

# Impact with integrity.

2020-21 Executive Development Courses

WashU  
AT BROOKINGS



# #1

Executive Education program design  
for an exceptional learning experience

*(Financial Times, 2019)*



# #12

Globally in Open Enrollment  
Business Education

*(Financial Times, 2019)*



# Discover new opportunities.

WashU at Brookings's executive development gives you the clarity and leadership skills required to tackle today's greatest challenges. Taught by renowned WashU Olin Business School experts as well as experienced and respected leaders from various government branches and agencies, every course broadens your perspective and deepens your skill set.



## Take a single course

Take a course to stay sharp and gain insights. Your key takeaway today may be your new action plan tomorrow.

## Earn a certificate

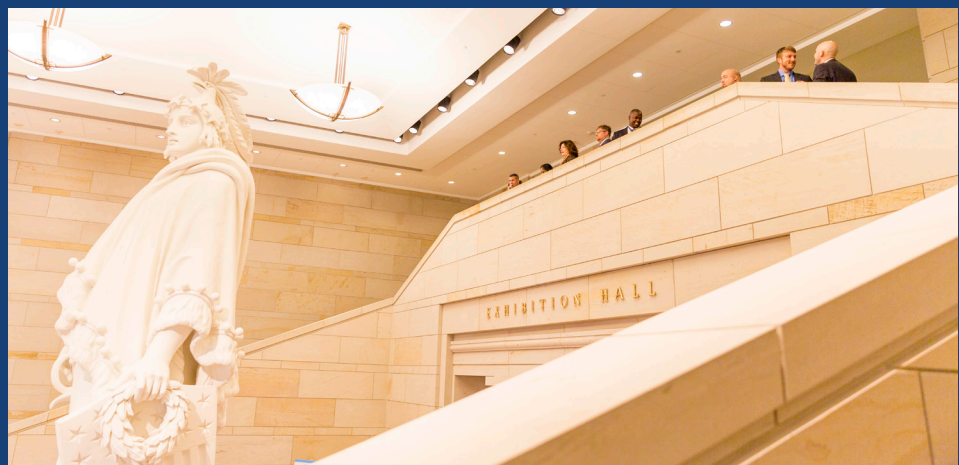
**Pursue the Certificate in Public Leadership** to strengthen your ability to guide and inspire employees, solve complex problems, and lead with integrity. Gain access to a cross-government network of leaders who share your commitment to public service and provide a wealth of knowledge and resources. You set the pace and choose your courses as time and funds allow. Attend 20 days of classroom learning, including the required Ethics in Action: Leading with Integrity and 10 days focused on leadership. Complete your certificate with a brief reflection on how you were able to apply your learning for results.

**Pursue the Certificate in Policy Strategy** for a competitive advantage in both the public and private sectors. WashU at Brookings policy courses provide analytical tools and knowledge that help you engage more effectively in government decision-making, predict likely policy outcomes and leverage windows of opportunity. In addition, Global Studies courses deliver a comprehensive overview of critical world regions and issues. Complete your certificate by taking a specific series of courses designed to provide a holistic view of governments at home and abroad, at your own pace and as funds allow.

“

Leadership and learning  
are indispensable  
to each other.”

John F. Kennedy





## Executive Development 2020–21 Course Schedule

### Leadership Courses



#### Ethics in Action: Leading with Integrity Sep. 30–Oct. 1, 2020

\$1,995

Gain greater self-awareness, moral reasoning tools and a robust ethical framework for everyday decision-making. Explore the meanings of integrity, values, and beliefs and how they shape behaviors and direct actions. Examine the responsibilities of public service and matters of public interest.

#### Strategic Thinking: Driving Long-Term Success Oct. 21–22, 2020

\$1,995

Thinking strategically before you develop your plan enables you to pinpoint organizational challenges and opportunities. Discover a framework to inform your agency's investments in people and processes as well as the trade-offs because of limited resources. The course also introduces you to the steps involved in strategy implementation.

#### Leading across Generations Nov. 3, 2020

\$995

As a generation of federal leaders retire, agencies seek to replace them with young professionals. Short-term success and long-term retention will hinge on understanding each generation's strengths and weaknesses. Learn to anticipate generational conflict and improve teamwork among a multigenerational workforce. Most importantly, understand today's workers, their motivations and how they will shape our nation.

#### Influence and Informal Leadership Nov. 4–5, 2020

\$1,995

Informal leadership drives success in organizations, enabling you to effect positive change; secure the cooperation of other individuals; and, in the process, advance your career. The course explores informal leadership's foundational frameworks and how to exercise influence without formal power—ethically and effectively.

#### Conflict Resolution Feb. 2–3, 2021

\$1,995

Conflict is a fact of organizational life. But persistent disputes can sap morale, damage professional relationships and impede results. Develop alternative approaches to diagnose and resolve conflicts. The course begins with an assessment of your conflict style. Use the assessment to identify your behavior patterns during stressful situations. Structured exercises enable you to practice and receive feedback on your new skills.

