MODULE I - LEADING SELF

Module I - Assessments

- Learning Contract
- Establish Advisory Team
- First Project Outline
- CPM Competency Self Assessment
- Monthly Online Journal Entries
- MBTI
- Emotional Intelligence Assessment

1.1 Program Orientation

3 days (21 hours)

Instructors: Staff, Debbie Mack-Rough

Course Description:

Introduce requirements of the program, meet cohort participants, assess and reflect on personal growth opportunities. Engage and learn about personal style including the MBTI and general learning styles. Learn CPM competencies and systems theory.

Learning Intentions/Outcomes:

1. Learn the requirements of the CPM program, expectations, deliverables and explore the national framework and competencies to promote individual learning goals.
2. Begin to develop a learning community, identify learning goals, advisory team members and structural support mechanisms for the program.
3. Learn and understand systems thinking as a foundational framework for leading, engaging and learning about self, groups, organizations and society.
4. Experience the Myers Briggs Type Indicator (MBTI) and discuss how understanding core personality strengthens leadership.

CPM Competency Clusters:

| ☒ Personal and Organizational Integrity | ☒ Developing Self | ☐ Change Leadership |
| ☐ Managing Work | ☒ Systemic Integration | |
| ☒ Leading People | ☐ Public Service Focus | |
1.2 Developing Yourself as a Leader 3 Days (21 Hours)

Instructor: Debbie Rough-Mack

Course Description:
Explore the principles of emotional and cultural intelligence. Examine how perceptions and habits influence leadership effectiveness. Learn leadership theories and how those interact within organizations. Explore managerial ethics as a leadership framework and apply it to public service.

Learning Intentions/Outcomes:
- Understand the role of the leader, as it relates to motivation, group behavior, culture, decision-making, accountability, change and organization development.
- Examine leadership theories, models and their application in different situations.
- Develop emotional and cultural self-awareness through assessment and ongoing feedback. Recognize and understand personal values, strengths, weaknesses, habits and how they influence leadership and organizational effectiveness.
- Explore ethical perspectives, increase awareness, develop the knowledge of how to influence others with integrity, identify potential ethical problems and conflicts of interest.
- Build capacity to think strategically and systemically for long-term impact and organizational benefit.

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MODULE II - LEADING INDIVIDUALS AND GROUPS

Module II - Assessments
- Monthly Online Journal Entries
- Self-Focused Leadership Project

2.1 Performance Feedback, Coaching and Human Resource Issues 3 days (21 hours)

Instructor: Cynthia Shaffer

Course Description:
Identify essential human resource practices in the public sector. Assess and manage risk through compliance with laws, consistent application of policies and procedures and clearly defined expectations. Understand a leader’s role in working with unions. Develop people’s talents through performance management, feedback models and coaching strategies that foster a diverse environment where employees thrive.

Learning Intentions/Outcomes:

- Identify core human resource practices within the public sector including working with unions.
- Explore the leader’s role in talent management and development and learn supporting models and practices.
- Learn and use performance coaching models to approach working with multiple employee issues.
- Understand how diversity and inclusion practices contribute to a healthy work environment and learn what leader’s need to do to foster this work.

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2.2 Group Process, Conflict and Facilitation Methods 3 days (21 hours)

Instructor: GinLin Woo, Jeffery Birdsall

Course Description:
Explore the stages of team development, situational leadership and conflict management. Understand the process of designing a variety of group methods to achieve desired outcomes. Learn how to lead effective meetings and group engagements.

Learning Intentions/Outcomes:

1. Learn the stages of team development and how to work with and through groups to accomplish work.
2. Explore and understand the strengths of several group process models for engagement, decision-making, information gathering, and other group needs.
3. Delve into understanding conflict, assess personal conflict style and learn to work with and resolve conflict.
4. Design, manage, lead and utilize meetings and group engagements effectively.
2.3a Communicating Effectively: Presentations  

**Instructor:** Lori L. Blewett

**Course Description:**
Design and deliver sound and clear materials and messages to promote understanding within the organization and with the public. Enhance presentation skills and explore models for effective delivery.

