



Leading
Thinking®

Course Catalog 2016–2017



Brookings Executive Education

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

A letter from
Jackson Nickerson

Associate Dean
and Director,
Brookings
Executive
Education



Preparing for the Transition

As the nation prepares for a Presidential election in 2016 and a new Administration in 2017, I invite current leaders and new appointees to engage with Brookings Executive Education (BEE) to acquire new thinking and new tools to help you lead change at a consequential time in our nation's history.

As Associate Dean and Director of Brookings Executive Education, I have had the extraordinary opportunity to work with many talented government executives who are committed to making a difference for our country. I know firsthand that the United States is blessed with a public service second to none. I am honored to be part of an enterprise that seeks to provide our public leaders with the new or enhanced capabilities needed to lead their agencies in volatile and uncertain times.

The next Administration will be faced with seemingly insurmountable problems that require new and fresh approaches to leading. In this regard I believe BEE has a significant role to play. BEE is a unique combination of one of the nation's leading business schools (Washington University in St. Louis' Olin Business School) and the number one ranked public policy research organization (the Brookings Institution). This distinctive partnership has produced a novel, practical, and impactful curriculum designed to equip public leaders with business knowledge that can be immediately applied in government settings.

I encourage agency leaders and new appointees to investigate what BEE has to offer. When you compare our curriculum with any other, you will find that our cutting-edge, research-based instruction will provide you with the insights and processes to successfully lead change. I urge all current and aspiring leaders to explore the many BEE offerings that will transform you and help you transform your organizations.

Throughout this catalog you will find quotes from our students and participants that attest to BEE's quality and impact. It is this overwhelmingly positive feedback that allows me to claim that BEE is helping our country meet and surmount the challenges of the 21st century, one public leader at a time. I hope BEE will have the opportunity to support you in the upcoming year of transition and change.

Duce a mente (may you lead by thinking),

A handwritten signature in black ink that reads "Jackson Nickerson". The signature is fluid and cursive.

Jackson Nickerson, Ph.D.



Stephen Finn

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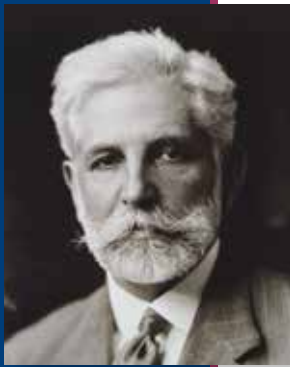
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Robert S. Brookings

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 15th 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 partnerships 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 to be continuously ranked as 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 BEE Executive 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.



 **Washington**
University in St. Louis
OLIN BUSINESS SCHOOL



BROOKINGS

“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

Expand
Your Ability

Certificate and Degree Programs

800.925.5730
brookings.edu/ExecEd

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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. 46, and *Ethics in Action: Leading with Integrity*, p. 44), any of our courses may be credited toward CPL completion, including *BEE with YOUs* (p. 18). 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



Tamzin Smith Photography

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 have the option to take a complimentary 180° leadership assessment to help you identify your strengths, spotlight areas for development, and plan a course of study.

The *CPL* 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 *CPL* 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 Public Leadership Requirements

Ethics in Action: Leading with Integrity (p. 44) 3 days
Choice of (one of below):

- *Executive Leadership for America* (p. 48) (for GS-15 and SES candidates)
- *Public Leadership 21C* (p. 48) (for GS-13 and GS-14)
- *Daring to Lead* (p. 48) (for GS13-15) 5 days

Elective courses (choose any 3-6 BEE courses) 12 days

Total 20 days

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.

Certificate in Policy Strategy Requirements

Mandatory Courses:

Choice of:

- *Inside Congress* (p. 21) 4 days
- or-
- *Executive Inside Congress* (p. 21) 2 days

Inside the White House (p. 22) 3 days

The Insider's Legs and Regs (p. 22) 3 days

The Insider's Budgetary Process (p. 23) 2 days

Politics and Policymaking (p. 23) 2 days

Global Challenges, Threats, and Opportunities: U.S. Perspective (p. 24) 2 days

Elective Courses:

Choice of (one of below):

- *Regional Challenges, Threats, and Opportunities: The Middle East* (p. 26) 2 days
- *Regional Challenges, Threats, and Opportunities: The Americas* (p. 26) 2 days

Total 16-18 days

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. 21) and two courses from the *Global Challenges* series (one mandatory and one elective, p. 24). 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 CPS. 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**.

"In my professional opinion, the CPS is a 'must do' for anyone moving into a senior position within their respective agency. The prescribed course of study provided me with the necessary baseline understanding of policies and procedures that govern the functions of the executive and legislative branches and provided me with the confidence I need to effectively participate in those processes. I can't thank Brookings enough!"

- CPS Recipient

Master of Science in Leadership

The Thinking, the Tools, 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.

Program Overview

The *MS-Leadership* degree is an executive-level master's degree designed for working professionals. As a student you will have a great deal of flexibility to determine your pace of study. Individuals enrolled in the program are matriculated students of the top-ranked Washington University in St. Louis.

Coursework

The majority of the *MS-Leadership* degree program is completed through courses held at the Brookings Institution. Each DC-based course is conducted as a short two- or three-day module. In addition to courses at the Brookings Institution, you also will attend two, week-long residential courses in St. Louis.

Demonstrate ROI

As an *MS-Leadership* student, you will write a short assessment paper for each course taken. Through these individual assignments, you will find and formulate challenges in your workplace, implement tools learned in courses, and reflect on the process. This model for assessment enables you to immediately apply course concepts and grow your leadership capabilities.

Additionally, these papers can also serve as agency documentation of return on investment for course funding and demonstrate that all four levels of the Kirkpatrick Model for training (a standard evaluation approach) are achieved.



Develop Mastery

An *MS-Leadership* degree will prepare you to meet today's challenges head-on. The curriculum was developed for those who are immersed in the challenges of today's government. Content focuses on developing the leadership abilities needed to comprehensively frame challenges, work with others to come up with creative and valuable solutions, and then implement them even in the most difficult of circumstances.

Master OPM ECQs

While pursuing the *MS-Leadership* degree, you will demonstrate your proficiency within each of the Office of Personnel Management's (OPM) Executive Core Qualifications (ECQs), a set of competencies necessary for senior government executives called to solve complex agency- and government-wide problems. By the end of the program, our students demonstrate mastery of the federal government's ECQs.

"This degree is an excellent way to learn, whether you are currently Senior Executive Service or aspiring to it. I have applied the new frameworks and tools learned to a wide range of immediate challenges with outstanding and lasting results."

- MS-Leadership Graduate

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 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

"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."

- MS-Leadership Graduate



"The MS-Leadership program is what graduate school should be... (it) was far and above the best professional development experience I have ever had... at the end of the program you will be smarter, wiser, and better able to deliver value to your country, state, and community."

- MS-Leadership Graduate

Curriculum and Program Requirements

As an *MS-Leadership* student, you will select courses from our *Executive Pathways* series offered throughout the year. A full list of applicable courses can be found on pages 32-45. You are required to take a minimum of two courses a calendar year to maintain active student status, but are strongly encouraged to take more.

