. Brookings' quest to develop a cadre of public- and private-sector managers adept in leading change is fulfilled today through the curriculum, like the new BEE Fellowship program, and credentials such as BEE's MS-Leadership degree and the Certificate in Policy Strategy. The partnership between WUSTL and the Brookings Institution brings Robert Brookings' vision full circle.



There lives a man ...

who has done the thing we all dream of doing. He started with nothing, achieved success early, made his millions at forty-six, and then, still in the young prime of life, devoted his means and brain and time to wise and active philanthropy. (His career) is crowded with more achievements than most men manage in a whole lifetime. These include the development of a tottering college into a great university of world-wide fame, the organization and development of three institutions for scientific research into the business problems of government, and a brilliant record of patriotic service in one of the most important of our war-time activities."

From *World's Work*, January 1927

Develop Your
Capabilities and
Add Distinction
to Your Career

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4

Certificate and Degree Programs



Certificate in Public Leadership (CPL)

Pursue a distinctive credential that advances and recognizes the leadership capabilities of government managers and executives. Brookings Executive Education's (BEE) *Certificate in Public Leadership* (CPL) allows you to deepen and broaden your skill set while enhancing your résumé. Throughout your studies, you will gain the skills and mindset you need to lead in today's challenging environment. In addition to developing the capacity for *Leading Thinking*[®], you will gain a network of colleagues and contacts that span across and beyond the federal government.

Apart from two required courses (one leadership residency, p. 50, and *Ethics in Action: Leading with Integrity*, p. 45), any of our courses may be credited toward CPL completion, including custom programs (p. 26). Through these courses, you will learn to excel as a public leader.

How You Benefit

- Deepen and broaden your leadership skills and thinking
- Receive a unique credential from a world-renowned organization
- Find course content matched to a range of career levels, goals, and skill sets
- Study as time and resources allow, thanks to a flexible time frame
- Interact with Olin Business School experts, Brookings scholars, policy analysts, authors, and other thought leaders
- Enjoy invitations to special seminars and functions at Brookings Executive Education

Certificate in Public Leadership Requirements

<i>Ethics in Action: Leading with Integrity</i> (p. 45)	3 days
Choice of (one of below):	
• <i>Executive Leadership for America</i> (p. 51) (for GS-15 and SES candidates)	
• <i>Public Leadership 21C</i> (p. 51) (for GS-13 and GS-14)	
• <i>Daring to Lead</i> (p. 52) (for GS13-15)	5 days
Elective Courses (choose any 3-6 BEE courses)	12 days
Total	20 days

Requirements and Eligibility

Twenty days of BEE courses are required to earn the CPL. Two required courses underpin this curriculum: *Ethics in Action: Leading with Integrity* and a choice of *Executive Leadership for America*, *Public Leadership 21C*, or *Daring to Lead*.

There is no time limit or mandatory sequence for completing the 20 days of classroom learning. Participants are encouraged to enroll in the courses that match development plans or interests. Upon enrollment in the CPL, you will receive a complimentary 180° leadership assessment to help you identify your strengths, spotlight areas for development, and plan a course of study.

The *Certificate in Public Leadership* requires active participation in the classroom along with a three-to five-page essay describing how you translated classroom content into practice, and your personal assessment of its impact. This provides a useful reflection to assess and document a course's return on investment to both you and your organization.

You must register to participate in the *Certificate in Public Leadership* program. Registration is free. You may receive credit for courses attended within a two-year period prior to enrollment.

Register at registrar@brookings.edu or **800-925-5730**.

Certificate in Policy Strategy (CPS)

Brookings Executive Education's (BEE) *Certificate in Policy Strategy* (CPS) provides you with the tools and analytic framework needed to effectively engage in policymaking, and a unique credential from a world-renowned public policy and research think tank.

With this course of study you will master the art of Policy Entrepreneurship®. You will learn how to analyze when windows of opportunity are likely to open, predict the parameters of change, and advise on how to prepare for and respond to these changes. Most importantly, you will learn the fine art of policymaking from some of the most renowned policy entrepreneurs in the field.

In addition to completing the six required courses, you are invited to take a deep dive into the geopolitical, economic, and social issues facing various regions of the world, e.g., East/South Asia, the Middle East, the Americas, and Africa. Hear directly from the experts who will strengthen your understanding of the political and economic challenges and the threats and opportunities within these important regional communities.

How You Benefit

- Enhance skills and confidence to engage in policymaking
- Sharpen analytical and political skills to propel your career and benefit your organization
- Interact with analysts, authors, and thought leaders who are affecting the future of the United States
- Take courses as your time and resources allow
- Master the art and science of policy entrepreneurship
- Understand the mindset, objectives, and operations of U.S. governing institutions

Requirements and Eligibility

This certificate requires enrollment in all *Inside Government* series courses (p. 19) and two courses from the *Global Challenges* series (one mandatory and one elective, p. 22). BEE's CPS is most relevant to mid-level and senior managers from nonprofits, associations, and corporations or government managers and executives ranked GS13 to SES (or military equivalent).

You must register to earn the *Certificate in Policy Strategy*. Registration is free. You may receive credit for courses attended within a two-year period prior to enrollment.

Those who have or are pursuing a *Certificate in Public Leadership* can apply five days of course credits toward the CPS. Other exemptions may apply and will be considered on a case-by-case basis.

Register at registrar@brookings.edu or **800-925-5730**.

Certificate in Policy Strategy Requirements

Mandatory Courses:

Choice of:

- *Inside Congress* (p. 19) 4 days
- or-
- *Executive Inside Congress* (p. 19) 2 days

Inside the White House (p. 20) 3 days

The Insider's Legs and Regs (p. 20) 3 days

The Insider's Budgetary Process (p. 21) 2 days

Politics and Policymaking (p. 21) 2 days

Global Challenges, Threats, and Opportunities: U.S. Perspective (p. 22) 2 days

Elective Courses:

Choice of (one of below):

- *Regional Challenges, Threats, and Opportunities: East and South Asia* (p. 23) 2 days
- *Regional Challenges, Threats, and Opportunities: The Middle East* (p. 23) 2 days
- *Regional Challenges, Threats, and Opportunities: The Americas* (p. 23) 2 days
- *Regional Challenges, Threats, and Opportunities: Africa* (p. 23) 2 days

Total 16-18 days

Certificate in Talent Development and Employee Engagement (CTD)

To support the recent White House initiative to improve employee engagement, BEE has developed a new credential of distinction for those engaged in human resources or leadership development and training: *Certificate in Talent Development and Employee Engagement*. Through a series of courses designed to enhance your understanding of and capacity for developing high-potential talent, you will be uniquely qualified to attract and retain the best and brightest in government.

You will learn how to develop and implement talent management strategies that are reflective of today's rapidly changing organizational environment. You will learn how to position your agency as an employer of choice; how to develop a talent pipeline; and how to measure results and return on investment. This is essential knowledge for all government leaders.

The cornerstone of the CTD is an eight-day Coach Development Program. This program is fully accredited by the International Coach Federation (ICF), and, upon completion, you will have met the qualifications to be an ICF-certified coach at the associate level.

"The requirements of an executive have become more difficult and expansive in today's environment. The challenge of greater ambiguity and disruptive change as well as the pressures of an increasingly global and diverse context require new ways of leading. The Coach Development Program offered by Brookings Executive Education is phenomenal. As a senior executive and participant in the program I learned techniques of self-discovery and growth and now use knowledge of these processes to help others formulate and resolve issues. The Coach Development Program goes far beyond helping students develop a process for coaching others, it transform them into resonant leaders with the ability to connect meaningfully with others to achieve mutual goals. In today's environment this self-knowledge and coaching capability is priceless."

Certificate in Talent Development and Employee Engagement Requirements

Mandatory Courses:

Coach Development Program (p. 53)	8 days
Three Executive Pathways classes:	
• Maximizing Human Capital (p. 40)	2 days
• Motivating People (p. 45)	2 days
• Organizational Culture, Learning, and Change (p. 46)	2 days
Four Specialty Seminars:	
• Managing the Federal Employee (p. 53)	2 days
• Career "Pathing" and Succession Planning (p. 54)	1 day
• Assessing the ROI of Training and Development (p. 54)	1 day
• Managing Across Generations (p. 54)	1 day
Recruitment and Retention Strategies (p. 54)	1 day
Total	20 days

"The coaching capability I developed by participating in Brookings Executive Education's Coach Development Program has helped me create high performing teams, hone the leadership talents of others and, ultimately, save money. I have tripled my organization's effectiveness and increased my margins!"

Master of Science in Leadership

The Thinking, The Knowledge, The Credential for Today's Leaders

A new foundation is needed to successfully lead organizations in today's dynamic environment. The *MS-Leadership* is not just another advanced degree; it is *the* qualification for leading change and solving multifaceted challenges.

Why an MS in Leadership?

Graduates and current students alike report the following benefits from the MS-Leadership:

- They have developed reputations in their agencies as innovative change leaders; they have become the “go-to” people to help their organizations solve complex, challenging problems.
- They have developed a broad network of similarly recognized leaders across government and are connected with some of the country's acclaimed thought leaders.
- They have greatly expanded their promotion potential and attractiveness as current and future senior leaders and executives.
- They have become members of a vibrant, exhilarating community and are creating bonds that will last a lifetime.

A New Paradigm for Leadership Development

For more than 50 years, organizations have based leadership development efforts on competency models; and today, most programs attempt to develop competence. At BEE we believe this goal is necessary but insufficient. Instead of relying solely on competency development, BEE focuses additionally on advancing thinking that drives behavior. This emphasis is especially important in an environment of ambiguity and volatility in which many situations require thought before action, not a prescribed behavioral response.

Leading Thinking—and the MS-Leadership—is proving to be an accelerated pathway to career advancement. Through Leading Thinking you will learn how to guide yourself as well as lead others to find, frame, and formulate challenges using proven processes that overcome common biases and foster improved teamwork. You will learn how to continuously advance your thinking by using the STAR model, which trains leaders to **S**top and **T**hink before **A**cting and **R**eflecting on those actions. The STAR model fosters an awareness of the thought process itself, sharpening your ability to make wise decisions and leading to leadership excellence.



Leading Thinking®

At BEE we believe leadership development needs to start with a clear articulation of your philosophy for leading a full and complete life. If competencies do not relate back to who you are and what matters to you, they will not take hold nor are they authentic. Having established this platform, you need to identify your core values as a leader. These values connect you to your foundation and serve as the basis of your mindset and its appropriate activation based on circumstances. This latter element of *Leading Thinking* requires the practice of mindfulness to activate the appropriate mindset for any given situation. These first three conditions for exceptional leadership form the curriculum of BEE's residential program, *Daring to Lead*.

Competency development should rest upon this foundation. BEE's approach to competency development extends beyond behavioral response to provide you with new thinking, tools, and processes that support essential competencies. In doing so, the *Leading Thinking* framework provides a mechanism to integrate all of the Office of Personnel Management Executive Core Qualifications (OPM ECQs), thereby creating exceptional leadership.

EXCEPTIONAL LEADERSHIP

YOUR LEARNING AND REFLECTION

YOUR COMPETENCIES

YOUR MINDSET AND ITS ACTIVATION

PERSONAL VALUES DERIVED FROM YOUR PHILOSOPHY

YOUR PHILOSOPHY FOR LIVING A FULL AND COMPLETE LIFE



Chris Maddaloni

From Active Duty to Executive Service

Our nation's veterans are uniquely qualified to continue their service as government leaders. However, many veterans have found that the transition from military to civilian service is not as seamless as it appears. The leadership skills that led to advancement in the military are not always the same ones that lead to promotion in civilian government. The *Master of Science in Leadership (MS-Leadership)* degree provides the skills, aptitude, and mindset to bridge that gap.



Matriculating in the *MS-Leadership* program provides post-9/11 veterans now in civilian service with a grounding in the competencies deemed essential for executive success. BEE's *Executive Pathways* courses support veterans in their quest to develop the thinking,

behaviors, and skills necessary for the SES. In addition, with the assistance of a writing coach, they will hone their ability to express themselves in a variety of formats. *MS-Leadership* is a unique and comprehensive program through which our veterans can advance in their civilian careers.

In recognition of the service and sacrifice of veterans, Washington University in St. Louis proudly supports the U.S. Department of Veterans Affairs' (VA) **Yellow Ribbon Program**. Honorably discharged veterans with at least 36 months of active duty could be eligible for 100% tuition benefits. In other words, earning an *MS-Leadership* degree may be paid in full for those who qualify.

For advice on how to get the most out of VA tuition benefits, watch our YouTube video by searching "Brookings Yellow Ribbon Benefits."

Answers to your Yellow Ribbon Program can be found by emailing or calling Kyle Cronan, Associate Director of Graduate Business Financial Aid, Olin Business School, Cronan@wustl.edu or 314-935-6610.

MS-Leadership Curriculum

The accredited *MS-Leadership* curriculum centers on a series of courses that can be taken in any order and spread over seven years. These courses are complemented by two week-long residential courses held at Washington University in St. Louis.

1. DARING TO LEAD RESIDENTIAL COURSE

This immersion week serves as a “touchstone” for the *MS-Leadership* experience. It lays the Leading Thinking groundwork upon which the *Executive Pathways* classes build.

2. EXECUTIVE PATHWAYS SERIES

Select 22 of the 24 courses offered through BEE’s *Executive Pathways* series, which are anchored in the OPM ECQs. In addition to addressing the behaviors associated with each competency in the OPM model, these courses promote the thinking that precedes any action in order to promote personal change and enable you to better lead your organization.

