

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 *MS-Leadership* 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 *MS-Leadership* 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

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| 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

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| 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

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| 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 |
| BEEwithYOU | |

"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

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| 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 |
| BEEwithYOU | |





"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

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| 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 |
| BEEwithYOU | |

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

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| 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 |
| BEEwithYOU | |

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

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| OPM Competency | Accountability |
| Tuition | \$2,575 (additional \$200 fee for MS-Leadership 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

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| OPM Competencies | Entrepreneurship, Customer Service |
| Tuition | \$1,950 (additional \$200 fee for MS-Leadership student assessments) |
| Dates | May 9-10, 2017 May 8-9, 2018 |
| MSL Course credit | 1 credit hour |



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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

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| OPM Competency | Problem Solving |
| Tuition | \$1,950 (additional \$200 fee for MS-Leadership 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



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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

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| OPM Competency | Customer Service |
| Tuition | \$1,950 (additional \$200 fee for MS-Leadership 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

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| OPM Competency | Financial Management |
| Tuition | \$2,575 (additional \$200 fee for <i>MS-Leadership</i> student assessments) |
| Dates | October 18-20, 2016 October 24-26, 2017 |
| MSL Course credit | 1.5 credit hours |
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"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

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| OPM Competency | Technology Management |
| Tuition | \$1,950 (additional \$200 fee for <i>MS-Leadership</i> 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

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| OPM Competency | Human Capital Management |
| Tuition | \$1,950 (additional \$200 fee for <i>MS-Leadership</i> 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

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| 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

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| 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



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

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| 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

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| OPM Competency | Interpersonal Skills |
| Tuition | \$1,950 (additional \$200 fee for <i>MS-Leadership</i> student assessments) |
| Dates | March 14-15, 2017 March 13-14, 2018 |
| MSL Course credit | 1.0 credit hour |



Tamzin Smith Photography

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

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| OPM Competency | Oral Communications |
| Tuition | \$2,575 (additional \$200 fee for <i>MS-Leadership</i> student assessments) |
| Dates | October 25-27, 2016 October 31-November 2, 2017 |
| MSL Course credit | 1.5 credit hours |



Tamzin Smith Photography

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 *MS-Leadership* 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*.



Tamzin Smith Photography

"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 *MS-Leadership* 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 *MS-Leadership* student assessments)

Dates September 26-27, 2017

MSL Course credit 1.0 credit hour



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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.