The MS-Leadership Degree Requirements

25 credits hours at the Brookings Institution in Washington, DC

- *MS-Leadership* courses are offered as two- or three-day modules.
- Credit is earned once the final assessment is submitted and graded following the course.

Two-day courses = 1 credit hour

Three-day courses = 1.5 credit hours

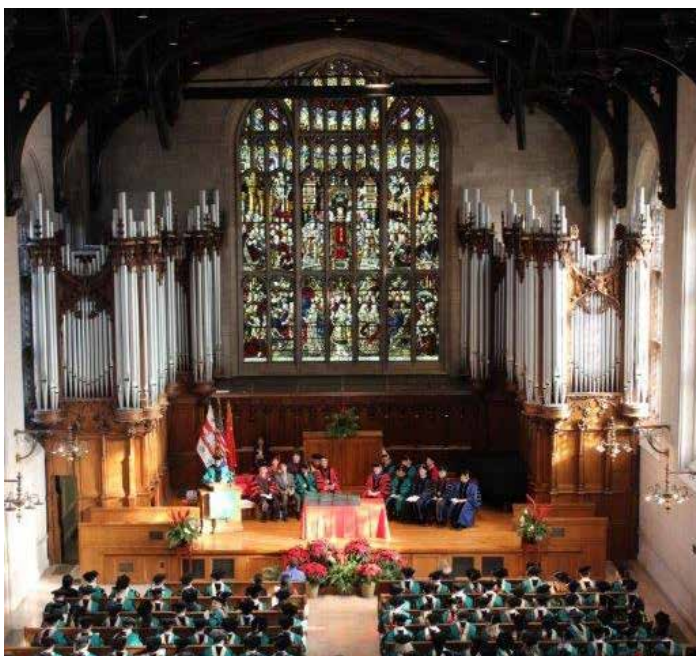
5 credits at the Olin Business School in St. Louis.

Five-day course = 2.5 credit hours

BEE alumni may be granted credit for up to three courses taken prior to *MS-Leadership* enrollment. To receive credit you must submit a course assessment and pay the corresponding assessment fee for each course you wish to be granted *MS-Leadership* credit. Applicable courses are determined on a case-by-case basis.

“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...It was a transformational experience.”

- *MS-Leadership* Graduate



Tuition

The *MS-Leadership* degree is a pay-as-you-go program. There is no yearly tuition or other annual student fee.

For FY 2017, *MS-Leadership* students pay

Two-day course (1 credit): \$1,950 course fee plus \$200 assessment fee

Three-day course (1.5 credits): \$2,575 course fee plus \$200 assessment fee

The standard course fee and the \$200 course assessment fee are required at the time of each course's registration. The assessment fee covers the feedback from course faculty and BEE's writing coach on the student's written assessment.

How to Apply

To apply for the *MS-Leadership* please submit:

- an application
- transcripts
- a résumé
- a personal statement detailing why you are interested in pursuing the *MS-Leadership*

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.

Brookings Executive Education and Washington University encourage and give full consideration to all applicants for admission, financial aid, and employment. The university does not discriminate in access to, or treatment or employment in, its programs and activities on the basis of race, color, age, religion, sex, sexual orientation, gender identity or expression, national origin, veteran status, disability or genetic information. Inquiries about compliance should be addressed to the University's Vice Chancellor for Human Resources, Washington University, Campus Box 1184, One Brookings Drive, St. Louis, MO 63130.



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 14,000 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.

 **Washington University in St. Louis**
OLIN BUSINESS SCHOOL



BEE for Veterans

Take Charge! Leverage Your Military Experience into Civilian Success

During your military service, you always placed the mission first, never accepted defeat, never quit, and never left your comrades or team behind. Now you are looking ahead to building a civilian career and continuing to serve the American people — either in public or private service. How will you leverage your years of military experience to be a leader in the civilian world? With Brookings Executive Education (BEE) as your education partner, we can help you build on your years of service to transform yourself into an exceptional civilian leader through the *Master of Science in Leadership (MS-Leadership)*.

The Veterans at BEE have taken charge of their leadership path and understand firsthand the power of BEE's leadership development programs. They've transitioned and broadened their military skills and abilities and developed new mindsets for success in civilian government.

Like other Veterans at BEE, you will experience a learning environment that enhances thinking and sharpens tools to address complex challenges. BEE staff understand and support the educational needs of Veterans, providing coaching and mentoring throughout their BEE journey.

At BEE you will join a team of dynamic *MS-Leadership* students and alumni who are innovative, strategic, and transformative leaders. We encourage you to join with our community to develop your skills as a senior leader to prepare for the challenges ahead.

Grow your competencies and capabilities to prepare for executive leadership. Take charge of your career using your GI Bill® benefits to earn a:

- *MS-Leadership*
- *Certificate in Public Leadership*
- *Certificate in Policy Strategy*
- *Legis Congressional Fellowship*

Visit brookings.edu/BEE4Vets for more information.

"As a new veteran, I experienced the cultural differences between leading in a 'military context' and leading in a 'civilian context' – it was a humbling challenge. The BEE programs added new facets to my military leadership experience that elevated my value to the agency and team as a civilian leader."

- BEE Veteran Participant



"The Master of Science in Leadership program personally transformed my approach to leadership, taking me beyond my military experiences. My department now views me as the person who creates teams to solve what are seemingly unsolvable problems. The knowledge I have gained from this graduate program has accelerated my federal service career. It has launched me beyond my expectations!"

- BEE Veteran Participant



Enhance
Your Career

Fellowships



Executive Fellowship

Aspiring executives can now develop the thinking and behaviors needed for senior level success at a significantly reduced cost compared to centralized agency programs or individual courses through a year-long cohort-based interagency experience, all while potentially earning credit towards the *MS-Leadership*.

Prepare yourself for senior leadership positions in your agency by becoming a BEE Executive Fellow, a unique “customizable cohort” learning experience. As a BEE Executive Fellow, you will attend five cohort courses that ground you in BEE’s research-based, award-winning paradigm for executive success: *Leading Thinking*. You also will receive vouchers to attend other BEE competency-focused leadership courses to close any perceived leadership gaps. In addition, you will benefit from the close relationships developed with other fellows in the cohort courses and expand your networks further by interacting with the entire BEE learning community in open enrollment courses.

Executive Fellows will start the program with an assessment and feedback session. A 360° leadership assessment based on the OPM ECQs will provide a baseline from which to assess strengths and learning opportunities. Included in the tuition is a one-hour feedback session with an executive coach who has recently retired from the SES.

In addition to attending five two-day courses with the BEE Executive Fellows cohort, you will receive vouchers to attend five open enrollment leadership courses (listed in the *Executive Pathways* section of the catalog, pages 32-45) based on the specific knowledge, skills, and behaviors you want to develop. At the conclusion of the fellowship, you will have the opportunity to take a 180° assessment, providing you with data about how you are now perceived as leader in your organization.

“Highly recommend for career development, by far one of the best management programs I have attended in 31 years of government service. You will not be disappointed if you enroll in this program.”

- BEE Executive Fellows Participant



Tamzin Smith Photography

Executive Fellows also will have the option of composing 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 an SES application. Finally, as an Executive Fellow you will attend BEE’s *SES Boot Camp* that will provide insight into the Qualifications Review Board (QRB) process and how to develop a first-rate application package.