3. EXECUTIVE MINDSET RESIDENTIAL COURSE

This week serves as the capstone for the *MS-Leadership* experience, integrating content from the *Executive Pathways* courses and addressing the distinctive qualities of executive-level leadership.

Demonstrate ROI

To receive credit for each course, you are required to write a 5-10-page paper within nine months of each class session. This gives you time to showcase your new leadership abilities and reduce to practice what you have learned in the classroom. Additionally, BEE provides the services of a writing coach to help you elevate your written communication skills. These assessments also can serve as agency documentation of return on investment (ROI) for course funding and demonstrate that all four levels of the Kirkpatrick model for training (a standard evaluation approach) have been achieved.

Develop OPM ECQs

The scaffolding upon which BEE’s curriculum rests is the OPM Executive Core Qualifications (ECQs), a set of requirements for selection to the Senior Executive Service (SES). A class has been tailored to nearly all of the competencies in order to provide you with a deep understanding of the underlying concepts and behaviors as well as an opportunity to demonstrate your proficiency in each executive competency. If you are preparing an application package for the SES, you can use the papers to highlight your qualifications for executive positions. As a result, the *MS-Leadership* is rapidly becoming recognized as a model of SES preparation and development.



Chris Maddaloni



Brett Ziegler

Convenient and Cost Effective

The *MS-Leadership* degree is a pay-as-you-go program. There is no yearly tuition or other annual student fee. In addition to the course tuition, *MS-Leadership* students are responsible for a \$200 course assessment fee, due at the time of each course's registration. Student papers will be accepted and processed once the assessment fee is paid.

Financial Aid: Yellow Ribbon

MS-Leadership candidates who qualify for the post-9/11 GI Bill can take advantage of Olin's participation in the Yellow Ribbon Program. This program can enable veterans to earn their *MS-Leadership* degrees at no cost. Questions about the program should be directed to Kyle Cronan, Associate Director of Graduate Business Financial Aid, Olin Business School, Cronan@wustl.edu or 314-935-6610.

BEE alumni may be granted credit for up to three courses taken prior to *MS-Leadership* enrollment once corresponding assessment fees have been paid and papers submitted. Applicable courses are determined on a case-by-case basis.

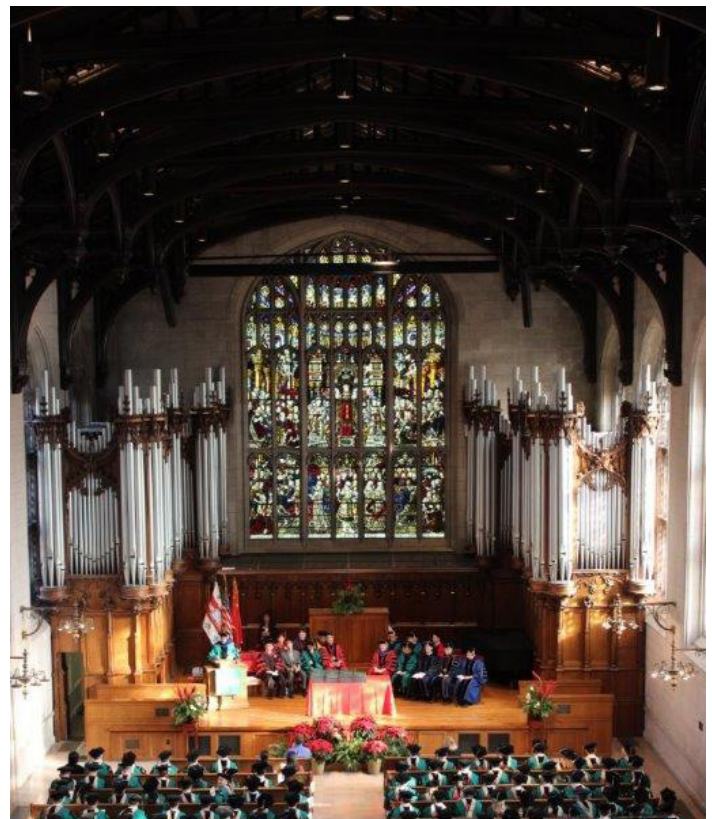
To apply for the *MS-Leadership* you will need to submit:

- an application form
- transcripts
- a résumé
- a personal statement detailing why you are interested in pursuing the *MS-Leadership*
- \$100 application fee

Following receipt of these application materials, a phone interview will be scheduled with a member of the Admissions Committee. For more information, please contact registrar@brookings.edu.



Chris Maddaloni



Fellowships



Brookings Executive Education Leadership Fellowship Programs

Agencies and aspiring executives can now develop the thinking and behaviors needed for senior-level success at a significantly reduced cost compared to centralized programs or individual classes, all while earning credit toward the *MS-Leadership*.

New in 2015: Based on agency feedback and requests, BEE will offer three different options for BEE Fellows.

BEE Executive Fellows

Public leaders (GS14-15) aspiring to the Senior Executive Service (SES) will have a unique advantage by enrolling in the BEE Executive Fellows program. This cohort-based, inter-agency developmental experience addresses individual learning needs while also creating a government-wide network of change leaders. In addition to attending three 2-day classes with the BEE Executive Fellows cohort, you will receive vouchers to attend seven open enrollment leadership classes based on the specific knowledge, skills, and behaviors you want to develop. This nine-month program consists of a total of 20 classroom days, and the BEE Certificate of Public Leadership is granted upon completion of the fellowship.

Executive Fellows will start the program with assessment and coaching. A 360-degree leadership assessment based on the OPM ECQs will provide a baseline from which to assess strengths and opportunities. Included in the tuition is a 2-hour feedback session with an ICF-certified executive coach who has recently retired from the SES. Finally, at the conclusion of the fellowship you will have the opportunity to take a 180-degree assessment, providing you with data about how you are now perceived as a leader in your organization.

Executive Fellows will have the opportunity to compose three papers that document their mastery of a variety of ECQs. A writing coach will work with you to fine-tune your document, providing you with the basis of your SES application.

Finally, Executive Fellows will attend BEE's new SES Application Package workshop that will provide you with insight into the Qualifications Review Board (QRB) process and support you in developing a first-rate application package.

Tuition \$12,000

Dates **Fall 2015**

Cohort class: *Leading Thinking/Leading Change*
October 5-6, 2015
Plus vouchers for 3 Executive Pathways Courses

Winter 2016

Cohort class: *Values in Action*
January 12-13, 2016
Plus vouchers for 4 Executive Pathways Courses

Spring 2016

Cohort class: *Executive Mindset*
June 29-30, 2016

BEE Leadership Fellows

Due to ever-increasing demand for developmental programs exclusively for tomorrow's executives, BEE is inaugurating the Leadership Fellows program—a two-year program designed for employees at the GS12-13 level. This fellowship will feature many of the same features as the Executive Fellows program, but is conducted over two funding years. It consists of 20 course days and begins with a 360-degree leadership assessment and feedback session. A 180-degree assessment is administered at the conclusion of the program.

In addition to attending four 2-day classes with the BEE Leadership Fellows cohort, you will receive vouchers to attend three open enrollment leadership classes per year. These classes are selected based on the specific knowledge, skills, and behaviors you want to develop. Fellows will have the opportunity to compose two papers, one per year, that document their mastery of a variety of ECQs. This 2-year program consists of a total of 20 classroom days, and the BEE *Certificate of Public Leadership* is granted upon completion of the fellowship.

Tuition \$9,000
(billed in two installments of \$4,500 per year)

Dates **2016**
Cohort class: *Problem Solving Through Critical Thinking*
January 20-21, 2016

Cohort class: *Values in Action*
October 26-27, 2016

Plus vouchers for 3 *Executive Pathways* Courses

2017
Cohort class: *Achieving Results*
January 11-12, 2017

Plus vouchers for 3 *Executive Pathways* Courses

Cohort class: *Courageous Leadership*
October 25-26, 2017



Brett Ziegler



Jen Fariello

“Department/Agency” Fellows at Brookings Executive Education

Follow the example of government agencies that are adopting and adapting the BEE Fellows program for their centralized development activities. In collaboration with BEE, agencies are designing leadership education programs for their employees from mid-level to the SES. This hybrid approach allows agencies to customize classroom content in order to address agency-specific learning needs and provide opportunities for their leaders to build networks across government. A typical “Agency” Fellows at Brookings Executive Education program includes the following components:

- 360-degree leadership assessments with feedback session for each participant
- Three *BEE with You* classes conducted at the agency
- Vouchers for each participant to attend BEE open enrollment courses based on individual learning needs

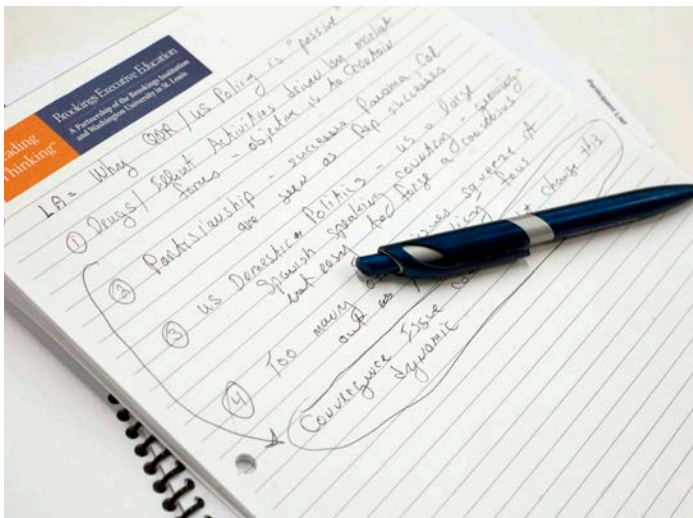
A “Department/Agency” Fellows at Brookings Executive Education program is an ideal alternative to centralized SES Candidate Development programs. For more information on customized Leadership Fellows programs, please contact registrar@brookings.edu.

Be a BEE Fellow

To apply, go to www.brookings.edu/BEEfellows

You will need to provide:

- a current, detailed résumé
- a recommendation by your supervisor
- a statement describing the relevance of the fellowship to your career goals (approximately 300 words)
- a completed, approved, and signed training form, including a valid billing address and purchase order number



Chris Maddalon



Chris Maddalon

BEE Legis Fellowship

Join a Renowned Community on Capitol Hill and Engage in the Policymaking Process

The *Legis Congressional Fellowship* (*Legis Fellowship*) provides an exceptional opportunity for experiential learning. While working on Capitol Hill, you will gain practical congressional insight and return to your organization with a clear and comprehensive understanding of the legislative policymaking process. In addition, you will have an enduring network of valuable contacts on Capitol Hill and throughout many federal agencies—a broad community of policy entrepreneurs.

What You Receive

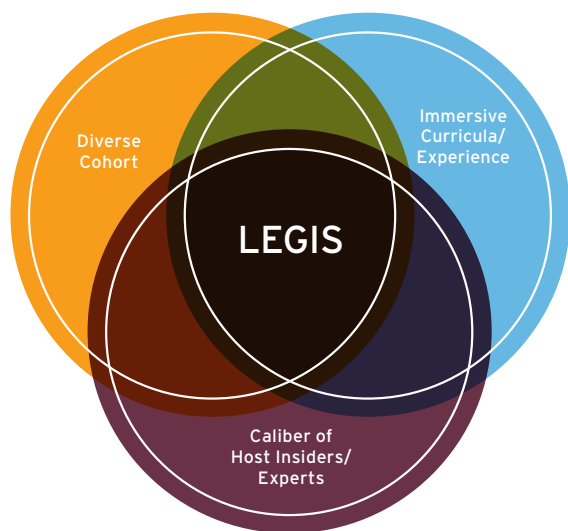
- A unique opportunity to spend an extended period of time on Capitol Hill, gaining an insider's understanding of the legislative process
- Exceptional networking opportunities with other senior federal and corporate executives
- Lasting relationships with members of Congress and congressional staff
- Enhanced understanding of political pressures in Congress
- Opportunities to promote a positive opinion of your home agency with Congress
- Ability to position your agency to more productively engage with Congress

From Many, One

For more than 20 years, the Brookings Executive Education (BEE) *Legis Fellowship* has been renowned for the diversity of participants it attracts—from government managers to private-sector executives to military officers. Moreover, the *Legis Fellowship* fosters a strong alumni network in which Legis fellows assist and advise one another year after year, creating a community of policy entrepreneurs across government.

One Legis fellow from the Department of Defense describes the experience: "What struck me was the ability to interact with a whole lot of members of the federal workforce. Not only with DOD folks, but folks from other agencies... I gained perspective on how others tackle problems in their own work environments."

For public-sector managers, Legis is an opportunity to acquire an in-depth understanding of the legislative process that will help your agency interact more effectively with Congress and build your résumé with a unique cross-branch fellowship. Corporate executives gain a more thorough knowledge of congressional affairs and public policy to strengthen their companies' relationships with policymakers in Washington, DC.



Benefits and Opportunities

Co-led by former Congressman Bob Carr, D-MI, and BEE senior staff, the *Legis Fellowship* includes a workshop on résumé writing and a job fair. In addition, Legis fellows are invited to Brookings Briefings, discussions with leading experts on priority policy issues.

Legis fellows also have the opportunity to take advantage of both leadership and policy courses:

- Attend two free BEE courses (residential courses not included), if taken within a year of the fellowship's completion.
- Receive a 33% tuition reduction for any two BEE courses (residential courses not included) taken within two years of the fellowship's completion.
- Receive eight days of credit toward the 20 required days to earn a *Certificate in Public Leadership*. Legis fellows will receive credit for the *Inside Congress* and *The Insider's Legs and Regs* requirements of the *Certificate in Policy Strategy*.

