Daring to Lead is a course name and a challenge. Values-based — or courageous — leadership requires a lifelong commitment to bedrock personal principles and to aligning these principles with an organization’s ethics and standards.

Brookings Executive Education’s four-and-a-half-day Daring to Lead course introduces participants to a continual process of self-reflection, self-awareness, and self-improvement. The process builds authentic leadership and helps participants shape their agency’s responses to problems and opportunities.

Just before last year’s class, one participant was asked to serve as acting division chief of his agency where three employees had “experienced burnout within the previous four months”. The acting chief gathered his entire division — a rare occurrence. Drawing on material from class, he laid the foundation for resonant leadership and a culture of resiliency. The result of these efforts? The organization’s most-recent workforce-engagement survey “showed dramatic improvement, moving up by eight notches.”
“To provide world-class support and services, we first needed to take care of ourselves. And the change had to start with me,” he said.

Another student had a similar experience. “Daring to Lead had a profound impact on me,” said James Laudermilk Jr., a strategic policy adviser. “My most-important takeaway was the discussion on risk taking. I learned that I can't be complacent if I want to take my mission to a new level. As I move up the chain of command, I need the right mindset to lead outside of my comfort zone. The course encourages public servants to be the best leaders they can be.”

The Daring to Lead course will be held April 8-13, 2018, at the Charles F. Knight Executive Education & Conference Center at Washington University in St. Louis.

Participants can apply the 2.5 credit hours they earn in Daring to Lead to the 30 credit hours required to complete the Executive Master of Science in Leadership (EMSL) program.

Click here to register or for more information.

**COURSES EQUIP STUDENTS TO LEAD CHANGE**

Visioning and Leading Change is one of several courses Brookings Executive Education will offer this spring. The course focuses on organizational vision as a prelude to change and introduces participants to Olin Business School’s “leading-at-the-crossroads-of-change” model. The model provides new thinking on who, how, and when to engage in the change process.

Retired Lt. Col. Fred Sconce, EMSL student and acting director of information technology governance for the U.S. Department of Labor, used the model to solve a project-deployment problem — with great success.
His organization had outsourced the modernization of a technology platform that supports the offices, and the effort was behind schedule. A federal project manager asked Sconce to conduct a quality-assurance audit to determine the root-cause of the delay.

Leveraging lessons learned from class, Sconce empathized with the deployment team, identified the “danger signs of DEAF (distrust, envy, anger and fear)” and overcame his “preexisting biases.” He also explained the benefits of applying CoSTS (communications, strategies, tactics and sequencing) principles to stakeholder issues.

As a result, the updated platform was deployed. More than 14 million records were extracted, and 95 percent of the records were transformed and loaded into the new database.

Visioning and Leading Change is scheduled for March 27-28, 2018. To register for the course, please click here. Course credit may be applied to Brookings’ Certificate in Public Leadership and/or the Executive Master of Science in Leadership. For more information, email registrar@brookings.edu.

### UPCOMING COURSES

Register early for these courses; several of them are almost full.

- **East and South Asia:** March 27-28, 2018
- **Visioning and Leading Change:** March 27-28, 2018
- **Maximizing Human Capital:** April 3-4, 2018
- **Daring to Lead:** April 8-13, 2018
- **Politics and Policymaking:** April 17-18, 2018
- **Creating High-Performance Teams:** April 18-19, 2018
- **Enterprise Leadership:** April 29-May 2, 2018

Information regarding registration can be found at https://www.brookings.edu/how-to-register/.
Last month, Brookings Executive Education welcomed 43 professionals into its LEGIS Fellowship program. These individuals will spend seven to twelve months immersed in legislative activity — participating in committee hearings, briefing members of Congress, drafting legislation, writing speeches and serving as constituent liaisons.

The program began with an in-depth, eight-day orientation that explained the mechanics of legislation and introduced participants to available fellowship positions. This year’s fellows are working in the offices of Rep. Michael McCaul (R-TX); Rep. Adam Schiff (D-CA); Sen. Cory Booker (D-NJ); Sen. Steve Daines (R-MT); and Sen. Angus King (I-ME), among others.

“LEGIS fellows engage in the legislative process from the inside,” said former Rep. Bob Carr (D-MI), a senior adviser for the program. “They gain an understanding of both the limits and strengths of Congress and the impact of politics and procedure on policymaking. The program also provides a quantum leap in networking with access to legislators, congressional staff members, lobbyists and citizens from across the country.”

On the other side of the equation, legislators benefit from the extraordinary talent of executive-branch employees, who are experts on a wide range of subjects. These employees provide insights on critical issues — perspectives that congressional staffers, as generalists, may not be able to supply.

Florie Knauf worked for the Department of Energy’s Office of Nonproliferation and Arms Control in 2014, the year she became a fellow. She used her DOE experience to help former Rep. Charles Boustany Jr.’s congressional office handle its foreign-affairs portfolio. During her fellowship, Knauf served as co-director of the U.S. House of Representative’s U.S.-China Working Group (to further cooperation between the two countries) and staffed a congressional delegation to China with four members of Congress. Before the visit, Brookings Executive Education set up a meeting between Knauf and Brookings Institution China experts to leverage her impact.

“The access to information was remarkable,” she said. “I kept my eyes and ears open to figure out all the puzzle pieces and moving parts on the Hill.”
For more than 20 years, the LEGIS Fellowship program has been known for the career-enhancing experiences it provides the participants it attracts. Fellows come to the program from government agencies, businesses and the nonprofit sector.

LEGIS fellows can apply credit from the Inside Congress and Insider’s Budgetary Process courses to the Certificate in Policy Strategy and/or the two credit hours from these courses to the Executive Master of Science in Leadership.

For more information on the program, contact Policy Program Manager, Theodore Przybyla, at tprzybyla@brookings.edu or 202-797-6119.