The 12-month program consists of a total of 20 classroom days, and the BEE Certificate of Public Leadership is granted upon completion of the fellowship.



Tuition: \$12,000

2016/17 Cohort: October 2016-September 2017

Application Deadline: August 15, 2016

Cohort Courses

- October 5-6, 2016 - *Leading Thinking and Problem Solving*
- January 11-12, 2017 - *Interpersonal Savvy*
- March 28-29, 2017 - *Leading Through Influence*
- June 6-7, 2017 - *Leading Innovation and Creating Value*
- September 19-20, 2017 - *Enterprise Leadership*

Five vouchers to be used on *Executive Pathways* courses — Oct. 2016 - Sept. 2017 (See pages 32-45 for eligible courses)

2017/18 Cohort: October 2017-September 2018

Application Deadline: August 14, 2017

Cohort Courses

- October 11-12, 2017 - *Leading Thinking and Problem Solving*
- January 9-10, 2018 - *Interpersonal Savvy*
- March 28-29, 2018 - *Leading Through Influence*
- June 5-6, 2018 - *Leading Innovation and Creating Value*
- September 18-19, 2018 - *Enterprise Leadership*

Five vouchers to be used on *Executive Pathways* courses — Oct. 2017 - Sept. 2018

SES Boot Camp

Fellows have the option of attending one of the following seminar sessions:

November 2-3, 2016

May 17-18, 2017

"In general, the training is a cut above anything else I've experienced in the DC area. Instead of second- or third-generation recapitulations or summaries of research, you've often presented with the researchers themselves. I'm extremely grateful for this program."

- BEE Executive Fellows Participant

"I feel privileged to be a part of BEE. The speakers, materials, and program support are unbelievable. High-quality, high-profile, timely content and presenters. If you have the opportunity to participate in this program, jump on it."

- BEE Executive Fellows Participant

Be a BEE Fellow

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

You will need to provide:

- a current 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

Executive Fellows Add-on:

BEE is pleased to offer a unique opportunity for Executive Fellows to extend your professional development experience via executive coaching. A series of 10 coaching sessions is available at a discounted price of \$1,500. Coaching is conducted by phone with a certified executive coach and BEE faculty member. Coaching may be purchased at any time during your Fellowship.



Tamzin Smith Photography

"BEE provides dedicated, thoughtful instruction that is applicable to the federal workforce and promotes exceptional leadership. Thank you for this valuable experience and guidance to become the leader I want to be."

- BEE Executive Fellows Participant



Tamzin Smith Photography

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 to Congress
- Ability to position your agency to more productively engage with Congress



Tamzin Smith Photography



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.

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.

"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."

- BEE Legis Fellow

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 7 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 3-July 28, 2017

Applications Due October 28, 2016

Tuition \$4,525

Full year

Dates January 3-December 15, 2017

Applications Due October 28, 2016

Tuition \$6,135

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



Tamzin Smith Photography

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 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

Eliminate
Travel/Save
Resources:
Bring BEE
to You

BEE with You



Bring BEE to your agency through BEE with YOU

Enact an agency-wide cultural shift by having BEE deliver award-winning curriculum to your people, anywhere in the United States. 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. In addition, many agencies are utilizing *BEE with YOU*s as an opportunity to provide their high-potential employees with an invaluable credential, BEE's *Certificate in Public Leadership*. *BEE with YOU* participants also have the opportunity to receive credit toward the *MS-Leadership* degree from many of the *BEE with YOU* courses.

An Innovative Way to Stretch Resources

Purchasing BEE 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 faculty as those who take courses at BEE 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. Courses are purchased under Simplified Acquisition Procedures providing you with Just-In-Time solutions to workforce development.

"I learn so much from the Brookings courses. These offer insights for life as well as work. Kudos to my agency for making these available."

- *BEE with YOU* Participant



"I'm very impressed with the Training Division for bringing such valuable opportunities to the workforce."

- *BEE with YOU* Participant

Enhance your *BEE with YOU*!

Enhance a *BEE with YOU* with pre-program engagement. Prior to the program date you have the option to engage with BEE faculty to identify agency change initiatives or priorities. This information then will be used to develop agency-specific case studies, allowing you to use classroom instruction to tackle some of your agency's toughest challenges.

Enhance your *BEE with YOU* with post-program follow-up sessions. Take the *BEE with YOU* experience to the next level and engage in post-program video follow-up sessions with BEE faculty to evaluate the status of content application and implementation.

For information on pricing for enhancement options contact registrar@brookings.edu.

In addition to the leadership and policy courses* offered as *BEE with YOU*s, components of the residential and Women's Leadership Network programs can be delivered onsite through *BEE with YOU*s.

BEE with YOU is the affordable, efficient, and strategic solution to developing your people for an agency-wide impact.

For information on how you can bring BEE's award-winning content on-site to your organization contact registrar@brookings.edu.

Eligible courses designated throughout the catalog by 

Engage in
the National
Dialogue,
Understand
the Global
Landscape

Policy Courses

800.925.5730
brookings.edu/ExecEd

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Immersion in governmental processes: Inside Government Series

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.

2017: Hear from the experts on the transition; learn to navigate the system with new power brokers and a new set of priorities.

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 11-14, 2016
September 12-15, 2016
May 8-11, 2017

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 14-15, 2017

"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

Policymaking 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, 2016
June 12-14, 2017

"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 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 18-20, 2016



Tamzin Smith Photography



Tamzin Smith Photography



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 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 15-16, 2017

"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 Competencies Political Savvy, External Awareness

Tuition \$1,950

Dates September 21-22, 2016
April 18-19, 2017



Strategies for worldwide engagement: Global Challenges Series

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.

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 6-7, 2016



Iamzin Smith Photography

"This course helped to develop and in many ways, shift my global mindset, taking it to a whole new level. It has also brought tools of academia to global organizational resilience and leadership."

- BEE Course Participant

Policy Entrepreneurship®

How can individuals, public leaders, and businesses engage policymaking and regulatory processes? Who are the key actors in these processes? When can engagement make a difference in policy and regulatory outcomes? What are the critical junctions in these processes? How can opportunities be created and seized?

While American democratic institutions invite—if not expect—a wide variety of active domestic actors to engage the policy and regulatory arena, these processes are often opaque and difficult to navigate even for a seasoned observer. Engaging the legislative and executive branches of the federal government to affect policy and regulation requires entrepreneurial skills. Indeed, policy entrepreneurship may be a competency as important as business entrepreneurship.

To help people develop these skills, Brookings Executive Education (BEE) introduced a set of courses and seminars to advance strategic thinking and entrepreneurial skills to engage federal institutions. BEE Policy Entrepreneurship® programs are designed to help leaders develop strategic thinking about when and how to play a critical role in the development of policy and regulations. The programs bring together legislative, regulatory, business, and other actors with deep experience on all sides of the process to create fundamental skills and insights on how to fully engage these processes.

Through BEE's courses *Inside Congress* and *Executive Inside Congress*, learn the ins and outs and nuances of how bills are initiated, written, and passed. *Inside the White House* will pull back the curtain to more fully reveal how the Executive Branch enacts and implements vague legislation and uses rules, regulations, executive orders, and other mechanisms to affect the business environment. BEE invites you to participate in *The Insider's Legs and Regs* where you will learn the interconnections and pivot points between the policy formation process and its implementation.