Fellowship Term

Spend seven or 12 months working in the office of a member of Congress or serving on the staff of a committee in the U.S. Senate or U.S. House of Representatives, becoming part of the action on Capitol Hill. Prior to your service on the Hill, you will attend an intensive two-week orientation in Washington, DC, which will prepare you for your congressional assignment by offering keen insights into the legislative and congressional decision-making processes.

Seven months

Dates	January 4, 2016-July 29, 2016
Applications Due	October 30, 2015
Tuition	\$4,525

Full year

Dates	January 4, 2016 - December 16, 2016
Applications Due	October 30, 2015
Tuition	\$6,135

Contact legis@brookings.edu or **800.925.5730**

Eligibility and Application

An application is required to become a BEE Legis fellow. The application form is available on the BEE website at www.brookings.edu/Legis. Applicants must have a significant interest in legislative policy and be able to work independently. Government candidates must have a minimum grade level of GS-13. Private-sector candidates should have a minimum of seven years of management experience.

Application Checklist

In order for your application to be considered, it must contain all of the following:

- A completed application form, available at www.brookings.edu/Legis
- A current, detailed résumé
- An assessment/recommendation by your supervisor or Agency Executive Resource Board that addresses your executive potential and need for this training
- A statement describing your need for training, the relevance of this training to your career goals, and how the fellowship will be used by your agency
- For corporate candidates only: complete tuition billing information
- For government candidates only: a completed, approved, and signed training form, including a valid billing address and purchase order number (SF182, DD1556, HHS350, or other approved training form)

A Breadth of Experience

By working for members of Congress in their offices and on congressional committees, Legis fellows gain practical insight into congressional decision making, as they learn the policymaking process from a unique perspective. Legis fellows have opportunities to:

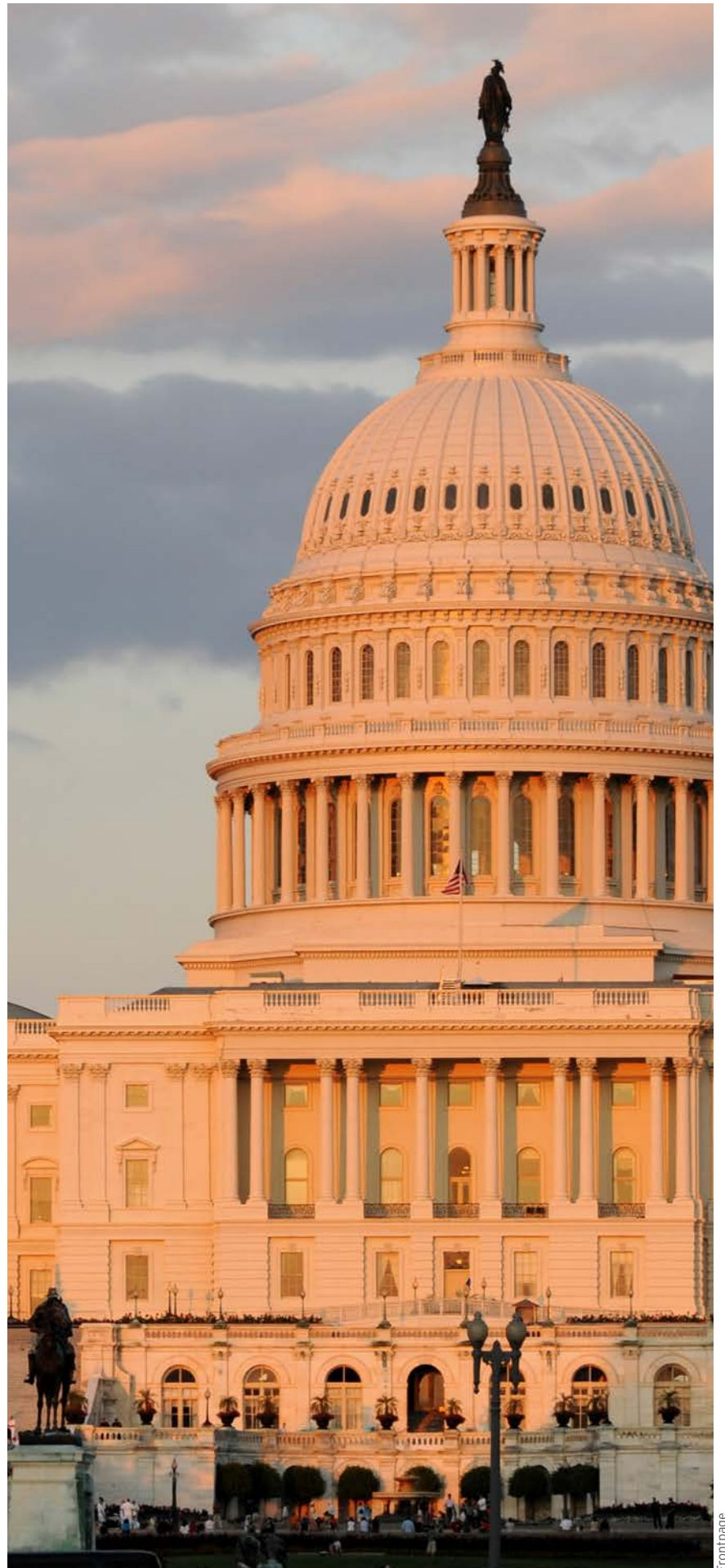
- Draft legislation, speeches, and floor statements
- Brief members from both houses of Congress
- Serve as constituent liaisons
- Plan and participate in the committee hearing process

Engage in
the National
Dialogue,
Understand
the Global
Landscape

800.925.5730
brookings.edu/ExecEd

Inside Government and Global Challenges

18



Inside Government

How does the federal government really operate? BEE's Inside Government programs bring the capital to life, providing you with an awareness of how and why governmental processes work. Demystify Washington's procedures and develop the skills of Policy Entrepreneurship® to have a positive impact on Washington decision making.

Learn the art and science of policy entrepreneurship to effectively engage in important policy debates. Learn when and how issues are placed on the policy agenda; discover how policy is formulated and implemented; and most of all, understand how to constructively provide input into policy deliberations. You will engage with Capitol Hill and Executive Branch insiders who will provide candid analyses of the policymaking process. The Inside Government programs are eye-opening experiences providing immediate benefit to you and your organization.

Inside Congress

Walk the corridors of the Capitol and witness the legislative process firsthand in this fast-paced, in-depth course. Hear from members of Congress and observe floor action in the House of Representatives and the Senate as you explore how bills are initiated, written, and passed. Speakers explain the politics, policies, and processes of Capitol Hill and highlight current national policy issues. Take this course along with *Inside the White House* to get an extensive, front-row view of how the federal government really works.

In this course, you will learn how to:

- Understand the processes and pressures that drive Congress
- Gain an awareness of current policy issues and how they affect the public and private sectors
- Develop the ability to work more effectively with the legislative branch

GSA Contract # GS-02-F-0048U

Tuition \$2,025

Dates July 13-16, 2015

September 14-17, 2015

May 9-12, 2016

Executive Inside Congress

For government and business executives

The *Executive Inside Congress* course was designed to provide a deeper understanding of the legislative process for government and business executives so that they can build stronger and more robust relationships with Congress. This abbreviated version of BEE's *Inside Congress* course provides busy leaders with a fast-paced and in-depth understanding of policymaking on Capitol Hill. Hear from members as they spotlight the bigger picture on current national policy issues and frame their unique perspectives on politics, policies, and processes.

In this course, you will learn how to:

- Develop the ability to work more effectively with the legislative branch
- Understand unique Capitol Hill perspectives

Tuition \$1,950

Dates March 8-9, 2016

"This program is second to none in terms of topics, materials, information and organization, and practical knowledge gained. This BEE program should be required for all elected officials, civic leaders, and the average citizen."

- BEE course participant

Inside the White House

Polymaking on Capitol Hill is only one part of the equation. Congress regularly enacts vague legislation, which leaves addressing policy details to the discretion of executive branch agencies. Rules, regulations, executive orders, and a variety of other mechanisms have a significant impact on an organization's bottom line, be it public or private. Another key element of the policy process is the agenda set by the White House, whether formally through the budget or informally via the bully pulpit. This "insider's" guide to the White House focuses on the many dimensions of executive power—from the White House to executive branch agencies—to help you position your organization to participate in the policy conversations that matter.

In this course, you will learn how to:

- Read current executive branch priorities
- Strengthen your grasp of who makes policy and how they do it
- Develop organizational strategies that account for government decision makers beyond those found in Congress

GSA Contract # GS-02-F-0048U

Tuition \$2,575

Dates November 16-18, 2015
June 13-15, 2016

The Insider's Legs and Regs

Designed to provide a deeper understanding of both the policy formulation process (legislation) and the policy implementation process (regulations) for those already familiar with Congress and the legislative process, this is an intensive advanced seminar. Speakers will highlight various pivotal points in the policy process, e.g., markup sessions, Rules Committee action, Office of Management and Budget's Office of Information, and Regulatory Affairs review. Become an "insider" in this essential immersion course that provides perspective and understanding of the complex legislative and regulatory processes.

In this course, you will learn how to:

- Understand advanced congressional processes and the importance of legislative history
- Decipher the interrelationship between policy formulation and implementation
- Work more effectively with agencies via the legislative branch

Tuition \$2,575

Dates October 6-8, 2015



Chris Maddaloni

"I wanted to say thanks for an amazing three day course this week. I wish that the courses I took for my Ivy League Masters of Public Administration degree were half as good as the past few days."

- BEE course participant

The Insider's Budgetary Process

This in-depth course on the federal budget process examines the methods that go into formulating both the president's budget and the congressional budget. *The Insider's Budgetary Process* provides a comprehensive overview of the many policy decisions made throughout the budget process. You will examine how agencies can best be positioned as funding decisions are made and how nongovernmental organizations can engage in these important deliberations.

In this course, you will learn how to:

- Navigate the complex budgetary processes
- Understand the components of the federal budget and learn about potential policy changes for both discretionary and nondiscretionary elements
- Scrutinize the impact of the federal budget on the United States and the global economy

Tuition \$1,950

Dates February 17-18, 2016

"This class provided a thorough, multi-perspective grounding in the federal budget process. I came in a complete novice and emerged with lots of diverse perspectives."

- BEE course participant

Politics and Policymaking

How can you predict which policies are likely to change? What strategies can you formulate to take advantage of changes? This course provides a comprehensive understanding of the policymaking process so that you can formulate your approach to engage effectively in agenda setting. By providing you with a new way to think about policy formulation, this program will prepare you to monitor and analyze political trends so you can better position your organization to anticipate and engage in policy debates.

In this course, you will learn how to:

- Assess the drivers of change in the political environment
- Translate stakeholder mandates into achievable, actionable programs
- Develop the ability to engage in policy networks to more effectively respond to changes in the political environment

OPM Competency Political Savvy, External Awareness

Tuition \$1,950

Dates April 12-13, 2016



Brett Ziegler

Global Challenges

How can you better understand the multiple facets of the global landscape? BEE's *Global Challenges* series brings the world into focus, providing you with a unique perspective of the challenges, threats, and opportunities in various regions around the world. These courses provide the knowledge to develop effective new strategies and view the global environment through different lenses.

"I came out thinking in a very different way. I read the newspaper differently. I didn't use to turn it on its head and wonder how many other sides there are to this story. Now I look at the iceberg from all of its different sides—say, the U.S. relationship with Israel. Now I've learned to say, 'OK, fine. Now I'll go to another source and see other perspectives on the same subject.'"

- Department of Defense BEE course participant

In these courses, you will learn how to:

- Gain a unique perspective on global challenges, threats, and opportunities
- Forecast threats and likely policy options
- Sharpen your analytical skills and learn how your organization might best adapt and respond to these ongoing challenges

Global Challenges, Threats, and Opportunities: U.S. Perspective

Become acquainted with some of the key national security policy issues and global socioeconomic-political issues confronting the United States today. This topical course will explore crucial current issues in areas such as U.S. grand strategy, the defense budget, China, Iran, Pakistan, and the future of terrorism, including cybersecurity. In addition, the course will explore the broader frameworks for understanding and navigating the challenging policy environment, helping participants develop the mindset and skills needed to interact with top decision makers. It is structured around an examination of the key forces that will shape the context facing the president, identifying the key goals and opportunities leaders should focus on, and exploring the most likely challenges they will face at the strategic level.

GSA Contract # GS-02-F-0048U

Tuition \$1,950

Dates December 2-3, 2015



"As a practitioner of foreign policy on a daily basis the course was excellent in delivering another perspective on these perennial problems."

- BEE course participant

Regional Challenges, Threats, and Opportunities: East and South Asia

Many questions surround the economic, political, and social climate in East and South Asia. The rise of China as a world power has broad and dramatic implications for U.S. policy and corporate strategies. There are many questions that need to be addressed: how will China's appetite for resources like oil and water impact its growth trajectory; how will trade issues impact regional dynamics? At the same time, India continues to grow both economically and militarily. In this course you will learn about the factors that could jeopardize continued growth in Beijing, New Delhi, Seoul, and Jakarta, and how these issues impact U.S. policy. The course will also address the implications of these issues and trends for corporations doing business in East and South Asia.