**Learning Intentions/Outcomes:**
1. Understand key components, create and deliver effective briefings for a variety of audiences.
2. Explore persuasive speech and develop strategies to deliver oral presentations with influence and strength.

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2.3b Communicating Effectively: Writing  

**Instructor:** Josh Whitling

**Course Description:**
Design and deliver sound and clear written materials and messages to promote understanding within the organization and with the public. **Note: This course is delivered online.**

**Learning Intentions/Outcomes:**
1. Understand key components, create and deliver effective briefings for a variety of audiences.
2. Analyze writing approaches and discern appropriate approaches to foster the result desired.
MODULE III - LEADING ORGANIZATIONS

Module III - Assessments
- Monthly Online Journal Entries
- Capstone Project Charter
- Begin Lean Six Sigma Capstone Project

3.1 Planning and Budgeting in the Public Sector  2 days (14 hours)

Instructor: Larry Dzieza

Course Description:
Assess organizational strengths, opportunities, and create robust strategic plans. Understand planning and budgeting in the public sector. Examine the role of managerial and cost accounting, budgeting, auditing, and financial controls in the efficient and effective allocation of organizational resources, including the particular stewardship concerns of the public sector.

Learning Intentions/Outcomes:
1. Learn the definitions, strategies, models and approaches to strategic planning in a public environment.
2. Examine the organization of governmental financial management, budgetary theories and intergovernmental financial relations, including the particular stewardship concerns of the public sector.
3. Explore the conceptual and practical problems associated with resource allocation decisions given conflicts between efficiency and equity and limited information.
4. Learn how to use the basic tools of analysis necessary for informed public management decision-making.

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3.2 Managing Performance and Data-Based Decision-Making 2 days (14 hours)

Instructor: Brian Willett

Course Description:
Learn how to capture data to create a dynamic and interactive visual of your system of work. Develop meaningful performance measures and learn how they drive management and team decisions. Design systems to visualize your work flow, assess performance and improve operations.

Learning Intentions/Outcomes:
1. Learn core performance metrics like outcomes and outputs; productivity measures; qualitative and quantitative measures.
2. Understand the leader’s role in creating systems to monitor the health of the organization performance – both human systems and core work processes.
3. Explore methods to share data-based information among various customers, stakeholders and employees and help employees learn to monitor their own process performance.

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3.3 Process Improvement 2 days (14 hours)

Instructor: Brian Willett

Course Description:
Introduction to process improvement methodologies including Lean Six Sigma and how to identify, charter, support and sustain efforts. Identify key customers and stakeholders. Learn how to sponsor and design general project scopes, deliverables, contingencies, plan and estimate cost-benefits and oversee project efforts.

Learning Intentions/Outcomes:
1. Explore the evolution of process management, why it matters and how it can be a strategic enabler
2. Examine the leader’s role in shaping and designing the infrastructure to support and sustain a continuous improvement and project management environment.
3. Align process improvement and project management initiatives with other organizational efforts like strategic planning and performance measurement.
4. Determine key customers/stakeholders, their requirements and how these operate in the public sector.
5. Learn to sponsor and design project scopes, deliverables, contingencies, plan and estimate cost-benefits to projects.

LEAN SIX SIGMA OUTCOMES

6. Develop a basic understanding of Lean Six Sigma methodology, principles and practices.
7. Understand basic Lean Six Sigma tools and techniques.
8. Identify wasteful activities and understand why they should be eliminated.
9. Increase the student’s ability to drive Lean Six Sigma improvement projects.
10. Understand the roles and approaches for Lean Six Sigma implementation in a wide range of business, organizational and government settings.
11. Understand how to apply Lean Six Sigma to achieve higher quality and greater speed in organizational processes.
12. Increase the student’s ability to function effectively as a Lean Six Sigma Coach.
13. Apply the Lean Six Sigma methodology to various case studies.
14. Apply practical applications of Lean Six Sigma to real-world problems.
15. Demonstrate through example how to present and display Lean Six Sigma through a “gallery walk.”
16. Develop and present a recommendation or initiative that builds a business case by performing an analysis using Lean Six Sigma methods.