With the increasing interaction between government and business, BEE's Policy Entrepreneurship® programs are a must for business and government leaders alike!

"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

Register Online in 5 Easy Steps

Don't have a Brookings Executive Education account yet? Registering others for courses? Create an online account to register multiple participants—including yourself, through the online registration portal.

<http://www.brookings.edu/about/execed/register>

1. First, create your own personal account (delegates will need to create their own personal account in order to register others). Click the "Create a New Account" button and complete using your information.
2. Once your profile is completed, sign in to the portal.
3. Select the "add participant" button to add the actual participant's name before selecting courses. You can register yourself, and you can act as a delegate to register others.
4. Complete the "add participant" dialog box.
5. Select appropriate course or courses needed and proceed to checkout. You can pay by credit card, purchase order (must submit a hard copy of the purchase order to BEE Registrations), or you can select pay by check to pay later.

If questions arise during the process, please do not hesitate to reach out to registrar@brookings.edu or call 202-797-6276 for assistance.

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 on 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 March 28-29, 2017



Tamzin Smith Photography



Tamzin Smith Photography

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 do policy decisions in the United States 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 June 27-28, 2017

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

- BEE Course Participant

Policy Entrepreneurship® Series

from Brookings Press

Each short book in the series explains a specific aspect of the politics, policies, and processes of Washington—including the ins and outs of introducing a bill in Congress, how committees work, and how policies are both formulated and implemented.



Inside Congress: A Guide for Navigating the Politics of the House and Senate Floors

Trevor Corning, Reema Dodin,
and Kyle W. Nevins

Required reading for anyone who wants to understand how to work within Congress

To the novice—whether a newly elected representative, a lawmaker’s staff on her first day at work, or a consultant visiting Washington—the entire process can seem incomprehensible. What is an open rule for a House Appropriations bill, and how does it affect consideration? Why are unanimous consent agreements needed in the Senate?

The authors of *Inside Congress*, all congressional veterans, have written the definitive guide to how Congress really works. It is the accessible and necessary resource to understanding and interpreting procedural tools, arcane precedents, and the role of party politics in the making of legislation in Congress.

Trevor Corning formerly managed the Brookings Legislative Fellows program. As a member of CHIEF’s strategy team, Corning helps organizations reach their true potential by designing and delivering strategic plans and messaging platforms.

Reema Dodin serves as Floor Director to the Assistant Democratic Leader, Senator Richard Durbin, where she runs the whip operation for the Senate Democratic caucus. Prior to her current role, Dodin served as Senator Durbin’s Floor Counsel and Research Director and as an aide to his Judiciary Subcommittee on Human Rights and the Law.

Kyle W. Nevins has over a decade of congressional experience, serving in a variety of staff positions in the U.S. House of Representatives. He is cofounder and partner at Harbinger Strategies, a government relations firm based in Washington, DC.



Policy Entrepreneurship: A Guide to Shaping and Understanding Policy

Lynn C. Ross

Examining the impact of policy entrepreneurs at all stages of policymaking

Public policymaking in the United States is a dynamic, complex, and circuitous process. That’s where policy entrepreneurs come in. These critical shapers of change are the engines that drive the whole policy process. Lynn C. Ross, an executive branch veteran, lays out what it takes to be a policy entrepreneur.

Building from John W. Kingdon’s classic streams model (Agendas, Alternatives, and Public Policies), Ross uses prominent case studies to assess the impact of policy entrepreneurs on policy change and shares their strategies.

Anyone who hopes to have any impact on policymaking will benefit from learning how to think and act like a policy entrepreneur.

Lynn C. Ross is director of the Master of Policy Management Program (MPM) and associate teaching professor at Georgetown’s McCourt School of Public Policy. She has also taught at the U.S. State Department’s National Foreign Affairs Training Center and the U.S. Department of Defense’s Senior Leader Development Program. Ross also served in the Executive Office of the President, Office of Management and Budget and has worked on Capitol Hill with the Senate Environment and Public Works Committee.

2016–2017 Course Calendar

2016

July

- July 11-14 Inside Congress:
Understanding the Legislative Process
- July 12-13 Strategic Thinking:
Driving Long-Term Success
- July 26-27 Managing Across Generations

August

- August 10 Preparing for the Transition

September

- Sept 7-8 Excellence in Customer Service
- Sept 11-16 Public Leadership 21C
- Sept 12-15 Inside Congress:
Understanding the Legislative Process
- Sept 13-14 Flexibility & Decisiveness
- Sept 21-22 Building Networks & Partnerships
- Sept 21-22 Politics & Policymaking
- Sept 25-30 Executive Leadership for America
- Sept 28-29 Motivating People

October

- Oct 5-6 Executive Fellows:
Leading Thinking/Leading Change
- Oct 5-6 Resilience in Leadership
- Oct 17-18 Managing the Federal Employee:
Discipline and Performance Process
- Oct 18-20 The Insider's Legs & Regs
- Oct 18-20 Finance for Nonfinancial Managers
- Oct 19-20 Women's Leadership Network:
Strategies for Success
- Oct 25-27 Communicating for Success

2016

November

- Nov 2-3 SES Boot Camp
- Nov 8-10 Ethics in Action: Leading with Integrity
- Nov 15-16 Leading Through Influence
- Nov 16-17 Inspiring Creativity
- Nov 16-18 Inside the White House

December

- Dec 6-7 Global Challenges
- Dec 6-8 Leaders Growing Leaders

2017

January

- Jan 3-12 Legis Congressional Fellowship Orientation
- Jan 10-11 Women's Leadership Network:
Leading Thinking & Leveraging Strengths
- Jan 11-12 Executive Fellows: Interpersonal Savvy

February

- Feb 14-15 Strategic Thinking:
Driving Long-Term Success
- Feb 15-16 The Insider's Budgetary Process

2017

March

- Mar 7-8 Visioning and Leading Change
- Mar 14-15 Executive Inside Congress
- Mar 14-15 Interpersonal Savvy
- Mar 14-15 Managing the Federal Employee: Discipline and Performance Process
- Mar 21-22 Women's Leadership Network: The Mind of a Leader
- Mar 26-31 Daring to Lead
- Mar 28-29 Executive Fellows: Leading Through Influence
- Mar 28-29 Regional Challenges: The Middle East

April

- Apr 4-6 Ethics in Action: Leading with Integrity
- Apr 11-12 Maximizing Human Capital
- Apr 18-19 Politics & Policymaking
- Apr 19-20 Creating High-Performance Teams
- Apr 23-28 Executive Leadership for America