Tuition \$1,950

Dates March 22-23, 2016

Regional Challenges, Threats, and Opportunities: The Middle East

The U.S. engagement in the Middle East has been ongoing for decades. However, the volatility in this region of the world has resulted in new challenges and opportunities. Ongoing challenges such as Israel and Palestine continue to be an important part of U.S. foreign policy in the region, but new dynamics are shaping American engagement in the region. The rise of ISIS, leadership transitions, and the declining cost of oil could have lasting impacts to how the United States engages in this region of the world. This course will dive into the security, economic, and political issues that define policy towards the Middle East.

Tuition \$1,950

Dates TBD

"This course has done a great job of summing up the cultural, economic, security and environmental layers of a complex region."

- BEE course participant

Regional Challenges, Threats, and Opportunities: The Americas

North and South America represent the largest and most important trade block in the world. This region has an abundance of natural resources, energy reserves, and stability. However, different parts of the hemisphere have different issues. In this course, you will scrutinize the different challenges in each part of the hemisphere: South America, Central America, the Caribbean, and North America. How does American policy impact the Americas. How will the United States' changing relationships with Venezuela and Cuba shape future Western hemispheric development and growth?

Tuition \$1,950

Dates TBD

Regional Challenges, Threats, and Opportunities: Africa

The global economy continues to expand, increasing the United States' reliance on new trade agreements and deepening its economic ties in regions across the world. The myriad ways this global economic interdependency is unfolding in Africa—often referred to as the “final frontier”—has caught the attention of policymakers and economic stakeholders alike. The sub-regional and national interests of African countries, many of which are rich in natural resources, are unlikely to settle for economic models that restrict their development to an agriculture-based economy or to accept economic colonialization that exploits their natural resources. The United States' national interests on the African continent are broad and include terrorist threats, global health epidemics, food security, humanitarian assistance, rule-of-law initiatives, and security assistance. These and other emerging challenges demand U.S. policymakers' attention as they develop future policies and strategies. What role should the United States play in this region? Is AFRICOM helping it to accomplish U.S. strategic interests? How will the United States rebalance toward the Pacific and China's increased engagement with Africa affect our political, economic, and security interests in this critical region? These and other issues will be addressed in this insightful new seminar.

Tuition \$1,950

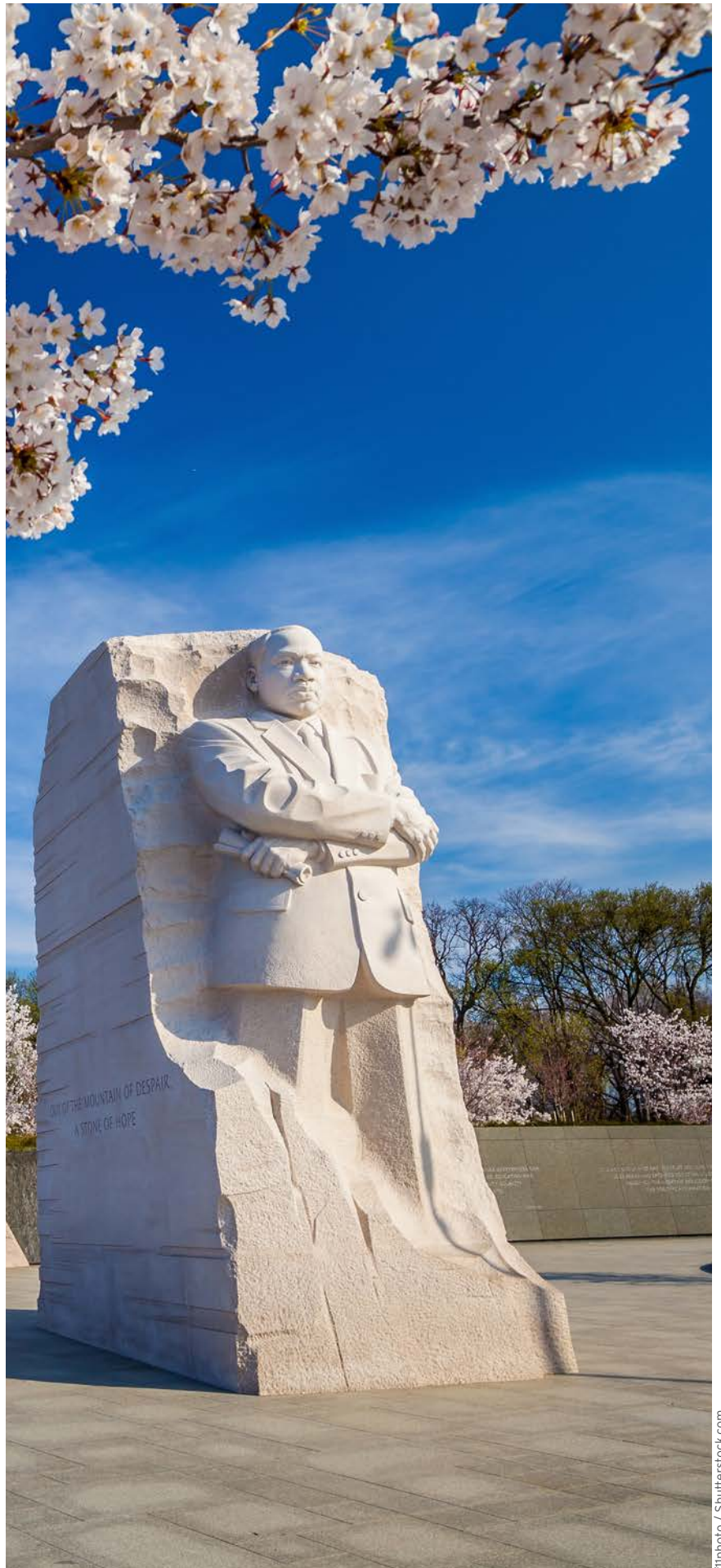
Dates April 19-20, 2016

Assess,
Diagnose, and
Develop

BEE in Your Workplace

800.925.5730
brookings.edu/ExecEd

24



Leadership Assessments

Assess Your Strengths and Identify Improvements

Focus your career objectives through a 180-degree or 360-degree leadership assessment—a virtual career road map. Start with our Individual Development Pathway, a 180-degree or multi-rater survey based on the U.S. Office of Personnel Management’s (OPM) Executive Core Qualifications (ECQs), to obtain a comprehensive overview of the qualities deemed necessary for success in the federal government.

The survey is an easy-to-use online tool that allows you to receive input from your supervisor and/or other raters, compare your strengths to those of other government leaders, and identify your development needs.

Once complete, a confidential 17-page report is sent to you and only you. The report highlights your five top strengths, as well as five areas for development.

Your ratings for each OPM competency can provide you with greater insight into your leadership potential, and identify which BEE courses match your development needs.

180° Competency Leadership Assessment

At \$75 per survey, we offer one of the best values available in leadership assessments. Groups of 100 or more receive a 10% discount. Enrollees in our *Certificate in Public Leadership* can take the assessment at no cost.

360° Competency Leadership Assessment

At \$125 per survey, this option offers a more comprehensive overview of your leadership potential. Feedback is collected from more respondents, and the confidential report goes beyond just the 10 areas of excellence and opportunity. Groups of 100 or more receive a 10% discount.

For information on how you can utilize leadership assessments for development, contact registrar@brookings.edu.



Chris Maddaloni



Brett Ziegler



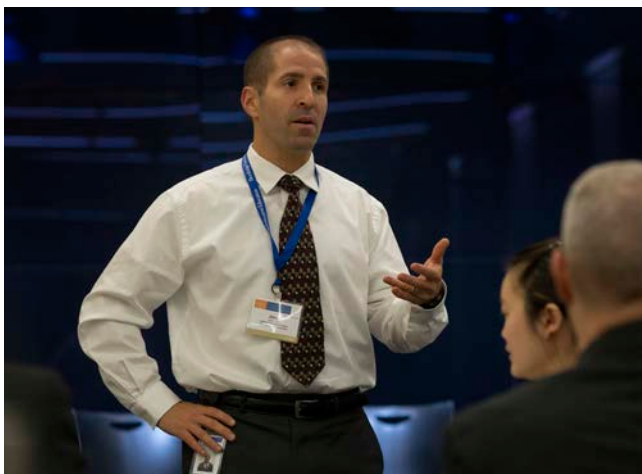
Brookings Executive Education

Eliminate Travel, Maximize Impact

Enact an agencywide cultural shift by having BEE delivered to your people, anywhere in the world. Every *BEE with YOU* course offers the very same cutting-edge instruction you receive in our classrooms, and allows everyone on your team to learn the same content and experiment together in its application.

To foster alignment of goals and priorities, leadership development managers are recognizing the need to effect change at the organizational level—rather than merely on an individual basis. *BEE with YOU* has become a critical alignment tool in many agencies' arsenals.

- Learn from some of the best educators in the country
- Receive credit toward the *MS-Leadership* degree or *Certificate in Public Leadership*
- Deliver award-winning BEE content at your facility



Chris Maddaloni

An Innovative Way to Stretch Training Investment

Purchasing our leadership or policy courses for on-site delivery eliminates participant travel expenses and substantially lowers your per-attendee cost. Up to 30 people in your organization can attend a single *BEE with YOU* course, without ever leaving the agency.

BEE with YOU participants enjoy the same excellent curriculum and presenters as those who take courses at our facilities. By eliminating the design time and expense of highly tailored courses, *BEE with YOU* provides a cost-effective approach to learning and performance improvement. Most courses can be purchased under Simplified Acquisition Procedures. *BEE with YOU* can be the affordable, efficient, and strategic solution to developing your people.

For information on how you can bring BEE content on site at your organization, contact registrar@brookings.edu.

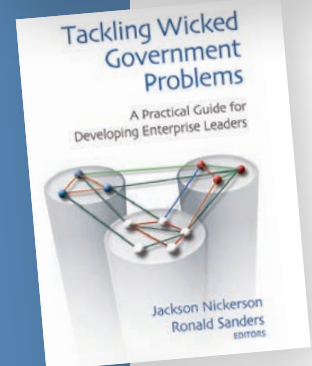
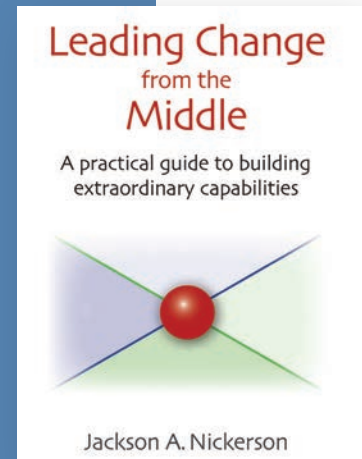
Get the latest book in the Innovation in Leadership series.

Leading Change from the Middle

Leading Change from the Middle: A Practical Guide to Building Extraordinary Capabilities is now available from Brookings Press. The latest addition to the Innovation in Leadership series, this book introduces a new way to think about leading change from the middle. The framework employs a unique toolkit and approach to leading organizational change—a method that has been tested with executive MBAs, government executives, and managers in a variety of organizations. Presented in a concise and applicable format, this material translates theory to practice and provides important advice for leaders trying to build extraordinary capabilities for their organizations.

The second book in the series, *Tackling Wicked Government Problems: A Practical Guide for Enterprise Leaders*, can help you build a critical network to achieve a resolution that is greater than the sum of its individual players. The first book, *Leading Change in a Web 2.1 World*, outlines the “ChangeCasting” process that not only leads change, but also accelerates it.

All published works are available at online retailers in both bound and e-reader editions and at www.brookings.edu.



2015–2016 Course Calendar

2015

July

- July 13-16 *Inside Congress*
July 20-23 *Coach Development Program - Week 1*

August

- August 4 *Managing Across Generations*

September

- Sept 8-11 *Coach Development Program - Week 2*
Sept 9-10 *Motivating People*
Sept 13-18 *Public Leadership 21C*
Sept 14-17 *Inside Congress*
Sept 15-16 *Flexibility & Decisiveness*
Sept 21-22 *Building Networks & Partnerships*
Sept 27-Oct 2 *Executive Leadership for America*

October

- Oct 5-6 *Executive Fellows -
Leading Thinking/Leading Change*
Oct 6-8 *Insider's Legs & Regs*
Oct 7-8 *Managing the Federal Employee*
Oct 14-15 *Women's Leadership Network -
Strategies for Success*
Oct 14-15 *Resilience in Leadership*
Oct 20-22 *Finance for Nonfinancial Managers*
Oct 20-21 *Inspiring Creativity*
Oct 27-29 *Communicating for Success*

November

- Nov 3-5 *Leaders Growing Leaders*
Nov 9-10 *Leading Through Influence*
Nov 12 *ECQ Writing Seminar*
Nov 16-18 *Inside the White House*
Nov 17-19 *Ethics in Action: Leading with Integrity*

2015

December

- Dec 1-2 *Women's Leadership Network -
Leading Thinking & Leveraging Strengths*
Dec 2-3 *Global Challenges, Threats, and Opportunities:
U.S. Perspective*
Dec 8 *Career Pathing & Succession Planning*

2016

January

- Jan 4-13 *Legis Congressional Fellowship Orientation*
Jan 6-7 *Women's Leadership Network -
The Mind of a Leader*
Jan 12-13 *Executive Fellows - Values in Action*
Jan 20-21 *Leadership Fellows - Problem Solving Through
Critical Thinking*

February

- Feb 9-10 *Strategic Thinking:
Driving Long-Term Success*
Feb 11 *Women's Leadership Network -
Uniqueness of Women*
Feb 17-18 *The Insider's Budgetary Process*
Feb 23-24 *Interpersonal Savvy*

