



TREASURY
EXECUTIVE
INSTITUTE

Course Catalog

Fall/Winter 2014

Today's Federal budget and operating environment impose new challenges and demands on leadership. Federal executives and managers must sharpen their skills to be able to optimize organizational performance and meet both budget and mission requirements.

With over 30 years of experience in meeting the development needs of Federal executives, the Treasury Executive Institute (TEI) skillfully assembles the best and most current executive and managerial learning, taught by recognized experts. Thanks to TEI's unique agency partner program, executives and high-potential employees gain affordable access to world-class training. TEI delivers relevant, accessible, convenient, "just in time" training, available both in-person and on-demand.



**TREASURY
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Calendar of All Events*

October

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| 16 | <i>Innovative State: How New Technologies Can Transform Government</i> | <i>p. 16</i> |
| 21 | <i>Applying Government Performance Modernization and Results Act (GPRAMA) to Improve Performance Effectiveness</i> | <i>p. 17</i> |
| 24 | <i>Results-Based Strategic Planning</i> | <i>p. 18</i> |
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November

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| 5 | <i>Bank Fraud: Using Technology to Combat Losses</i> | <i>p. 21</i> |
| 6 | <i>John Kotter in Action</i> | <i>p. 22</i> |
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| 17 | <i>Coaching Cohort 5, Session 1</i> | <i>p. 57</i> |
| 20 | <i>Strategies for Thriving and Discovering Common Ground</i> | <i>p. 27</i> |
| 21 | <i>Change Agility</i> | <i>p. 28</i> |

*Please note: the date listed may be the first day of a series

December

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| 2 | <i>Organizational Dynamics: What They Are and Why they Give Leaders Migraines</i> | p. 30 |
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| 10 | <i>Action Learning from the Executive Perspective</i> | p. 34 |
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| 12 | <i>The Trustworthy Leader</i> | p. 36 |
| 15 | <i>Appreciative Sharing of Knowledge (ASK): Leveraging Knowledge Management for Strategic Change</i> | p. 37 |

January

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| 14 | <i>The Five Dysfunctions of a Team</i> | p. 39 |
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| 20 | <i>Confronting Political Islam: Six Lessons from the West's Past</i> | p. 41 |
| 23 | <i>Boom, Bust, Exodus: The Rust Belt, the Maquilas, and a Tale of Two Cities</i> | p. 42 |
| 27 | <i>Executive Diversity and Inclusion: Empowerment</i> | p. 55 |
| 27 | <i>The Executive Compass Cohort</i> | p. 43 |

February

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| 4 | <i>American Insecurity: Why Our Economic Fears Lead to Political Inaction</i> | p. 44 |
| 9 | <i>Coaching Cohort 5, Session 2</i> | p. 57 |
| 11 | <i>Leading with Honor</i> | p. 45 |
| 12 | <i>Go Positive! Lead to Engage</i> | p. 46 |
| 24 | <i>The Power of Noticing: What the Best Leaders See</i> | p. 47 |

March

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| 2 | <i>Coaching Cohort 6, Session 1</i> | p. 57 |
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| 5 | <i>Leadership Lessons from Zachary Taylor</i> | p. 47 |
| 10 | <i>Perils of Proximity to Absolute Power</i> | p. 48 |
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Please note: the date listed may be the first day of a series

Leadership Education & Development

Utilizing a variety of teaching and delivery methods, we strive to bring you the most timely and relevant programs that help you address the opportunities, issues or challenges that you or your organization may be facing. We recognize that the best training isn't a "one size fits all" model so our Leadership line is the quintessential buffet of courses and events. Choose from an array of offerings, knowing that each program is aligned to the Executive Core Qualifications (ECQ), and pick the topics, methods, and the delivery mechanisms that best fit your schedule and preferred learning style:

- For overviews or refreshers, the speakers are a great option.
- If you want more hands-on and a safe environment to try different leadership principles or discuss best practices, then a workshop, facilitated call or simulation, might be the best choice.
- If you want to hone a particular leadership skill, use our new Certificate program to both delve deeper and gain a broader perspective of the different dimensions of an ECQ or competency.