2017

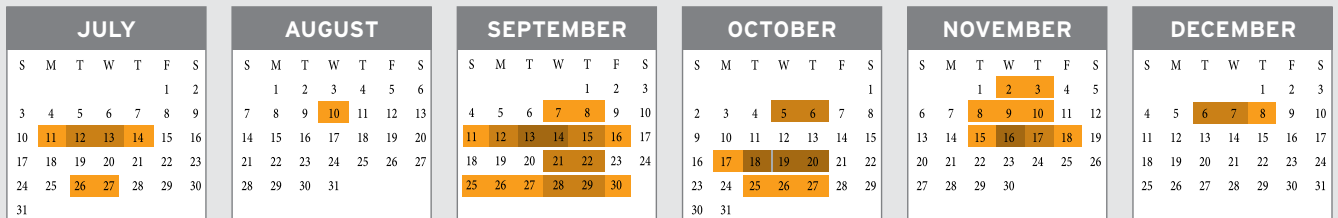
May

- May 2-3 Problem Solving Through Critical Thinking
- May 8-11 Inside Congress: Understanding the Legislative Process
- May 9-10 Leading Innovation & Creating Value
- May 10-11 Leading Through Influence
- May 16-17 Digital Government
- May 17-18 SES Boot Camp
- May 23 Women's Leadership Network: Rising to the Apex
- May 23-24 Women's Leadership Network: The Uniqueness of Women's Leadership
- May 24-25 The Art & Science of Negotiation

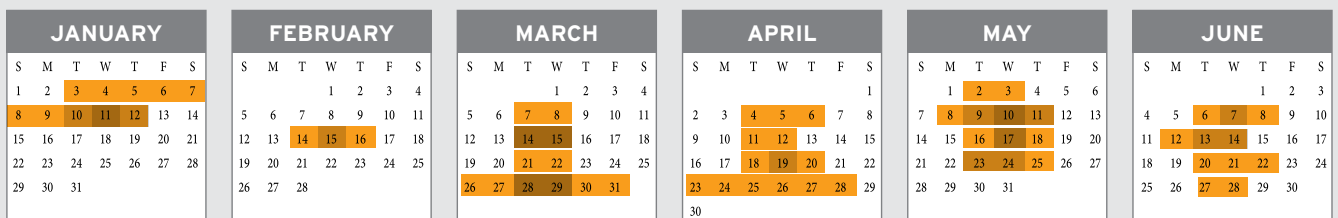
June

- June 6-7 Executive Fellows: Leading Innovation & Creating Value
- June 7-8 Global Leadership: Leveraging Differences
- June 12-14 Inside the White House
- June 13-14 Strategies for Conflict Resolution
- June 20-22 Accountability for Results
- June 27-28 Regional Challenges: The Americas

2016

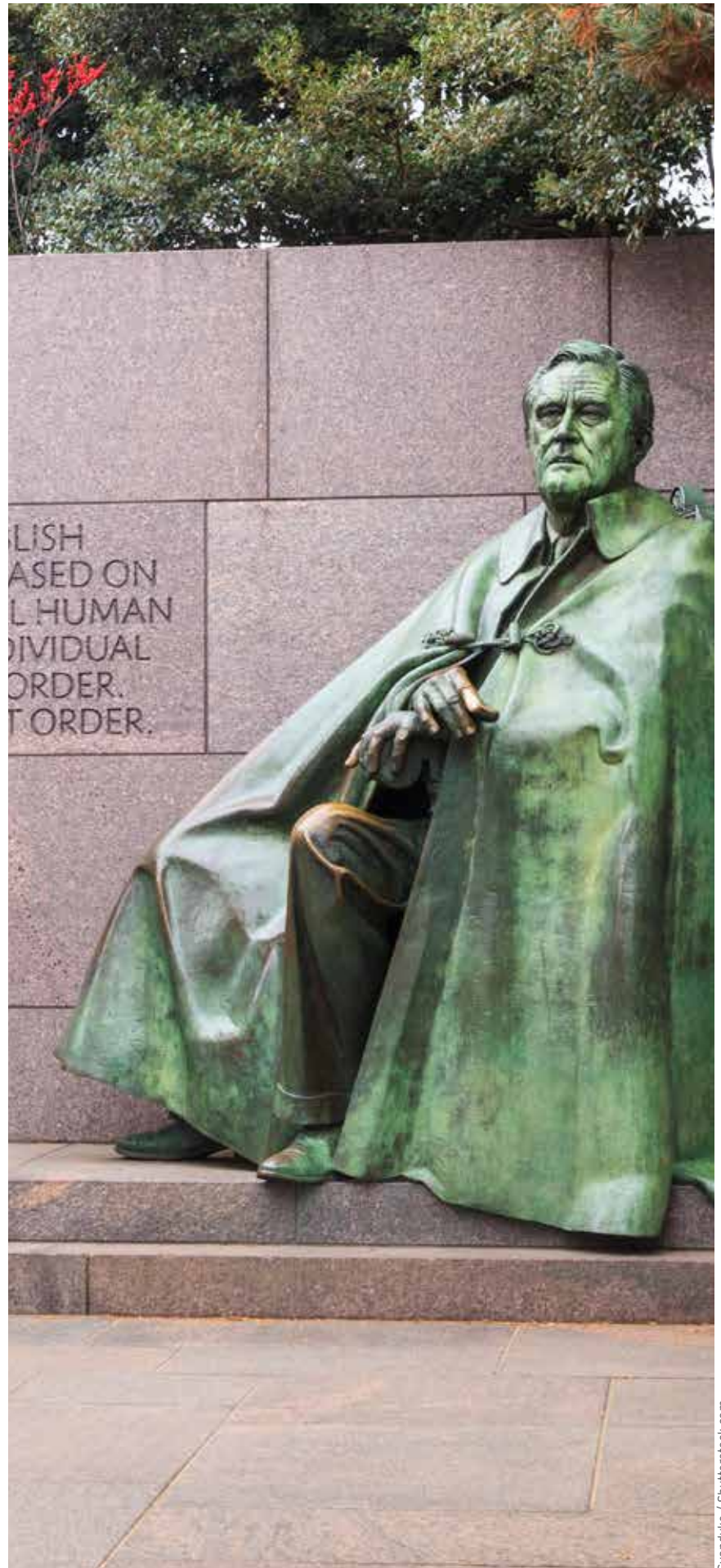


2017



Courses to
Develop
Leadership
and Executive
Capabilities

Leadership Courses





Executive Pathways

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.

Women's Leadership Network

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.

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.

Specialty Seminars

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.



Master
the ECQs

Executive Pathways

800.925.5730
brookings.edu/ExecEd

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Douglas Litchfield

Executive Pathways

Executive Pathways courses are based on the Office of Personnel Management's (OPM) Executive Core Qualifications (ECQs) 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.

ECQ 1: Leading Change

Inspiring Creativity in Organizations

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. In this course you will master the skills of creative thinking, learn to foster those skills in others, and position yourself to add tremendous value to your organization.

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 <i>MS-Leadership</i> student assessments)
Dates	November 16-17, 2016 November 7-8, 2017
MSL Course credit	1.0 credit hour



"I always used the terms creativity and innovation interchangeably and found both concepts a bit elusive. By breaking the concepts into problem identification and solution generation, they both seem more attainable. Thank you!"

- 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. You will come away from this course with a new way to think about policy formulation, prepared to monitor and analyze political trends so you can better position your organization to 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 Competencies	Political Savvy (external), External Awareness
Tuition	\$1,950 (additional \$200 fee for <i>MS-Leadership</i> student assessments)
Dates	September 21-22, 2016 April 18-19, 2017 September 27-28, 2017 April 17-18, 2018
MSL Course credit	1.0 credit hour

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 style—habits of thought that we develop about ourselves, our world, and our future—directly affect our resilience in the face of challenge. This course will teach you about your own thinking styles, show you how to capitalize on your own resilience, and help you 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 5-6, 2016
October 18-19, 2017

MSL Course credit 1.0 credit hour

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



“Professionally, my division’s staff will benefit greatly from my new found knowledge of resilience. Personally, I will benefit from being a stronger, more adapting person, father, and son.”