March

- Mar 1 *Recruitment and Retention Strategies*
Mar 8-9 *Executive Inside Congress*
Mar 8-9 *Vision and Leading Change*
Mar 22-23 *Regional Challenges, Threats, and
Opportunities: East & South Asia*
Mar 22-23 *Managing the Federal Employee*

2016

April

- Apr 3-8 *Daring To Lead*
- Apr 5-7 *Ethics in Action: Leading with Integrity*
- Apr 6-7 *Maximizing Human Capital*
- Apr 12-13 *Politics & Policymaking*
- Apr 13-14 *Women's Leadership Network - Strategies for Success*
- Apr 17-22 *Executive Leadership for America*
- Apr 19-20 *Regional Challenges, Threats, and Opportunities: Africa*
- Apr 26-27 *Creating High-Performance Teams*
- Apr 28 *ECQ Writing Seminar*

2016

May

- May 3-4 *Problem Solving Through Critical Thinking*
- May 9-12 *Inside Congress*
- May 10-11 *Leading Innovation & Creating Value*
- May 16-17 *Digital Government*
- May 24-25 *Women's Leadership Network - Leading Thinking & Leveraging Strengths*
- May 24-25 *Organizational Culture*

June

- June 2 *Assessing the ROI for Training & Development*
- June 8-9 *Global Leadership: Leveraging Differences*
- June 13-15 *Inside the White House*
- June 14-15 *Strategies for Conflict Resolution*
- June 21-23 *Accountability for Results*
- June 22-23 *Women's Leadership Network - The Mind of a Leader*
- June 28-30 *The Art & Science of Negotiation*
- June 29-30 *Executive Fellows – Executive Mindset*

2015

JULY

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2016

JANUARY

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MAY

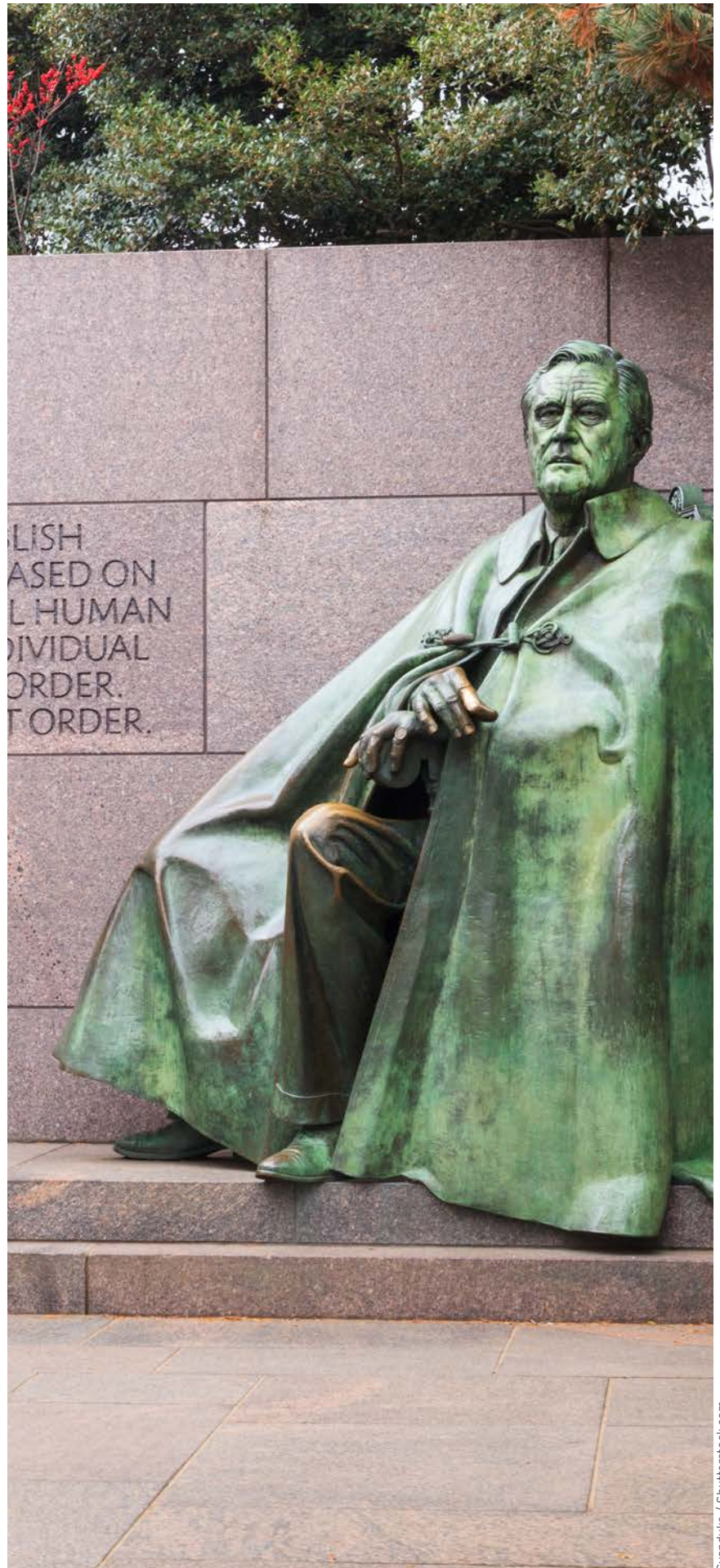
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Courses to
Develop
Leadership
and Executive
Capabilities

Executive Pathways



Executive Pathways

Courses to Develop Leadership and Executive Capabilities

Immerse yourself in new ways of thinking to positively impact your career path and professional development. For those in or aspiring to senior positions, Brookings Executive Education (BEE) can provide you with the knowledge necessary to achieve your goals. At BEE you will gain knowledge that has immediate practical value to your career and your organization.

Executive Pathways courses are based on the Office of Personnel Management's (OPM) Executive Core Qualifications for the Senior Executive Service. Not only will you learn the behaviors associated with each of the competencies, you will be equipped with the thinking, strategies, and processes to employ them.

While *Executive Pathways* are open enrollment courses they also comprise the core curriculum of the MS-Leadership. On this page recent graduates describe their experience in these classes.

Participants Weigh In

- “For me, the MS-Leadership has proven itself invaluable. The experience of learning from and building relationships with Olin professors, Brookings scholars, and thought leaders is second to none. Through these relationships and experiences, I learned about and had the opportunity to discuss innovative and timeless ideas about improving public leadership. The degree provides a practical framework that prompted me to put into practice and integrate into my thought processes and behaviors the concepts I learned. It was a transformational experience”
- “Throughout the program, but even more since I’ve graduated, I am regularly asked by my colleagues, ‘Are there tools from one of your Brookings classes we can use to tackle this new project?’ As a result of the thinking, processes, and behaviors I learned at BEE I’ve become the ‘go-to’ person in my organization to help solve intractable problems.”
- “The MS-Leadership program exceeded my expectations in many ways. In two years’ time I acquired a knowledge bank from which I frequently make large withdrawals to successfully and meaningfully handle wicked situations that come up in the workplace. I knew I’d learn about the practical application of scientific frameworks to the complex problems of leadership. The unexpected outcome of the program, however, was that it not only helped me improve professionally, but also personally. It made me a better person, which in turn made me a better leader who embodies good character, good will, and good ability. Thank you, Washington University, Olin Business School, and Brookings.”
- “The MSL program is what graduate school should be. The entire program is based around applying theory to real world challenges in the public sector. As someone with multiple graduate degrees and an unnatural number of other professional development programs under my belt, the MSL program was far and above the best professional development experience I have ever had. You will challenge yourself and you will question yourself, but at the end of the program you will be smarter, wiser, and better able to deliver value to your country, state, and community.”

Course Guide by Competency

Competency	ECQ	Course Title	Page
Accountability	ECQ 3: Results Driven	Accountability for Results	38
Communications (oral/written)	Fundamental Competencies	Communicating for Success	44
Conflict Management	ECQ 2: Leading People	Strategies for Conflict Resolution	36
Continual Learning	Fundamental Competencies	Organizational Culture, Learning, and Change	46
Creativity and Innovation	ECQ 1: Leading Change	Inspiring Creativity in Organizations	33
Customer Service	ECQ 3: Results Driven	Leading Innovation and Creating New Value	38
Decisiveness	ECQ 1: Leading Change	Flexibility and Decisiveness	35
Developing Others	ECQ 2: Leading People	Leaders Growing Leaders	37
Entrepreneurship	ECQ 3: Results Driven	Leading Innovation and Creating New Value	38
External Awareness	ECQ 1: Leading Change	Politics and Policymaking	33
Financial Management	ECQ 4: Business Acumen	Finance for Nonfinancial Managers	40
Flexibility	ECQ 1: Leading Change	Flexibility and Decisiveness	35
Human Capital Management	ECQ 4: Business Acumen	Maximizing Human Capital	40
Influencing	ECQ 5: Building Coalitions	Leading Through Influence	42
Integrity/Honesty	Fundamental Competencies	Ethics in Action: Leading with Integrity	45
Interpersonal Skills	Fundamental Competencies	Interpersonal Savvy	44
Leveraging Diversity	ECQ 2: Leading People	Global Leadership: Leveraging Differences	36
Negotiating	ECQ 5: Building Coalitions	The Art and Science of Negotiation	43
Partnering	ECQ 5: Building Coalitions	Building Networks and Partnerships	42
Political Savvy (internal)	ECQ 5: Building Coalitions	Leading Through Influence	42
Political Savvy (external)	ECQ 1: Leading Change	Politics and Policymaking	33
Problem Solving	ECQ 3: Results Driven	Problem Solving Through Critical Thinking	39
Public Service Motivation	Fundamental Competencies	Motivating People	45
Resilience	ECQ 1: Leading Change	Resilience in Leadership	34
Strategic Thinking	ECQ 1: Leading Change	Strategic Thinking: Driving Long-Term Success	34
Team Building	ECQ 2: Leading People	Creating High-Performance Teams	37
Technology Management	ECQ 4: Business Acumen	Digital Government	41
Vision	ECQ 1: Leading Change	Visioning and Leading Change	35

Note: Following each *Executive Pathways* course, *MS-Leadership* candidates are required to complete a BEE Leadership Assessment at an additional cost of \$200 per course. *Non-MS-Leadership* participants are welcome to complete Leadership Assessments. For more information on the value of this course enhancement, see p. 9.

ECQ 1: Leading Change

Inspiring Creativity in Organizations

Where do creative solutions come from, and how can you develop the habits of creative problem solving? How do you overcome barriers to creativity and innovation? *Inspiring Creativity in Organizations* helps you refresh existing approaches to overcoming roadblocks through the development of new ideas and continuously improved processes. Leaders who have mastered the skills of creative thinking—and who can foster those skills in others—are positioned to add tremendous value to their organizations.

In this course, you will learn how to:

- Develop new insights, question conventional approaches, and encourage new ideas
- Design and lead teams that can implement cutting-edge programs and processes
- Prototype creative outcomes and utilize skills of improvisation

OPM Competency Creativity and Innovation

Tuition \$1,950
(additional \$200 fee for *MS-Leadership* student assessments)

Dates October 20-21, 2015
November 16-17, 2016

“I will return to my agency with new tools for improving my creativity and inspiring it in others. I learned more than I ever expected.”

- BEE course participant

Politics and Policymaking

How can you predict which policies are likely to change? What strategies can you formulate to take advantage of changes? This course provides a comprehensive understanding of the policymaking process so that you can formulate your approach to engage effectively in agenda setting. By providing you with a new way to think about policy formulation, this program will prepare you to monitor and analyze political trends so you can better position your organization to anticipate and engage in policy debates.

In this course, you will learn how to:

- Assess the various drivers of change in the political environment
- Translate stakeholder mandates into achievable programs of action
- Develop the ability to engage in policy networks to more effectively respond to changes in the political environment

OPM Competency Political Savvy (external), External Awareness

Tuition \$1,950
(additional \$200 fee for *MS-Leadership* student assessments)

Dates April 12-13, 2016
April 18-19, 2017

Note

This course is required for the *Certificate in Policy Strategy*.

ECQ 1: Leading Change

Resilience in Leadership

What are the secrets to resilience? What are the thinking styles that enhance it, and the thinking traps that deter it? More than 30 years of research shows that our thinking styles—habits of thought that we develop about ourselves, our world, and our future—directly affect our resilience in the face of challenge. Oftentimes, these thinking styles lead us away from the success we work so hard to achieve. This program will teach you about your own thinking styles, and show you how to capitalize on your own resilience and cultivate it throughout your organization.

In this course, you will learn how to:

- Harness positive thinking and grow resilience in your subordinates
- Feel a renewed connection to your job and organization
- Increase ability to respond to workplace adversities and challenges

OPM Competency Resilience

Tuition \$1,950
(additional \$200 fee for *MS-Leadership* student assessments)

Dates October 14-15, 2015
October 19-20, 2016

Note

MS-Leadership course credit for *Resilience in Leadership* can be earned via *Executive Leadership for America*.

“There’s so much in the resilience class that I hope to apply in the workplace and in my personal life. It has me on a more proactive path to address key leadership and personal growth opportunities.”

– BEE course participant

Strategic Thinking: Driving Long-Term Success

What is strategic thinking, and how does it differ from other types of thinking? What decisions should be considered strategic, and how should they be formulated? This program, one of the pillars of *Leading Thinking*, will teach you a methodology for thinking strategically to identify your objectives and priorities and develop an agenda for long-term success. You will learn how to analyze assumptions, information, and frameworks to formulate strategic options for a positive outcome. Most importantly, you will practice your strategic thinking with an eye toward real-world implementation.