Some highlights you won't want to miss:

- *Innovative State*, by Aneesh Chopra, the first Federal Chief Technology Officer
- *Suspending Judgment: A Key to Being Culturally Competent*, by Tinisha Agramonte, an Assistant Administrator at the Small Business Administration
- *Bank Fraud: using Technology to Combat Losses* by Revathi Subramanian, Senior Vice President at CA Technologies
- *The Twilight of Human Rights Law*, by author and University of Chicago Law Professor, Eric Posner
- *Boom, Bust, Exodus*, by author and University of Chicago Senior Lecturer, Chad Broughton
- *The Power of Noticing*, by Harvard Professor Max Bazerman
- *Change Agility* by Liz Joyce, Government Executive Advisor at the Corporate Executive Board
- Plus two new series - *Leading Self*, taught by American University Professor Patrick Malone, and *Leading People* taught by George Mason University Professor Tojo Thatchenkery

Course Listing at a Glance

Date	Course	Presenter	Program Type			Delivery	
			Speaker	Workshop	Cohort	In Person	Remote
Oct 1	Leading People series: Leveraging Quiet Leadership	Tojo Thatchenkery Professor and Director of the Organizational Development and Knowledge Management Program, George Mason University	x			x	x
Oct 2	Leading Self series: All the Mind's a Stage: Harnessing Mindset from Impulse to Strategy	Patrick Malone Executive in Residence, Department of Public Administration and Policy American University	x			x	
Oct 7	Change Anything!	Justin Hale Master Trainer, Vital Smarts		x			x
Oct 8	Resilience in a VUCA World	Hile Rutledge OKA Principal Consultant	x			x	
Oct 9	A Day in the Life of the Time- Pressed Leader	Darrell Harvey and Andres Marquez- Lara The George Washington University Center for Excellence in Public Leadership		x		x	
Oct 10	Go Positive! Lead to Engage	Staff		x		x	
Oct 15	Dead-End Suburban Sprawl and Rebirth of American Urbanism	Benjamin Ross Former president of Maryland's Action Committee for Transit	x			x	x
Oct 16	Innovative State: How New Technologies Can Transform Government	Aneesh Chopra First Chief Technology Officer of the United States and CEO Hunch Analytics	x			x	x
Oct 21 - 23	Applying GPRAMA to Improve Performance Effectiveness	Management Concepts		x		x	
Oct 24	Results-Based Strategic Planning	Phillip Lee President, Results Leadership Group		x		x	
Oct 28, 30	Results-Based Strategic Planning	Karen Finn Partner and Senior Consultant, Results Leadership Group			x		x

Course Listing at a Glance

Date	Course	Presenter	Program Type			Delivery	
			Speaker	Workshop	Cohort	In Person	Remote
Oct 29	Suspending Judgment: A Key to Being Culturally Competent	Tinisha L. Agramonte Assistant Administrator for Diversity, Inclusion, and Civil Rights Compliance, Small Business Administration	x			x	
Nov 4	Building Resilience in a VUCA World	Hile Rutledge OKA Principal Consultant		x			x
Nov 4	Social Re-engineering in the Workplace	Steve Robbins Consultant and Author	x			x	
Nov 5	Bank Fraud: Using Technology to Combat Losses		x			x	
Nov 6	John Kotter in Action	Ayman Tarabishy The George Washington University Center for Excellence in Public Leadership		x		x	
Nov 7	Leading Self series: Emotional Intelligence	Patrick Malone Executive in Residence, Department of Public Administration and Policy American University	x			x	
Nov 12	Leading Change	Patricia McLagan CEO, McLagan International Inc.	x			x	x
Nov 13	Collaborating for Results	Phillip Lee President, Results Leadership Group		x		x	
Nov 14	Leading Self series: Perceptions, Prisms, and Undiscussables: Barriers to Effective Decision-making	Patrick Malone Executive in Residence, Department of Public Administration and Policy American University	x			x	
Nov 14	The Twilight of Human Rights Law	Eric Posner Author and Professor of Law at the University of Chicago	x			x	