- BEE Course Participant

“Very helpful in that it pointed out that there are situations that (on the surface) may appear to be mundane/standard but in fact may have strategic importance. That was eye opening for me!

And not what I expected.”

- 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 course, 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 July 12-13, 2016
February 14-15, 2017
August 9-10, 2017
February 13-14, 2018

MSL Course credit 1.0 credit hour



“(This course) gave me real tools that I can use in my job. I have to solve a major challenge when I return to work and I will use this method... I would enthusiastically recommend this to my colleagues.”

- BEE Course Participant



Tamzin Smith Photography

Visioning and Leading Change

How can individuals in 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 <i>MS-Leadership</i> student assessments)
Dates	March 7-8, 2017 March 27-28, 2018
MSL Course credit	1.0 credit hour



Flexibility and Decisiveness

How do you make sound decisions in today’s context of uncertainty and ambiguity? 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 <i>MS-Leadership</i> student assessments)
Dates	September 13-14, 2016 September 11-12, 2017
MSL Course credit	1.0 credit hour



“Wonderful course! I learned strategies and methods that day one started to add clarity to the muddled process I have inherited. Thank you.”

- 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. 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 <i>MS-Leadership</i> student assessments)
Dates	June 13-14, 2017 June 12-13, 2018
MSL Course credit	1.0 credit hour



"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

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 <i>MS-Leadership</i> student assessments)
Dates	June 7-8, 2017 June 5-6, 2018
MSL Course credit	1.0 credit hour



Tamzin Smith Photography



"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

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	December 6-8, 2016 December 5-7, 2017
MSL Course credit	1.5 credit hours



Creating High-Performance Teams

How can you leverage team dynamics for maximum performance? What are the group dynamics and leadership behaviors that foster trust? Teams are essential to solving today's complex problems and piloting innovation. 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 19-20, 2017 April 18-19, 2018
MSL Course credit	1.0 credit hour



ECQ 3: Results Driven

Accountability for Results

How can leaders parlay the mandate for accountability into high performance? How can public organizations improve performance measurements 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 analytic tools to determine the readiness of your own organization to exemplify performance-based management. *Accountability for Results* will provide you with the diagnostic 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	\$2,575 (additional \$200 fee for <i>MS-Leadership</i> student assessments)
Dates	June 20-22, 2017 June 19-21, 2018
MSL Course credit	1.5 credit hours



"The program helped me systematically analyze my organization and as a bonus understand more about how other organizations are developing performance systems."

- BEE Course Participant

Leading Innovation and Creating 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 values 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 <i>MS-Leadership</i> student assessments)
Dates	May 9-10, 2017 May 8-9, 2018
MSL Course credit	1 credit hour



Tamzin Smith Photography

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 <i>MS-Leadership</i> student assessments)
Dates	May 2-3, 2017 April 24-25, 2018
MSL Course credit	1.0 credit hour



“I have a task that has been passed around two years at least and three different individuals. I now can take the issue off the hamster wheel and resolve it.”

- BEE Course Participant



Tamzin Smith Photography

NEW COURSE: Excellence in Customer Service

How can government create a culture responsive to the needs of internal and external customers? How can you meet growing customer needs when resources are limited? How do managers use best practices in customer service to create agile and responsive organizations? In this new course, you will discover the secrets to excellent customer service thereby demonstrating public value and improving your agency’s reputation. You will understand how to create a reputation as a trusted advisor and the many benefits this role accrues. And you will uncover the role of systems thinking to assess, balance, and integrate competing needs and demands of different customer groups. The result of this course is an ability to create a dynamic customer focus that will help improve performance throughout your organization.

In this course, you will learn how to:

- Improve interpersonal engagement, consultation, and communication towards internal and external customers
- Learn how to identify underlying sources and issues behind constituent needs to provide service that best addresses them
- Plan strategically to provide timely solutions that also focus on long-term benefits

OPM Competency	Customer Service
Tuition	\$1,950 (additional \$200 fee for <i>MS-Leadership</i> student assessments)
Dates	September 7-8, 2016 September 6-7, 2017
MSL Course credit	1.0 credit hour

ECQ 4: Business Acumen

Finance for Nonfinancial Managers

What do program managers need to know about federal financial 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 within 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 *MS-Leadership* student assessments)
Dates October 18-20, 2016
October 24-26, 2017

MSL Course credit 1.5 credit hours



"This course should be required of every member of the Senior Executive Service!"

- BEE Course Participant

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? Without a strong understanding of technology opportunities, and cybersecurity imperatives, your agency will not be able to take advantage of new tools and approaches. *Digital Government* is designed to provide you with a better understanding of digital technologies—and the barriers that may prevent their optimal use.

In this course, you will learn how to:

- Optimize your agency's investment in 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 *MS-Leadership* student assessments)
Dates May 16-17, 2017
May 22-23, 2018

MSL Course credit 1.0 credit hour

Maximizing Human Capital

How can you leverage pay, performance management, and other incentives to engage employees? This course will help you think and act more strategically when it comes to developing your agency's most vital resource: people. You will walk through new thinking, recruitment, retention, and development. Learn how to think about human capital from an enterprise perspective, and devise a plan that will help you dramatically increase employee engagement.

In this course, you will learn how to:

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

OPM Competency Human Capital Management
Tuition \$1,950
(additional \$200 fee for *MS-Leadership* student assessments)
Dates April 11-12, 2017
April 3-4, 2018
MSL Course credit 1.0 credit hour

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? In this essential course 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 <i>MS-Leadership</i> student assessments)
Dates	September 21-22, 2016 October 17-18, 2017
MSL Course credit	1.0 credit hour



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 <i>MS-Leadership</i> student assessments)
Dates	November 15-16, 2016 May 10-11, 2017 November 14-15, 2017 May 9-10, 2018
MSL Course credit	1.0 credit hour



“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



Tamzin Smith Photography



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	\$1,950 (additional \$200 fee for <i>MS-Leadership</i> student assessments)
Dates	May 24-25, 2017 May 23-24, 2018
MSL Course credit	1.0 credit hour



Prepare for the Transition: Accelerate Organizational Performance



Brookings Executive Education

2017 will be a year of transition with new priorities and initiatives. To meet these demands while simultaneously accelerating employee engagement and boosting performance, cost-effectively bring BEE's award-winning programs to your organization.

BEE with You programs provide political appointees, senior executives, and staff rich opportunities to learn together. By bringing your team and leadership together in a common and advanced learning environment you can inculcate common language, common understanding, and common approaches for tackling the "wicked" problems government is expected to solve. With common frameworks and a shared vocabulary, your organization will be positioned to expand its capabilities, create new value, and excel even under the most difficult circumstances.

Consider BEE as a strategic partner to support your organization, the new Administration, and the next Congress in effectively serving the American public.