In this course, you will learn how to:

- Think strategically using a comprehensive framework to find, frame, and formulate challenges
- Identify and overcome common pitfalls in strategic thinking
- Learn how to apply strategic thinking to your own organization

OPM Competency Strategic Thinking

Tuition \$1,950
(additional \$200 fee for *MS-Leadership* student assessments)

Dates February 9-10, 2016
February 14-15, 2017



Brett Ziegler

Visioning and Leading Change

How can individuals in the middle of an organization lead change? Are there processes that can facilitate the implementation of change? More often than not, attempts at organizational change end in failure. In *Visioning and Leading Change*, you will discover new strategies for leading change that significantly improve the chances for successful implementation. You and your fellow participants will be introduced to the exclusive BEE model of “leading at the crossroads of change,” a new way to think about whom to engage in the change process, how to engage, and when to engage. Learn the process of visioning and how to construct a vision of ways in which your organization will create new value.

In this course, you will learn how to:

- Shift from a hierarchical “buy-in” mode of change to a collaborative “BEE-in” mode
- Deploy a change process that engages people to be part of the change
- Experiment with a new technology, ChangeCasting, to communicate change

OPM Competency Vision

Tuition \$1,950
(additional \$200 fee for *MS-Leadership* student assessments)

Dates March 8-9, 2016
March 7-8, 2017

“Well worth every minute in this course. I’m just taking over in a new position and this new perspective may have helped me avoid alienating my new team.”

- BEE course participant

Flexibility and Decisiveness

How do you make sound decisions in today’s context of uncertainty and ambiguity? How can you quickly adapt approaches based on circumstances and new information? In a complex global environment, leaders need to consider multiple perspectives simultaneously and avoid paralysis by analysis. This course provides insights on how to adapt to and work effectively within dynamic change, see possibilities that lead to breakthrough concepts, and employ models of decision making appropriate to the situation at hand.

In this course, you will learn how to:

- Adapt behavior based on circumstances, new information, and different contexts
- Manage overwhelming amounts of information and marshal resources for action
- Understand the dimensions of risk and be willing to take reasonable and ethical risks

OPM Competencies Flexibility, Decisiveness

Tuition \$1,950
(additional \$200 fee for *MS-Leadership* student assessments)

Dates September 15-16, 2015
September 13-14, 2016

“I would buy stock in this program if I could.”

- BEE course participant

ECQ 2: Leading People

Strategies for Conflict Resolution

What are the underlying sources of conflict in organizations? How can you resolve team or organizational conflict? This course helps you identify sources of conflict, and equips you with creative conflict resolution skills, including how to modify your own thinking and behavior. Through case studies and individual assessments, you will learn to construct strategies to manage conflict and practice conflict resolution techniques. You will leave with an action plan for applying a conflict-resolution process in your organization.

In this course, you will learn how to:

- Develop strategies to handle conflict in a positive way
- Identify your own preferred style as well as its strengths and limitations
- Harness the creative energy that comes from conflict to create better relationships

OPM Competency Conflict Management

Tuition \$1,950
(additional \$200 fee for *MS-Leadership* student assessments)

Dates June 14-15, 2016
June 13-14, 2017



Chris Maddaloni

Global Leadership: Leveraging Differences

What is global cultural competence, and why does it matter? How does global competence relate to diversity, and what strategies for inclusion can facilitate the achievement of organizational goals? This course examines how global and diverse perspectives can keep organizational thinking flexible, how inclusiveness can promote teamwork, and how differences can be leveraged to improve productivity. The classroom experience will help you develop skills to relate across cultures and contexts.

In this course, you will learn how to:

- Leverage multiple perspectives into organizational success
- Demonstrate global breadth of perspective to work across cultures
- Employ open, broad participation techniques to produce more effective results

OPM Competency Leveraging Diversity

Tuition \$1,950
(additional \$200 fee for *MS-Leadership* student assessments)

Dates June 8-9, 2016
June 7-8, 2017

“Never have I been a part of diversity training that approached this content in such a unique, thought provoking, and immediate life-changing way!”

- BEE course participant

Leaders Growing Leaders

With diminished funds for training and development, how can you develop a leadership pipeline for your organization? How can you foster leadership capabilities and connect with the different generations in the workplace? Take a deep dive into best practices for developing others. You will develop your own coaching skills so you can be a catalyst who equips employees with the ability to perform at higher levels. The course also teaches you about the unique attributes of each generational cohort in the workplace and identifies ways to connect with each of them.

In this course, you will learn how to:

- Understand characteristics and specific practices of effective coaches
- Apply coaching practices to your own coaching and mentoring situations
- Use feedback to create your own coaching action plan

OPM Competency Developing Others

Tuition \$2,575
(additional \$200 fee for *MS-Leadership* student assessments)

Dates November 3-5, 2015
November 1-3, 2016



Creating High-Performance Teams

How can you leverage team dynamics for maximum performance? What are the group dynamics and leadership behaviors that foster trust? How do you create cohesive and resonant teams for an efficient and high-performing workplace? Teams are essential to solving today's complex problems and piloting innovation. In this course you will learn about different types of teams, the stages of group development, and the foundational elements of successful teams. A diagnostic tool provides individualized feedback that you can apply to your own organization.

In this course, you will learn how to:

- Develop greater awareness of group behavior by studying group dynamics in action
- Design your own team development plan and map from thinking to conversation
- Create high-performing teams that understand team goals and how each member is expected to contribute to them

OPM Competency Team Building

Tuition \$1,950
(additional \$200 fee for *MS-Leadership* student assessments)

Dates April 26-27, 2016
April 19-20, 2017

"I developed a set of actions I want to implement in the coming months to create a new high performing team around a high priority facing my agency."

- BEE course participant

ECQ 3: Results Driven

Accountability for Results

How can leaders parlay the mandate for accountability into high performance? How can public organizations improve measurement and create a results-oriented climate? This course is based on an analytic tool that examines an organization to determine its overall health and capabilities. You will learn how to use the model to determine the readiness of your own organization to exemplify performance-based management. *Accountability for Results* will provide you with the diagnostic and tools for improving overall organizational effectiveness.

In this course, you will learn how to:

- Design appropriate measurement systems that can drive performance
- Measure your organization's capacity for performance and examine needed changes
- Develop strategies for ongoing assessment of performance and results-oriented leadership

OPM Competency Accountability

Tuition \$1,950
(additional \$200 fee for *MS-Leadership* student assessments)

Dates June 21-23, 2016
June 20-22, 2017

"The class was not what I expected but turned out to be better. I thought it would help me in developing metrics to assess my organization. Instead, it expanded my thought process to think about my organization and my role in it in different ways."

- BEE course participant

Leading Innovation and Creating New Value

How can you promote innovation as a mechanism to do more with less? What are the processes that underpin innovation? This course is another key element of the *Leading Thinking* paradigm and will help you promote innovation and drive the creation of new value in your organization. It will also help you understand innovation and entrepreneurship as effective problem-finding and problem-solving processes. You will learn both tools and frameworks applicable to enhancing innovation within your workplace.

In this course, you will learn how to:

- Develop thinking for accelerating the pace of innovation in your organization
- Manage the process of finding customer/constituent problems
- Explore opportunities for value creation within your organization

OPM Competencies Entrepreneurship, Customer Service

Tuition \$1,950
(additional \$200 fee for *MS-Leadership* student assessments)

Dates May 10-11, 2016
May 9-10, 2017



Problem Solving Through Critical Thinking

How many times have you and your team spent time, energy, and resources to solve a problem only to end up circling back and starting over again? How often do “solutions” fail to solve the right problems and waste countless resources? Unfortunately, too often leaders focus on problem solving instead of problem formulation—focusing on decisions instead of thinking processes. In *Problem Solving through Critical Thinking*, you will use *Leading Thinking™* principles to comprehensively formulate challenges using appropriate frameworks so that you can solve the right problem the first time and proactively manage your organization for long-term success.

In this course, you will learn how to:

- Lead your thinking and others' thinking to comprehensively formulate challenges
- Verify that you are solving the right problem
- Develop explicit and structured thinking processes

OPM Competency Problem Solving

Tuition \$1,950
(additional \$200 fee for *MS-Leadership* student assessments)

Dates May 3-4, 2016
May 2-3, 2017

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Stay abreast of what's happening at BEE with our online newsletter *Think. Learn. Lead.* We will keep you up to date on special events and newsworthy offerings so you never miss an important educational opportunity, research, or valuable networking event.

Sign up today and start benefiting from a deeper relationship with BEE.
www.brookings.edu/ExecEd



“Critical Thinking taught me not to “jump to solutions” before figuring out the root cause of the problem at hand. Now I find myself asking my team to stop and reflect - what’s our real purpose here? The process is helping us solve the right problem the first time around!”

- BEE course participant

ECQ 4: Business Acumen

Finance for Nonfinancial Managers

What do program managers need to know about federal financial management? What are the links between finance and program management? This three-day course on financial management will help you learn how to be a prudent financial steward and how to better perform aspects of your position that involve working with budgets and other financial requirements. You will discover how to ensure that funds are used consistently with their appropriations, develop a business case for outsourcing, and prioritize projects to maximize limited resources.

In this course, you will learn how to:

- Discover the link between financial information and program management
- Manage funds to their appropriations requirement
- Identify trends and uncover resources to meet future budget goals

OPM Competency Financial Management

Tuition	\$2,575 (additional \$200 fee for <i>MS-Leadership</i> student assessments)
Dates	October 20-22, 2015 October 18-20, 2016

"An outstanding course! The course material was excellent and on point. The course instructors were all experts in their field which allowed them to bring real life experience to the class. The course kept me engaged and met my expectations - often exceeding them."

- BEE course participant

Maximizing Human Capital

How can you leverage pay, performance management, and other incentives to motivate public employees, especially when facing continued budget constraints? How can you implement personnel reductions smartly, while taking into account current and future needs? This program will help you think and act more strategically when it comes to developing your agency's most vital resource: people. Learn how to think about human capital from an enterprise perspective and devise a plan that addresses every aspect of the employment life cycle. This course takes you through best practices of recruitment, retention, development, and reshaping your agency in the face of budget cuts.

In this course, you will learn how to:

- Recruit, retain, and develop a diverse, engaged workforce
- Prepare for strategic human capital challenges
- Develop sound strategies for reshaping your agency's workforce

OPM Competency Human Capital Management

Tuition	\$1,950 (additional \$200 fee for <i>MS-Leadership</i> student assessments)
Dates	April 6-7, 2016 April 4-5, 2017



Chris Maddaloni

Digital Government

When it comes to IT projects, do you ask the right questions—and understand the answers? How can you identify new technology trends that could fundamentally change how your agency does business? *Digital Government* is designed to provide you with a better understanding of digital technologies such as social media, wireless technologies, and cloud computing—and the barriers that may prevent their optimal use. You will discuss issues related to the adoption of digital tools, learn the language of this landscape, and develop insight into the economics of digital government.

In this course, you will learn how to:

- Optimize your agency's investment in new and evolving technologies
- Expertly discuss issues related to adoption of digital tools and technologies
- Understand how digital technologies may change the relationship between citizens and their government

OPM Competency Technology Management

Tuition	\$1,950 (additional \$200 fee for <i>MS-Leadership</i> student assessments)
Dates	May 16-17, 2016 May 16-17, 2017



Brett Ziegler



Announcing new book series on Policy Entrepreneurship!

BEE is excited to launch a new series of monographs that will provide a unique “insider’s” guide to policy development and implementation. Available from Brookings Press in late 2015, the series will provide advice on strategy, processes, and politics. The first monograph, *Policy Entrepreneurship*, by BEE adjunct faculty Lynn Ross will illuminate a model for active engagement in policymaking. Describing innovative tactics and critical framing tools, this book will help the aspiring policy entrepreneur better understand and maneuver the challenging political landscape. The second book, tentatively titled *Inside Congress: Floor Strategies and Tactics*, explains the many seemingly arcane and intricate procedures that need to be mastered for success in the policy arena. Written by Capitol Hill insiders, the book will provide essential knowledge for policy entrepreneurs.

Future books in the series will cover the Federal Budget Process (from the White House to the Hill) and Regulatory Processes. These detailed yet concise monographs are essential reading to anyone who wants to have an impact in Washington, DC.

ECQ 5: Building Coalitions

Building Networks and Partnerships

While networks are recognized as critical to solving the many “wicked” problems facing government today, how do you create relationships and partnerships across organizations to tackle these problems? How do you lead across a network of organizations to access needed resources and create practical and impactful solutions? In this essential class for the 21st-century leader, you will learn how to build networks and lead across the enterprise. You will learn enterprise leadership methods for finding, framing, and formulating cross-boundary challenges, and emerge with a greater understanding of how to create enterprise-wide solutions that provide great value for the public.

In this course, you will learn how to:

- Shift from a formal, authoritative role to a collaborative one
- Create opportunities to partner with others to achieve common goals
- Implement a new model of enterprise leadership to build and manage partnerships that produce real results

OPM Competency Partnering

Tuition \$1,950
(additional \$200 fee for *MS-Leadership* student assessments)

Dates September 21-22, 2015
September 20-21, 2016

“This was a wonderful course; the content was very helpful and interesting; this will assist me in my career. It was by far the most useful and relevant class I have taken in the last 5+ years.”

- BEE course participant

Leading Through Influence

How do you develop an ability to lead from any position in an organization? How can you be more adept in influencing those over whom you have little or no authority? In this course, you will learn how to influence people both within and outside your chain of command. You will develop key skills of informal leadership: navigating politics, understanding power, and exercising influence. In addition, you will learn ways to read and think through politically charged situations to resolve them.