3.4 Leading Change and Understanding Organizational Culture  2 days (14 hours)

Instructor: K. Wendy Holden

Course Description:
Examine and foster organizational culture that positively affects the health of the workplace. Learn about culture, how to influence it and the leader’s role in shaping it. Explore change models and determine strategies to work with and support the organization while undergoing change.

Learning Intentions/Outcomes:
1. Examine organizational culture from several viewpoints, discuss and determine factors that influence culture.
2. Understand the leader’s role in shaping culture and how that affects the health of the organization.
3. Explore change models and determine strategies to work with and support the organization while undergoing change.

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MODULE IV - LEADING IN A POLICAL & SOCIETAL SYSTEM

Module IV - Assessments

- Monthly Online Journal Entries
- Capstone Project Presentation to Workplace
- Capstone Presentation to Cohort
- Written Capstone Report
- Submit Updated Resume

4.1 Policy, Perspectives & Sustainability/Organizational Culture 3 days (21 hours)

Instructor: K. Wendy Holden

Course Description:
Examine the role of government administrators as leaders and service providers. Become knowledgeable about political environments and what they mean in terms of democratic institutions, policy and services. Explore sustainability practices and how that affects the delivery of public services now and for generations to come. Note: 7 hours delivered online.

Learning Intentions/Outcomes:

1. Gain a working knowledge of the institutions and processes through which state and local policy is made and implemented.
2. Learn about and apply tools used to evaluate policy at the state and local levels.
3. Explore the techniques and practices that public executives employ to get their work done through politicians, bureaucrats, the media, lobbyists, governing boards and their supervisors and staff.
4. Examine the systemic issues that arise around policy decisions with regard to competition for limited resources, moral and ethical concerns and conflict among policy makers.
5. Explore sustainability practices that affect the delivery of public services.
4.2 Cultural Competencies and Equity 2 days (14 hours)

Instructor: Dariush Khaleghi

Course Description:
Increase awareness and interact effectively with people of different cultures and socio-economic backgrounds. Learn about and guide organizational employees, systems and practices to consider any adverse effects on disparate populations when implementing public services.

Learning Intentions/Outcomes:
1. Increase awareness of cultural worldview, attitudes toward cultural differences, and knowledge of cultural communities.
2. Learn engagement practices and explore appropriate ways to reach out to disparate communities to ensure equal access to public services.
3. Explore and develop cultural competence to design inclusive service processes and communication patterns in an ability to understand and effectively interact with people across diverse cultures.

4.3 Public Perception and the Role of the Media 1 day (7 hours)

Instructor: Adam Wilson

Course Description:
Responsibilities and freedoms of the mass media in a democracy. Influence of media on citizens' opinions, elections and decisions of public officials are explored.

Learning Intentions/Outcomes:
1. Understand the role and practices of the expanding and evolving news media.
2. Gain practice analyzing and interpreting the news media messages and assessing impact on government and public policy.
3. Learn about techniques and processes of political argument and persuasion as used in campaigns, public education and political debate.
4. Explore the growing role of social media and the agencies responsibility to set clear guidelines for participation.

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### 4.4 Capstone and Closure

**Instructor:** CPM Program Staff

**Course Description:**
Students present capstone project results in a gallery walk for their CPM peers.

**Learning Intentions/Outcomes:**
1. Showcase the capstone project and reinforce presentation skills.
2. Provide an opportunity for peers to see other ways of using Lean Six Sigma tools.

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### 4.5 Post Course Evaluation

**Instructor:** CPM Program Staff

**Course Description:**
Graduates are provided with their initial CPM Competency Self Assessments and rescore themselves again after returning to work. Graduates document promotional, recognition and other activities.

**Learning Intentions/Outcomes:**
1. Reinforce skills learned in the course through self-evaluation and reflection on what was covered.
2. Document return on investment for self and agency.
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