See p. 18 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 March 14-15, 2017
March 13-14, 2018

MSL Course credit 1.0 credit hour



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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 how to design and deliver communication that improves interpretation, increases retention, and builds trust

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

Dates October 25-27, 2016
October 31-November 2, 2017

MSL Course credit 1.5 credit hours



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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 course 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. You will explore the meaning of integrity, values, and beliefs—and how these shape your 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 <i>MS-Leadership</i> student assessments)
Dates	November 8-10, 2016 April 4-6, 2017 November 7-9, 2017 April 3-5, 2018
MSL Course credit	1.5 credit hours

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



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"Great information and lots of take aways that will help me improve interpersonal relationships with my co-workers."

- BEE Course Participant

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Motivating People: Engage Your Workforce

How do you keep your workforce motivated to achieve your organization's goals? How can you help your organization cope with the stress of increased workloads and fewer resources? 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 <i>MS-Leadership</i> student assessments)
Dates	September 28-29, 2016 September 13-14, 2017

MSL Course credit 1.0 credit hour



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? 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 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 <i>MS-Leadership</i> student assessments)
Dates	September 26-27, 2017

MSL Course credit 1.0 credit hour



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	43
Conflict Management	ECQ 2: Leading People	Strategies for Conflict Resolution	36
Continual Learning	Fundamental Competencies	Organizational Culture, Learning, and Change	44
Creativity and Innovation	ECQ 1: Leading Change	Inspiring Creativity in Organizations	33
Customer Service	ECQ 3: Results Driven	Excellence in Customer Service	39
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	41
Integrity/Honesty	Fundamental Competencies	Ethics in Action: Leading with Integrity	44
Interpersonal Skills	Fundamental Competencies	Interpersonal Savvy	43
Leveraging Diversity	ECQ 2: Leading People	Global Leadership: Leveraging Differences	36
Negotiating	ECQ 5: Building Coalitions	The Art and Science of Negotiation	42
Partnering	ECQ 5: Building Coalitions	Building Networks and Partnerships	41
Political Savvy (internal)	ECQ 5: Building Coalitions	Leading Through Influence	41
Political Savvy (external)	ECQ 1: Leading Change	Politics and Policymaking	33
Problem Solving	ECQ 3: Results Driven	Problem Solving Through Critical Thinking	39
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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	40
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. 7 (Demonstrate ROI).

Build Your
Leadership
Brand

Leadership Residencies



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 OPM 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*.



Participants Weigh In

- “By far the best leadership course I’ve attended. Presenters were great! Certainly subject matter experts but of a much higher caliber than I’ve seen in all my other training courses.”
- “This is, hands down, the best leadership training I’ve ever experienced, full of practical information that I can use in my personal life as much as in my work environment.”
- “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.”
- “I wasn’t sure what to expect or if a week was needed for the topics. Leaving, my thoughts are: I need another week!”
- “I learned a lot about myself and this will help me become a better person, husband, father and leader. I will strongly recommend this course to my colleagues.”
- “I am ready to take my refreshed and renewed self back to work and do great things!”
- “I learned new skills and have new insights that will make me more successful as a leader. I am reminded about why I chose to be a civil servant and have a renewed sense of commitment and duty.”

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 25-30, 2016
April 23-28, 2017
September 24-29, 2017

Location Charlottesville, VA



Tamzin Smith Photography

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 11-16, 2016

Location Williamsburg, VA

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 lodging, meals, and course materials)
\$3,500
Non-residential tuition for local St. Louis area residents (includes lunch, breaks, and course materials)

Dates March 26-31, 2017
April 8-13, 2018

Location St. Louis, MO

MSL Course credit 2.5 credit hours



Executive Mindset

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.

Tuition \$4,500
(includes lodging, meals, and course materials)

Dates Contact registrar@brookings.edu for dates

Location St. Louis, MO

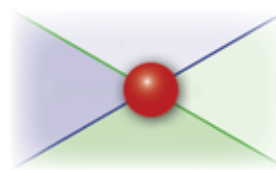
MSL Course credit 2.5 credit hours

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



Jackson A. Nickerson



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.

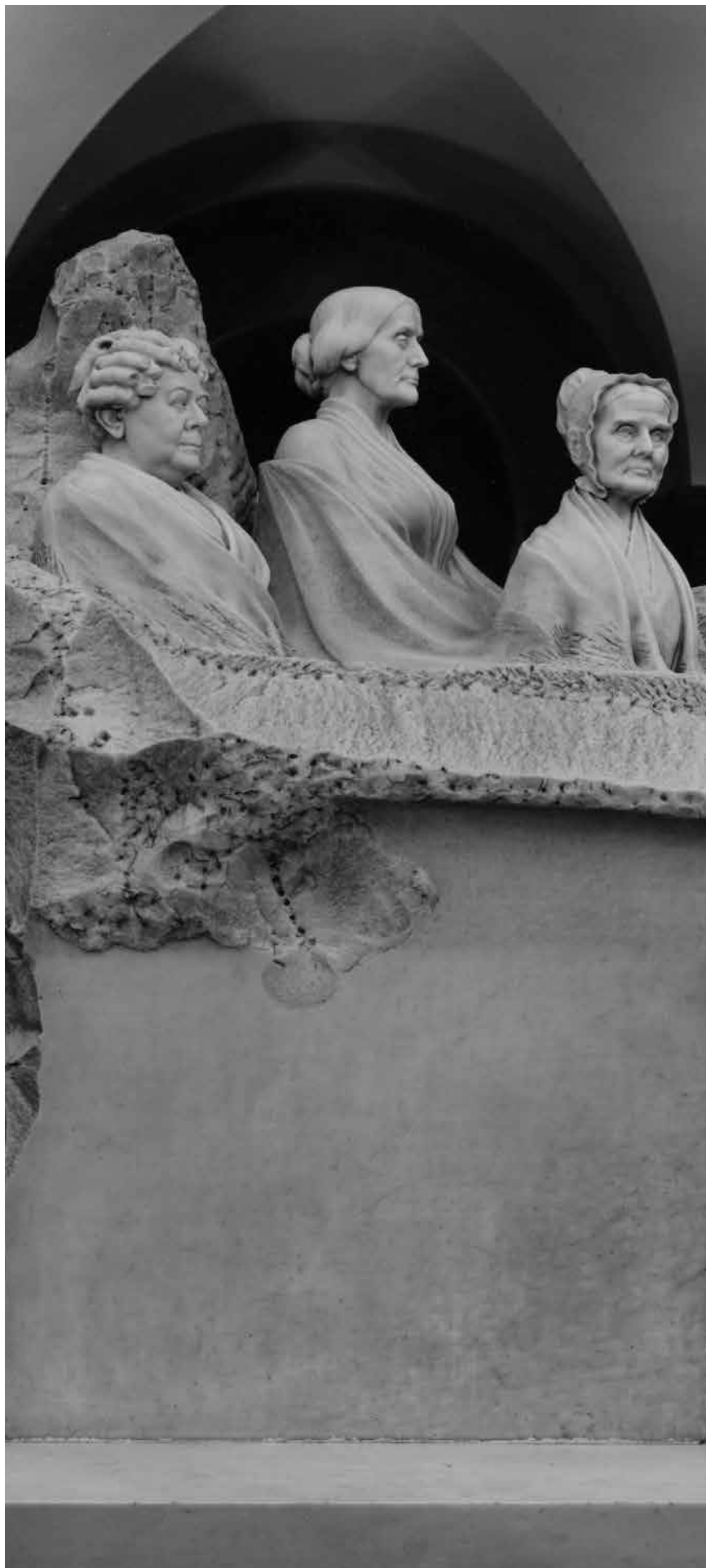
Available at online retailers in both bound and e-reader editions and at www.brookings.edu.