#### Leading Change and Strategic Execution Feb. 8–9, 2021

\$1,995

Improve your ability to implement change initiatives with innovative methods, such as the "leading at the crossroads of change" model that provides new thinking on who, how and when to engage in the change process.

#### Creativity in Organizations Feb. 24–25, 2021

\$1,995

Leaders who think creatively—and who cultivate that ability in themselves and their teams—add great value to their organizations and society. Creativity is a teachable process, not simply an innate talent. Engage in experiential activities that build your idea formulation and development skills and make these skills a habit.

#### Cross-Cultural Connections: Leveraging Diversity Mar. 15–16, 2021

\$1,995

Consider today's challenges: national security risks, humanitarian and natural disasters, revolutionary technological advances and the unprecedented pace of change. Increasingly, professionals like you are being called on to be globally competent. Explore how diverse perspectives keep organizational thinking flexible and responsive. Examine how inclusiveness promotes teamwork and differences can be leveraged to improve performance.

#### Networks and Partnerships Mar. 22–23, 2021

\$1,995

More and more often, government leaders face challenges beyond their agency functions, capabilities and capacity. Learn how to build networks across your agency and government. Discover processes for finding, framing and formulating cross-boundary problems and challenges. As a result, develop enterprise-wide solutions that create value for the American public.

#### Innovation and Entrepreneurship Apr. 19–20, 2021

\$1,995

All organizations—including government organizations—must create value for their stakeholders. Leaders who innovate are better able to deliver greater results with fewer resources. During the course, you acquire tools and techniques to foster new ideas and accelerate the pace of innovation within your agency.

#### Interpersonal Savvy for Leaders Apr. 21–22, 2021

\$1,995

Modern leadership challenges are unparalleled. Helping your agency tackle today's challenges requires a host of personal abilities that engage your head and your heart, including stamina, courage and emotional intelligence. Develop your self-awareness, social awareness, self-management and relationship-management skills.

#### Problem-Solving through Critical Thinking Apr. 28–29, 2021

\$1,995

When tackling complex challenges, management teams often solve the wrong problem, waste time and resources, and impede results. Learn how to find, frame and formulate problems and eliminate biases that affect your decisions. Apply critical-thinking processes to your specific agency experiences.

#### Leading in a VUCA World May 4, 2021

\$995

Coined by the military in 1987 to describe the post–Cold War period, VUCA stands for volatility, uncertainty, complexity and ambiguity. In this course, you'll understand how VUCA impacts individuals and organizations, along with strategies to embrace change and overcome challenges.

#### Resilience in Leadership May 5–6, 2021

\$1,995

Research indicates that people's thinking habits directly affect how they respond to challenges and opportunities. Explore seven factors that comprise resilience, four practical skills that make your thinking more flexible and accurate, and five characteristics that define a resilient leader. Learn to model resilience, mentor your people in resilience and create a workplace where your employees' resilience can flourish.

#### Negotiation: Strategies for Results May 24–25, 2021

\$1,995

Successful negotiation extends beyond simple influence and persuasion techniques. Instead, it is defined as a finely honed ability to understand and apply techniques for win-win solutions. During the course, you learn the psychology and practice of effective negotiation—enhancing the quality and logic of your negotiation agreements and increasing the likelihood of true consensus.

#### Accountability for Results June 2–3, 2021

\$1,995

Results matter—to Congress, the administration and the American public. The ability to demonstrate positive outcomes helps your agency build trust and secure resources. The course addresses organizational, rather than individual, performance issues. You acquire diagnostic tools for improving and measuring enterprise-wide results.

#### Leading High-Performance Teams June 9–10, 2021

\$1,995

Understanding and leveraging team dynamics is vital to organizational performance. The course teaches you about different types of teams, the stages of group development and the foundational elements of successful teams. During class, you participate in team activities and receive feedback on your performance.

#### Flexibility and Decisiveness June 14–15, 2021

\$1,995

Leaders sometimes make decisions in uncertainty—when pertinent information is unavailable. Internal and national politics, evolving technology, and global events add to decision-making complexity. Knowing when to be flexible and when to be decisive is critical. Outline two decision-making approaches and employ a framework to use them. The right approach at the right time increases individual, team and organizational productivity.

**Register Today: [Brookings.edu/courses](https://brookings.edu/courses)**

**For more information, call 800-925-5730 or send an email to [registrar@brookings.edu](mailto:registrar@brookings.edu).**



### Policy Courses

#### Insider's Legs and Regs

Oct. 13–15, 2020

\$1,995

Gain a more sophisticated understanding of legislative policy formulation and regulatory policy implementation. Speakers cover topics such as markup sessions and the Office of Management and Budget's Office of Information and Regulatory Affairs' reviews. Gain strategic knowledge to advance your organization's legislative and regulatory agendas. This course is designed for senior-level professionals who already are familiar with the workings of Congress.