In this course, you will learn how to:

- Appreciate your own influencing strengths and weaknesses
- Evaluate your own approach to influencing others and strengthen your skills in this area
- Enhance your ability to navigate the informal side of an organization in order to make change happen

OPM Competencies Influencing, Political Savvy (internal)

Tuition \$1,950
(additional \$200 fee for *MS-Leadership* student assessments)

Dates November 9-10, 2015
November 15-16, 2016



Brett Ziegler

The Art and Science of Negotiation

When should you use negotiating skills to resolve conflict or issues? Should you ever walk away from a negotiating table and, if so, when? In public service you need to be able to identify program and policy impact, and know the strategic value of understanding your best alternative. Successful negotiation goes beyond simple influence and persuasion techniques to a finely honed ability to comprehend how and when to apply sophisticated negotiation methods. In this dynamic, interactive course, you will examine the strategy and psychology of effective negotiation, ways to involve opponents in discussion, and how to enhance the likelihood of true consensus.

In this course, you will learn how to:

- Identify your own negotiation strengths and weaknesses
- Ask purposeful questions to facilitate group clarity around goals, processes, and roles
- Resolve disputes efficiently and effectively

OPM Competency Negotiating

Tuition \$2,575
(additional \$200 fee for *MS-Leadership* student assessments)

Dates June 28-30, 2016
June 27-29, 2017



Brett Ziegler

Bringing Cutting-Edge Instruction to Your Doorstep

BEE *with* **YOU**

Brookings Executive Education

Consider scheduling a *BEE with YOU* course at your organization. Offering the very same cutting-edge instruction you receive in our classrooms, *BEE with YOU* programs allow everyone on your team exposure to the same content and the opportunity to experiment together in its application. *BEE with YOU* has become a critical alignment tool in many agencies' arsenals.

- Your workforce learns from some of the best educators in the country
- Eliminates travel expenses and reduces per-attendee cost by about 50%

See p. 26 for more information.

FUNDAMENTAL COMPETENCIES

Interpersonal Savvy

How can you build better rapport and develop cooperative working relationships with a wide variety of people? How can emotional and social intelligence improve interpersonal skills and facilitate change? This course helps you develop the ability to gauge your impact on others, be attentive to emotional cues, and cultivate empathy. You will learn new thinking and behaviors that will help you build valuable skills and create a culture rich in feedback.

In this course, you will learn how to:

- Expand your emotional and social intelligence to become a resonant leader
- Build more productive relationships at work and with stakeholders
- Develop personal renewal for increased resonance and performance

OPM Competency Interpersonal Skills

Tuition \$1,950
(additional \$200 fee for *MS-Leadership* student assessments)

Dates February 23-24, 2016
February 22-23, 2017



Communicating for Success

What are the secrets of great communicators? How do you develop the ability to connect authentically with others and communicate your message clearly and concisely? Superb communication skills are critical differentiators between those who lead and those who are led. In this three-day class you will learn skills, strategies, and techniques that help you have the impact you want, whether it is one on one with colleagues or managing across the organization.

In this course, you will learn how to:

- Gain communication and presentation skills that engage, energize, and influence others
- Develop and structure a compelling story to effectively lead people
- Learn simple and proven techniques to polish your written communication skills

OPM Competency Oral Communications

Tuition \$2,575
(additional \$200 fee for *MS-Leadership* student assessments)

Dates October 27-29, 2015
October 25-27, 2016

"I have worked in communications for years and came with the expectation I would polish old skills. I was surprised at how many new skills the instructor brought to the table. I have a major presentation to give leadership next week and I have some important new tools in addition to new ways of approaching old techniques."

- BEE course participant

Ethics in Action: Leading with Integrity

How can you best determine what is truly in the public's interest? How do you decide between two "right" positions? This program will help you develop a new self-awareness as you gain the tools for moral reasoning and a robust ethical framework to assist in everyday decision making. Together we will explore the meaning of integrity, values, and beliefs—and how these shape our behaviors and actions. Examine the tensions between your own personal values and your responsibilities to the public—and discover how to address both with integrity.

In this course, you will learn how to:

- Think about and frame ethical dilemmas to make choices with confidence
- Discern differences, appreciate ambiguities, and weigh options in decision making
- Through enhanced self-knowledge, give voice to values for honest engagement with others

OPM Competency Integrity/Honesty

Tuition \$2,575
(additional \$200 fee for *MS-Leadership* student assessments)

Dates November 17-19, 2015
April 5-7, 2016
November 8-10, 2016
April 4-6, 2017

Note

This course is required for the *Certificate in Public Leadership*.

"The class is thoughtful and important for all leaders in the federal government. Now I understand the basis for the 'exceptional' reputation BEE has achieved throughout my agency."

- BEE course participant

Motivating People

How do you keep your workforce motivated, especially in an era of austerity? How do you achieve your organization's objectives with workforce reductions looming? And how can you help your organization cope with the stress of increased workloads and fewer resources? Developed with the current environment in mind, this course helps you identify sources of motivation and strategies to maximize them, helping you tap into inspiration generated by the noble calling to public service.

In this course, you will learn how to:

- Identify and utilize the different levers of motivation
- Enhance and strengthen the social fabric of your organization
- Stimulate and strengthen the organization's commitment to public service

OPM Competency Public Service Motivation

Tuition \$1,950
(additional \$200 fee for *MS-Leadership* student assessments)

Dates September 9-10, 2015
September 7-8, 2016

Note

MS-Leadership course credit for *Motivating People* can be earned via *Executive Leadership for America*.



Brett Ziegler

FUNDAMENTAL COMPETENCIES

Organizational Culture, Learning, and Change

What are learning organizations, and are there benefits in creating a climate of continual learning? How can leaders create a learning environment and culture? Organizational learning depends on situational awareness and the ability to organize for mindfulness. In this course you will explore the dimensions of knowledge and learning, and see how they affect individuals, teams, and the enterprise. You will come away with an understanding of how a true learning organization promotes genuine inquiry and facilitates the discovery of novel solutions to organizational problems.

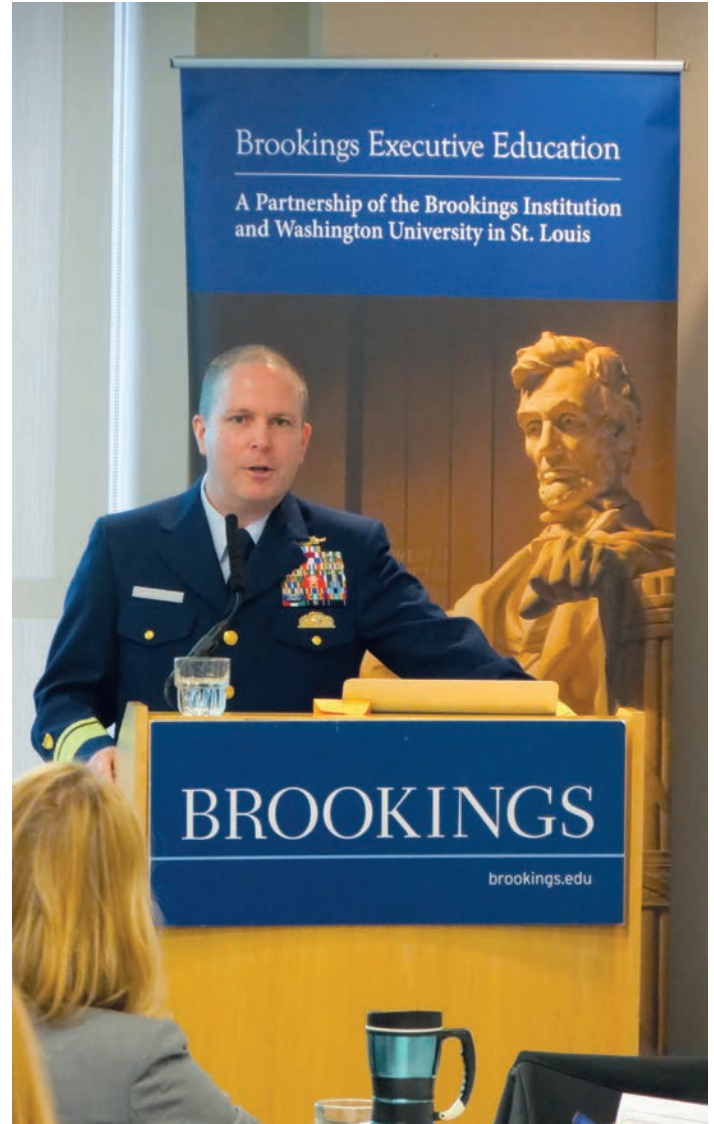
In this course, you will learn how to:

- Discover your own goal orientation and preferred learning style
- Uncover your organizational culture and opportunities for leading cultural change
- Diagnose your organization and identify potential areas for better alignment of its learning and knowledge-management processes

OPM Competency Continual Learning

Tuition \$1,950
(additional \$200 fee for *MS-Leadership* student assessments)

Dates May 24-25, 2016
May 23-24, 2017



Washington University in St. Louis

Founded in 1853, Washington University in St. Louis is an internationally recognized, independent university. The university founded its business school in 1917 and established an MBA degree program in 1950. The university has more than 12,000 students from all 50 states and more than 120 nations. It also has over 125,000 alumni, more than 18,000 of whom are graduates of Olin Business School, with alumni clubs in 53 cities around the world. Washington University in St. Louis has also been selected to host five presidential or vice presidential debates—more than any other institution.



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Women's Leadership Network

A New Approach to Executive Development for Women

Most programs designed to enhance women's leadership focus on addressing perceived developmental needs as opposed to building on the unique strengths of women. The BEE's *Women's Leadership Network* offers a developmental experience unlike any other: one that transforms leadership in organizations by maximizing the unique traits, skills, and abilities of women.

In a world of increasingly horizontal and fluid work arrangements, the traits more common to women—collaborative, group-oriented behavior—are fundamental for executive success. We believe that leveraging these strengths ideally prepares women for leadership positions in today's professional environment.

The *Women's Leadership Network* is an extraordinary learning journey. It is comprised of three 2-day sessions and a capstone. The curriculum for the *Women's Leadership Network* is distinct from other BEE leadership classes. However, based on results from a 360-degree assessment, you may want to supplement the learning with *Executive Pathways* courses that are based on the OPM ECQs. BEE will provide each participant with a \$500 credit toward up to two *Executive Pathways* programs taken within two years of completing the *Women's Leadership* program.



Chris Maddaloni

Fall Cohort

Strategies for Success

October 14-15, 2015

Leading Thinking and Leveraging Strengths

December 1-2, 2015

The Mind of a Leader

January 6-7, 2016

The Uniqueness of Women's Leadership

February 11, 2016

Spring Cohort

Strategies for Success

April 13-14, 2016

Leading Thinking and Leveraging Strengths

May 24-25, 2015

The Mind of a Leader

June 22-23, 2016

The Uniqueness of Women's Leadership

July 20, 2016

Tuition \$4,500

Leadership Residencies

Become wholly immersed in new ways of thinking and leading by attending one of our renowned leadership residencies. Engage with like-minded leaders who share your dedication to government service and renew, recharge, and re-energize your commitment to public leadership.

Since hosting the inaugural leadership course for government “super grades” in 1957, Brookings Executive Education (BEE) has continued the tradition by providing opportunities for public leaders to step out of their fast-paced environment, connect with peers, and develop strategies for executive success.

BEE leadership residencies are structured by grade level to provide a better opportunity to engage with your peers across the government, and share problems and best practices. Expert faculty facilitate interactive sessions and provide the basis for high-impact learning.

Executive Leadership for America and *Public Leadership 21C* partially fulfill the U.S. Office of Personnel Management SES Candidate Development Programs’ requirements for interagency classroom sessions. Either course may be taken to fulfill the leadership residency requirement to complete the *Certificate in Public Leadership*.



Jen Fariello

Participants Weigh In

- “The course helped me recognize ways to reframe some of the stressors and think about my next chapter and the legacy I wish to create before moving on and providing some tools for accomplishing my goals.”
- “The main benefit of the program to me was the chance to reflect on the reasons for entering and staying in public service. Public servants have been degraded in the press for many years now. It was a pleasure to spend time with dedicated professionals and was and is inspiring.”
- “Extremely motivating and really life changing.”
- “Wow! This program is outstanding. My mind is abuzz with ideas for concrete things I can do easily to improve my own effectiveness and that of my organization.”
- “This program provides great insights into how we go about serving the American public, with guidance on improving our impact on our organizations. More importantly, the program provides a unique opportunity to have a conversation about who we are, why we do what we do, and how we use our passion for public service every day to improve, as well as protect and preserve our country.”
- “Invitation to increase leadership skills via self-awareness, awareness of others, and peer interaction, guided by the top senior exec experts; eye-opening; privilege to attend.”

Executive Leadership for America

For SES and GS-15

In remarks he was to deliver on the afternoon of November 22, 1963, John F. Kennedy wrote, "Leadership and learning are indispensable to each other." *Executive Leadership for America* provides the opportunity for busy executives to connect with peers across government, learning more about common challenges and developing strategies for intentional change. Acknowledging the challenging times that confront public leaders today, this course offers you a week to refocus, re-energize, and restore your commitment to leading in the public sector. Unique instructional content addresses leadership renewal and how to reduce stress and pressure in your life and the workplace. Content centers on how attention to personal resilience and connection to broad social goals can create a deep emotional bond with the people you lead, thereby creating an inspired public service that is essential to achieving America's promise.