Course Listing at a Glance

Date	Course	Presenter	Program Type			Delivery	
			Speaker	Workshop	Cohort	In Person	Remote
Nov 20	Leading People series: Strategies for Thriving and Discovering Common Ground	Tojo Thatchenkery Professor and Director of the Organizational Development and Knowledge Management Program, George Mason University	x			x	x
Nov 21	Change Agility	Liz Joyce CEB Government Executive Advisor	x			x	
Dec 1	Storytelling and Inspiring Others	Phillip Lee President , Results Leadership Group		x		x	
Dec 2	Leading Self series: Organizational Dynamics: What they are and Why They Give Leaders Migraines	Patrick Malone Executive in Residence, Department of Public Administration and Policy American University	x			x	
Dec 3	Bridging the Leadership Divide Between Generations	Staff		x		x	
Dec 4	The Accountability Experience—The Determining Factor for Success	Staff		x		x	
Dec 5	Leading Self series: Your Ethical Lens: The Challenge of Right versus Right Decisions	Patrick Malone Executive in Residence, Department of Public Administration and Policy American University	x			x	
Dec 8	The Leadership Challenge This program will be held: December 8 (in-person) Jan 26, 2015 (via phone) Feb 9, 2015 (via phone) Feb 23, 2015 (via phone) March 23, 2015 (in person)	Staff			x	x	x

Course Listing at a Glance

Date	Course	Presenter	Program Type			Delivery	
			Speaker	Workshop	Cohort	In Person	Remote
Dec 10	Leading Self series: Action Learning from the Executive Perspective	Patrick Malone Executive in Residence, Department of Public Administration and Policy American University	x			x	
Dec 11	Code Halos: How the Digital Lives of People, Things, and Organizations are Changing the Rules of Business	Paul Roehrig Global Managing Director, Cognizant's Center for the Future of Work	x			x	
Dec 12	Trustworthy Leader	Staff	x			x	
Dec 15	Leading People series: Appreciative Sharing of Knowledge (ASK): Leveraging Knowledge Management for Strategic Change	Tojo Thatchenkery Professor and Director of the Organizational Development and Knowledge Management Program, George Mason University	x			x	x
Jan 12, 13	Franklin Covey's Leading at the Speed of Trust™	Staff		x		x	
Jan 14	The Five Dysfunctions of a Team This program will be held Jan 14, 21, 28 and Feb 4	Staff		x			x
Jan 15	The Leadership Challenge This program will be held: January 15, 29, Feb 12, 26 and March 12	Staff			x		x
Jan 20	Confronting Political Islam: Six Lessons from the West's Past	John M. Owen IV Author and former Professor at Harvard, Stanford, Princeton and Oxford universities	x			x	
Jan 23	Boom, Bust, Exodus: The Rust Belt, the Maquilas, and a Tale of Two Cities	Chad Broughton Author and Senior Lecturer in Public Policy Studies and Faculty Director of the Chicago Studies Program at the University of Chicago	x			x	x

Course Listing at a Glance

Date	Course	Presenter	Program Type			Delivery	
			Speaker	Workshop	Cohort	In Person	Remote
Jan 27	Executive Compass This program will be held Jan 27, February 3, 10, 17 and 24	Staff			X		X
Feb 4	American Insecurity: Why Our Economic Fears Lead to Political Inaction	Adam Seth Levine Professor at the Center for the Study of Inequality at Cornell University	X			X	
Feb 11	Leading with Honor This program will be held February 11, 18, 25, and March 4	Staff		X			X
Feb 12	Go Positive! Lead to Engage This program will be held February 12, 19 and 26	Staff		X			X
Feb 24	The Power of Noticing: What the Best Leaders See	Max H. Bazerman Author and Harvard Business School Professor and Co-Director of the Harvard Kennedy School's Center for Public Leadership	X			X	X
Mar 5	Leadership Lessons from Zachary Taylor	Staff		X			X
Mar 5	Leadership Lessons from Rutherford B. Hayes	Staff		X			X
Mar 10	Perils of Proximity to Absolute Power	James Romm Author and the James H Ottaway Jr Professor of Classics at Bard College	X			X	X
Mar 12	Leadership Lessons from the Truman Doctrine	Staff		X			

Course Details

October 1

1 p.m. – 3 p.m. ET

Location:

Media Room at Main
Treasury or Desktop
Streaming via Yorktel

Alignment:

Leading People
Diversity & Inclusion
Supportiveness
Empowerment

Leveraging Quiet Leadership

Tojo Thatchenkery

Want to leverage both social capital and quiet leadership for professional growth?