#### Inside the White House

Dec. 7–9, 2020

\$1,995

Congress regularly enacts vague laws, leaving policy details to executive branch agencies. The process includes the White House agenda—formally, through the budget, or informally, through the president's bully pulpit. Rules, regulations and executive orders all affect an organization's bottom line. Focus on the many dimensions of executive power and their effect on your enterprise.

#### US National Security Strategy

Dec. 14–16, 2020

\$1,995

The United States faces a world of volatility, uncertainty, complexity and ambiguity. Challenges come from numerous factors and actors—including the growing power of China and India, a shift in power from Atlantic to Pacific regions, North Korea's rogue weapons program, cyberwarfare, humanitarian and natural disasters, and terrorist organizations. Explore new security-policy strategies with experts in the field.

#### Insider's Budget Process

Feb. 16–18, 2021

\$1,995

This in-depth course examines the federal budget process and the formulation of the president's budget, the congressional budget and appropriations. Gain a comprehensive overview of the policy decisions involved, with insight into how to best position an organization during funding decisions. Course content also includes how nongovernmental organizations engage in important budget deliberations.

#### Inside Congress

May 10–13, 2021

\$2,075

Acquire behind-the-scenes knowledge of Capitol Hill and the legislative process. Engage with current and former members of Congress, congressional staff members, media correspondents, lobbyists and other key decision-makers. In May's in-person session, you also walk the corridors of the Capitol, observe floor action and attend committee hearings. The course provides you with an in-depth understanding of how Congress really works.

#### Global Studies: The Middle East

June 21–22, 2021

\$1,995

Middle East volatility continues to roil US foreign policy. Consider, for example, the Israeli–Palestinian conflict, Syrian civil war and ISIS. New dynamics are influencing American engagement in the region. But is the United States reacting to or actually shaping events? The course examines the security, economic and political issues that define US policy in the region.

#### Inside the Judiciary

June 29, 2021

\$995

The judicial branch is the least defined of the government's three branches. The Constitution establishes one Supreme Court and other courts "as the Congress may from time to time ordain and establish." Explore the intersection of policy and law, and learn about the federal court system, the types of cases brought before the judiciary and the judiciary's relationships with other government branches.

### LEGIS FELLOWS

For more than 25 years, the LEGIS Fellows program has attracted professionals from government agencies, businesses and the nonprofit sector.

It begins with an in-depth, eight-day orientation that explains legislative mechanics and includes a job fair to help fellows select their Capitol Hill assignments. That's followed by months of working with legislators and their staffs, participating in committee hearings, briefing members of Congress, drafting legislation and serving as a constituent liaison. Fellows connect with key decision makers and power brokers, learn about policy development, and join a national network of policy entrepreneurs. And they become an indispensable subject-matter expert for legislators—providing perspectives on critical issues that congressional staffers, as generalists, may not be able to supply. It's a one-of-a-kind opportunity to see behind the scenes of the legislative process.

#### PROGRAM BENEFITS

- Insider's knowledge of the legislative process
- Exceptional networking opportunities with senior-level federal officials
- Lasting relationships with members of Congress and congressional staff
- Enhanced agency engagements with Congress
- Strong alumni network
- Community of policy entrepreneurs

**ORIENTATION:** Jan. 4–13, 2021

**SEVEN-MONTH FELLOWSHIP:** Jan. 4–July 30, 2021 | Tuition: \$4,525

**FULL-YEAR FELLOWSHIP:** Jan. 4–Dec. 17, 2021 | Tuition: \$6,135

**Note:** You can apply class credit from Inside Congress and Insider's Budget Process to the Certificate in Policy Strategy.

### COVID-19 CONTINGENCY

Due to ongoing health concerns surrounding COVID-19, all courses through December 2020 will be delivered virtually. We will reassess live delivery of course content for 2021 and will provide an update on our website at [brookings.edu](https://www.brookings.edu).

### WE ENCOURAGE EARLY REGISTRATION

WashU at Brookings reserves the right to limit the number of participants in sessions to ensure optimum classroom engagement; change course dates and instructors when necessary; and cancel courses due to low enrollment. In the event of changes, participants will be given appropriate notice. For the most current schedule information, please visit our website at [brookings.edu/courses](https://www.brookings.edu/courses).

### CANCELLATION, TRANSFER OR SUBSTITUTION POLICY

Your registration is not final until we receive payment in full or an approved government purchase order. The submission of a government purchase order does not guarantee your registration. You will receive an email registration confirmation after we receive complete payment information. Written notice is required for all cancellations, transfers and substitutions. Fees may apply. Send correspondence via email to [registrar@brookings.edu](mailto:registrar@brookings.edu). For information on available cancellation, transfer or substitution options, please visit [brookings.edu/how-to-register](https://www.brookings.edu/how-to-register).

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