Leverage
Your Strengths

Women's Leadership Network

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Women's Leadership Network

A New Approach to Executive Development for Women

BEE's *Women's Leadership Network* is 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. Leveraging these strengths helps to prepare women for leadership positions in today's professional environment.

The *Women's Leadership Network* is an extraordinary learning journey. You will form close bonds with women leaders across government, building relationships that will support you throughout your career. The program is comprised of three two-day sessions and a two-day capstone. As a new member of the network, the two-day capstone will give you an opportunity to meet alumnae from all past programs to continue to share and build your community of women leaders across agencies.

The curriculum for the *Women's Leadership Network* is distinct from other BEE leadership courses: it is designed to support the professional development of women in government, nonprofits, and the private sector. In order to make the most of your experience you also will have the option to take a 360° leadership assessment. Based on the 360° assessment and feedback, you may want to supplement the *Women's Leadership Network* experience with *Executive Pathways* courses that are based on the OPM ECQs. BEE will provide you with a \$250 credit per course for up to two *Executive Pathways* programs taken within a year of completing the *Women's Leadership Network* program.

Tuition \$4,500

2016/17 Cohort courses

- October 19-20, 2016 - *Strategies for Success*
- January 10-11, 2017 - *Leading Thinking and Leveraging Strengths*
- March 21-22, 2017 - *The Mind of a Leader*
- May 23-24, 2017 - *The Uniqueness of Women's Leadership*

"The most impactful training I've taken in this stage of my career; life changing."

- BEE Women's Leadership Network Participant

NEW IN 2016/17! EXPANDING THE WLN

On the first day of the capstone session, alumnae of WLN have the opportunity to attend a "special topics" seminar. This day-long program will provide current and previous participants with an opportunity to learn from some of today's most dynamic and insightful experts on women's leadership issues. This is a unique opportunity to re-engage with your colleagues across government and expand your network.

May 23, 2017 - *Rising to the Apex*

Tuition \$950



Tamzin Smith Photography

"(From) working with other leaders within government, learning from others how they handle situations, to being part of a cohort of strong women who are very mindful of their leadership styles - this has been an invaluable and impactful experience that . . . I will carry for the rest of my life."

- BEE Women's Leadership Network Participant

Improve your
Managerial
Skills

Specialty Seminars

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Orhan Çam

Specialty Seminars

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 program is recommended 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 17-18, 2016
March 14-15, 2017
October 3-4, 2017
March 20-21, 2018



Tamzin Smith Photography

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 situation 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 \$1,300

Dates July 26-27, 2016
July 25-26, 2017



Tamzin Smith Photography

SES Boot Camp

The path to the Senior Executive Service often seems unclear. Agencies post SES openings and select candidates, but the Office of Personnel Management then has a separate and rigorous SES selection process, in which a panel of SES members independently evaluates the agency candidate against the government-wide standards for qualified executives. What is the agency looking for, and what does OPM expect of candidates? How should you approach the agency application and selection process? How can you be sure that your application demonstrates the five ECQs and their underlying competencies?

The SES Boot Camp is an opportunity to learn the process of becoming a member of the SES from beginning to end, starting with your career plan, your résumé, how to present your qualifications in a convincing manner, and learning the processes used by agencies and OPM. The course then will give you the tools you need to make your application stand out and meet the requirements of both the agency and OPM.

Tuition \$1,300
\$1,000 for *MS-Leadership* students

Dates November 2-3, 2016
May 17-18, 2017
November 1-2, 2017
May 16-17, 2018



Tamzin Smith Photography



Tamzin Smith Photography

Sign Up to Keep Up

Get the latest information on upcoming courses, special events, and other BEE news delivered to your inbox. Sign up for the BEE newsletter *Think.Learn.Lead.* and never miss an important educational opportunity, research, or valuable networking event.

www.brookings.edu/ExecEd



NEW: Gateway to Growth, Leveraging 2016 Resources to Prepare for the Transition

To help you expedite your preparation for the transition and extend your leadership development, BEE introduces *Gateway to Growth*. This program bundles the one-day program *Preparing for the Transition Through Employee Engagement*, with a set of vouchers for subsequent two-day courses that can be redeemed anytime over the ensuing 12-months to capitalize on 2016 resources.

Preparing for the Transition through Employee Engagement

Date August 10, 2016

New political leadership in 2017 will be anxious to have a workforce prepared to support their change initiatives. How can you prepare your workforce for the transition? This one-day seminar will introduce a new approach to thinking about and leading engagement while simultaneously offering strategies that can be used during the transition to increase engagement. You will learn about processes for actively including employees in decision-making, which will help you create a culture of engagement. BEE's approach to engagement will help you create an energetic workforce and increase productivity in preparation for a new Administration in 2017.

Gateway to Growth Bundle Options

One-day seminar on *Preparing for the Transition* plus one 12-month voucher for a 2-day course

Tuition \$2,700

One-day seminar on *Preparing for the Transition* plus two 12-month vouchers for 2-day courses

Tuition \$4,650

One-day seminar on *Preparing for the Transition* plus three 12-month vouchers for 2-day courses

Tuition \$3,325

For additional course dates, please refer to the course calendar on pages 28-29.



***"Tuition bundling provides an ideal way to
fulfill IDP objectives."***

- COL John Angevine, USA (Ret),
BEE Executive Fellow

How to Register

Online: www.brookings.edu/ExecEd
Phone: 800-925-5730
Fax: 202-797-4363
Email: registrar@brookings.edu

to registrar@brookings.edu 48 hours prior to the course start date. No substitutions will be permitted beyond that cutoff point. However, Brookings Executive Education (BEE) reserves the right to accept or reject a substitute for programs requiring minimum management levels.

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 on page 57 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. All participant substitution information must be submitted

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.

If the payment method is an approved government purchase order, you may register online and submit a copy of the completed purchase order to registrar@brookings.edu or fax a copy to 202-797-4363. Please visit the "Ways to Register" tab on our website for a sample SF-182 form that includes our vendor information and helpful tips.

For all non-residential programs held in Washington, DC			
Business Days Before Program	Substitutions*	Transfer Fee	Cancellation Fee
30 days or more	Yes, if appropriate	None	None
15-29 days	Yes, if appropriate	25% of original cost	50% of original cost
2-14 days	Yes, if appropriate	50% of original cost	100% of original cost
1 day	Not permitted	50% of original cost	100% of original cost
For all international or residential programs			
Business Days Before Program	Substitutions*	Transfer or Cancellation Fee	
45 days or more	Yes, if appropriate	None	
44 days or fewer	Yes, if appropriate	100% of original cost	
For Legis Fellowship program			
Business Days Before Program	Substitutions	Transfer Fee	Cancellation Fee
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.

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.



Chris Madaloni

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.



Brett Ziegler

Leading
Thinking®

Brookings Executive Education

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

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Preparing for the Transition