Tuition \$5,750
(includes lodging, meals, and course materials)

Dates September 27-October 2, 2015
April 17-22, 2016

Location Williamsburg, VA

Note

This course is required for the *Certificate in Public Leadership*. *MS-Leadership* students enrolled in this residency may receive credit for *Resilience in Leadership* and *Motivating People* upon completion of written assessments.



Public Leadership 21C

For GS-13 and GS-14

Today's organizations are hungry for leaders who live authentic lives, take vital action, and have a sustainable impact. In this residential program, you will pause, reflect, examine your current leadership thinking, and develop insights that can dramatically improve your leadership capabilities. This course will help you create the mental and emotional space to move from where you are to where you want to be. Emphasis is placed on leadership behaviors that energize the spirit, with a focus on understanding the daily habits that keep you concentrated and committed to achieving objectives.

Tuition \$4,950
(includes lodging, meals, and course materials)

Dates September 13-18, 2015

Location Williamsburg, VA

Note

This course is required for the *Certificate in Public Leadership*. *MS-Leadership* students enrolled in this residency may receive credit for up to two selected *Executive Pathways* series courses upon completion of a written assessment.



Daring to Lead

This residential course, required for *MS-Leadership* students, is open to all who want to develop and put in place a strong and enduring platform for leading in today's environment. Most leadership education programs jump right into competency development, assuming the foundations for leading have been previously laid. Unfortunately, far too often the basic building blocks for extraordinary leadership are overlooked. This program closes that gap.

Daring to Lead offers individuals aspiring to senior leadership positions the opportunity to build a personal philosophy for leading. Through an exploration of meaning, values, and mindsets, you will uncover the conditions to becoming a fully actualized leader. You will discover the power of values-based leadership, learn how to detect thinking traps and icebergs, and activate appropriate mindsets. *Daring to Lead* provides the underlying secret to leadership success.

- Tuition** \$4,500
(includes five nights' lodging, all meals, and course materials)
\$3,500
Non-residential tuition for local St. Louis area residents (includes lunch, breaks, and course materials)
- Dates** April 3-8, 2016
March 26-31, 2017
- Location** St. Louis, MO

Executive Mindset: The MS-Leadership Capstone

An executive mindset ultimately focuses on sustaining and advancing the mission of the entire enterprise. This kind of mindset is multifaceted and must attend to the entirety of the organization and its role in society, but that is not where an executive mindset begins. At the core of an executive mindset is a theory of leadership. This theory encompasses mental models as well as formal assessments of the situation, the organization, and opportunities, etc., which must be analyzed before rushing to judgment. Understanding the complexities of a situation, comprehensively formulating challenges and opportunities, and appreciating nuance are elements of an executive mindset. At the essence of this course is how leaders construct these sophisticated mental models and determine when and how to improve them.

This class is exclusively for *MS-Leadership* candidates.

- Tuition** \$4,500
(includes five nights' lodging, all meals, and course materials)
- Dates** December 4-9, 2016
December 3-8, 2017
- Location** St. Louis, MO



Chris Maddaloni

Workforce Solutions

Creating a workforce second to none is the ultimate objective of public leadership. Only through strong, high-performing, and engaged personnel can the government fulfill its mission. BEE has a series of classes designed to help you maximize employee talent and increase engagement.

Managing the Federal Employee: Discipline and Performance Process

For 20 years, Brookings Executive Education (BEE) has been proud to offer the acclaimed *Managing the Federal Employee: Discipline and Performance Process* program. In this lively class you will learn practical tools to expertly manage discipline and performance issues among your employees. With employee satisfaction surveys reporting that more than 25% of the workforce is underperforming, it is essential that managers address and resolve performance issues. Learn the basics of federal personnel employment law that relate to performance. Develop the ability to handle your most difficult employment issues, improve productivity, and avoid damaging lawsuits. This is required training for all new supervisors and essential learning for agency attorneys, human resource specialists, internal investigators, and auditors.

GSA Contract # GS-02-F-0048U

Tuition \$1,300

Dates October 7-8, 2015
March 22-23, 2016

Coach Development Program

The Coach Development Program is an eight-day intensive learning experience that uses proven methodologies, research in neuropsychology and emotional intelligence, and a process of inquiry and personal discovery by which coaching skills are developed. Through applied theory, intensive practice, and feedback from world-class faculty coaches, you will learn how to add unique value to your organization as a coach.

The experience will provide you with grounding in mindfulness, active inquiry, and intentional change. Upon completion of the program, you will have successfully completed the classroom component for certification by the International Coach Federation (ICF) at the associate level.

Tuition \$11,500

Dates July 20-23, 2015
September 8-11, 2015



Brett Ziegler



Brett Ziegler

Career “Pathing” and Succession Planning

Increased retirements as well as limited training and education funds have created conditions in which expertise in career development by all managers is essential to meet agency missions. BEE is offering a new workshop that addresses succession planning and employee career “pathing.” You will learn how to: forecast future workforce needs, identify and assess high-potential employees, and define the scope of succession planning needed by your organization. You also will acquire the tools to assist employees in identifying their desired career objectives and developing plans to meet them.

Tuition \$950

Date December 8, 2015

Recruitment and Retention Strategies

In an environment marked by sequestration, shutdowns, and marginal pay increases, how do agencies attract the best and brightest to government employment? While recruitment is typically a function of human resources, strategies for talent acquisition are the responsibility of all agency leaders. But once hired, how do agencies retain high-potential employees? This workshop will provide tools and insights into how to create a work environment that fosters talent retention, commitment, and engagement.

Tuition \$950

Date March 1, 2016



Brett Ziegler

Assessing the ROI of Training and Development

With training budgets under increased scrutiny and cuts, it is important that managers be able to quantify the impact of training activities. This workshop teaches you the return on investment (ROI) methodology for training and development; how to collect data and convert it to monetary value; and, most importantly, how to communicate the results. Not only will you learn how to measure and assess training activities, you will also develop tools to make important purchasing decisions for employee development.

Tuition \$950

Date June 2, 2016

Managing Across Generations

Following the “bathtub” effect of a generation of federal leaders retiring, replacements are being actively sought in young professionals, some of whom are coming straight out of college. This creates a unique set of challenges for senior executives and program managers as well as for the new employees themselves. Short-term success and long-term retention will hinge on the employees of different generations understanding one another’s strengths and weaknesses. In this workshop you will develop strategies to anticipate generational conflict and improve communication and teamwork among a multigenerational workforce. Most importantly, you will learn who today’s generations are, what motivates them as workers, and how they will shape our nation’s future.

Tuition \$950

Date August 4, 2015



Brett Ziegler

ECQ Writing Seminar

Being selected by your agency for an SES position is not the last hurdle to achieving your goal. OPM has a rigorous SES selection process, in which a panel of SES members independently evaluates your application against the government-wide standards for qualified executives. It is critical that your application, whether prepared by you or by your agency with your input, demonstrate that you have mastered the underlying competencies of the five executive core qualifications (ECQs). The ECQ writing seminar will show you how to present your experiences in a way that persuades the OPM panel that you possess the right qualifications. In this course you will learn how to understand what OPM is looking for in SES candidates and fine-tune your ability to write clear and persuasive executive qualifications statements.

Tuition \$950
\$750 for MS-Leadership students
and BEE Leadership Fellows

Dates November 12, 2015
April 28, 2016



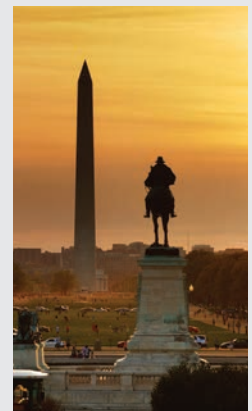
Brett Ziegler

What Is Leading Thinking?

BEE's paradigm for executive success is *Leading Thinking*. This curriculum is based on processes designed to lead one's own thinking as well as to lead others' thinking to create exceptional value and new capacities.

At the core of this new approach to leadership development can be found a set of processes of inquiry that lead to comprehensively formulating challenges, problems, and opportunities. *Leading Thinking* guides leaders on how to probe using Socratic methods to overcome common biases and foster improved teamwork, shared learning, and innovation. *Leading Thinking* helps leaders and their teams solve the right problem the first time, eliminating the cost and frustration of firefighting and repeated efforts at problem solving. It also provides methods for accelerating the advancement of leaders' thinking. Four classes ground you in this framework: *Visioning and Leading Change*, *Leading Innovation*, *Problem Solving through Critical Thinking*, and *Strategic Thinking*. And all of BEE's *Executive Pathways* courses contribute to *Leading Thinking*.

Contact us to learn how you can deliver this content onsite to create a cadre of leaders able to create exceptional value for others.



How to Register

Online: www.brookings.edu/ExecEd

Phone: 800-925-5730

Email: registrar@brookings.edu

Online Registration

Our secure online registration saves time and streamlines the registration process. You can register yourself and others quickly and efficiently, and have the flexibility to make payments, update your profile, generate invoices, and verify enrollment. Visit www.brookings.edu/ExecEd for details or click the "Register" button for any course listed on our website.

Registration Policy

Registrations cannot be processed until we receive payment in full or an approved government purchase order. You will receive written confirmation within 10 business days after we receive both your registration and complete payment information. An incomplete submission of registration information does not guarantee space in a course.

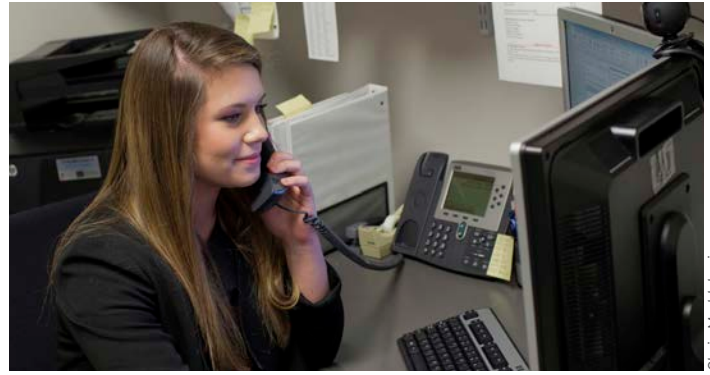
For all residential courses, payment in full is required prior to the start of the course. See Payment section for details. Participant substitutions are allowed without penalty and strongly encouraged in circumstances where an original participant is unable to attend his or her scheduled program. However, Brookings Executive Education (BEE) reserves the right to accept or reject a substitute for programs requiring minimum management levels.

Calendar Days Before Program	Substitutions?*	Transfer Fee	Cancellation Fee
30 days or more	Yes	None	None
15-29 days	Yes	25% of original cost	50% of original cost
14 days or less	Yes	50% of original cost	100% of original cost
Residential programs: 45 days or more	Yes	None	None
Residential programs: 44 days or less	Yes	100% of original cost	100% of original cost
Fellowship programs: 14 days or less	No	None	50% of original cost

*Provided the substitute meets the stipulated GS or SES level. All requests for cancellations, substitutions, or transfers must be made in writing. You may email registrar@brookings.edu or send a fax to 202-797-4363.



Brett Ziegler



Chris Maddaloni

Cancellations/Absences

If for any reason, BEE cancels a course, BEE cannot assume responsibility for travel costs. We will make every effort to immediately notify registrants of a cancellation and will work with participants to find an appropriate course into which they can transfer. Such transfers will not be subject to the transfer fees discussed below.

Should a participant be absent from any day or portion of a BEE program due to weather, illness, or other circumstances, we will be unable to reimburse the participant for any portion of the course tuition, or offer complimentary participation in any subsequent iteration.

Payment

Payment in full is required for all residential and international programs. An approved government purchase order does not guarantee registration for residential programs; it will serve as an invoice requesting payment. Additionally, government-approved purchase orders must be received 30 days before the start of any residential course to allow sufficient time for invoicing and prepayment.

Payment can be made by:

- Credit card (Visa, MasterCard, and American Express)
- Government purchase card (IMPAC)
- Check (made payable to Washington University—Tax ID No: 43-0653611)
- Approved government purchase order
- Money order
- Wire transfer

Program fees and course schedule are subject to change without notice. Please call or see individual web pages for the most current information regarding BEE program fees and schedules.

Group Discounts

Group discounts are available on a select basis, and restrictions apply. Please contact BEE at registrar@brookings.edu for further information.

Program Locations and Times

Unless otherwise indicated in the description or on the website, all programs will be held at the Brookings Institution:

1775 Massachusetts Ave., NW
Washington, DC 20036

Most programs begin at 8:30 a.m. on the first day and end at approximately 4:30 p.m. on the last day. Exact times will be included in the final agendas. Visit the specific program web page for additional details. Attendees will receive an agenda two weeks before the course.

Privacy Policy

Brookings Executive Education, Washington University in St. Louis, and the Brookings Institution value your private information and will not share personal data with third parties, except where required. By providing your information, you agree to follow future communication from Brookings unless otherwise indicated in writing. You may opt out of these communications at any time.

Photography

Brookings Executive Education reserves the right to use photos taken during program activities for promotional purposes. Although photographs are taken infrequently during programs, we invite participants who do not wish to be photographed to inform our staff.

Access our full registration policies online at www.brookings.edu/ExecEd.

Leading
Thinking®

Brookings Executive Education

A Partnership of the Brookings Institution
and Washington University in St. Louis

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WASHINGTON, DC
PERMIT NO. 13

1775 Massachusetts Ave, NW
Washington, DC 20036

800-925-5730
brookings.edu/ExecEd
registrar@brookings.edu