Genuine leadership is not about charisma or visibility. A significant amount of real accomplishments in organizations are made possible by “quiet leaders”, those who complete their task and often go above the call of duty without seeking or receiving visibility. Such leaders create innovation and new products and services because they are good in creating positive synergy in teams as well as valuing others.

This session will provide a framework through which to transform “quiet” qualities into a positive leadership approach that provides a counterweight to balance the showmanship approach to leadership. This session also shows us what our organizations are missing when we fail to notice the talented “quiet leaders” amongst us.

Dr. Tojo Thatchenkery is Professor and Director of M.S. in Organization Development and Knowledge Management at the School of Public Policy at George Mason University. He is also a member of the NTL Institute of Applied Behavioral Science (www.ntl.org) and the Taos Institute (www.taosinstitute.net). Dr. Thatchenkery’s research has been funded by agencies such as the United States National Science Foundation, USPS, and the U.S. National Security Agency. His recent books include *Organizational Transformation: Change Management Perspectives* (2014), *Strategic Initiatives for Competitive Advantage in the Knowledge Society* (2014), *Reframing Human Capital for Organizational Excellence* (2013), and *Capability Building for Organizational Transformation* (2013).

We recommend that upon registration you test your connection at:

<http://mediasite.yorkcast.com/webcast/Viewer/?peid=ef1135ec9e8846dddbcfaf3471eb713ec1d>

If you experience any issues, please contact your IT Help Desk to resolve the issue. The actual link for a given program will be sent after registration has closed for the session – a few days prior to the event.

IMPORTANT: To attend in person at Main Treasury you must provide your date of birth and social security number for each program unless you have a Main Treasury badge. Please call 202-622-9311 to provide this information to TEI no later than September 26, when we will close registration for the in-person option.

October 2
9 a.m. – 11 a.m. ET

Location:
TEI Classroom

Alignment:
Leading People
Diversity & Inclusion
Open-Mindedness

All the Mind's a Stage: Harnessing Mindset from Impulse to Strategy

Patrick Malone

This session introduces the role of mindsets in the workplace, both in the leader, and in those led. Participants will learn strategies for recognition of various mindsets and techniques to maximize communication and productivity.

Dr. Malone is an Executive-in-Residence in the Department of Public Administration and Policy at American University where he teaches courses in public sector leadership, executive problem solving, organizational analysis, action learning, leadership ethics, and public administration in the policy process. He also serves as a senior advisor and faculty member in American University's Key Executive Leadership program. Dr. Malone has extensive experience working with federal sector leaders from DHHS, EPA, IRS, USDA, HUD, DHS, and DoD among others. He is one of only thirty researchers in the country certified to score the Subject/Object qualitative research methodology developed at Harvard University. Dr. Malone spent twenty-two years in the Department of Defense where he served in a number of senior leadership and policy roles including as a professor at the Uniformed Services University of the Health Sciences; Academic Director; and Dean of Academics for Navy Medicine.

October 7
1 p.m. – 2:30 p.m. ET

Change Anything!

Justin Hale

Location:
Webinar via Adobe Connect

Alignment:
Leading Change
Diversity & Inclusion
Supportiveness
Empowerment

Become more engaged and productive!

Individual change isn't only about willpower. With a clearer understanding of the science behind personal change, we can become ten times more successful at changing anything.

You will be introduced to the six sources of influence that affect your daily decisions, as well as fascinating real-world examples that will empower you to reexamine the way you go about your business.

Please note that you must be able to use AdobeConnect webinar platform.

We recommend that upon registration you test your connection at: https://admin.acrobat.com/common/help/en/support/meeting_test.htm. The technical specifications needed to connect to this webinar are:

Adobe Flash Player version 10.3 or above (v. 11.2 is recommended)

Adobe Reader

Download speed of a minimum of 512 kbps (If you can watch Netflix or YouTube without needing to buffer, you should be fine)

Hardwire connection is preferred (participants connected via wifi may lose connection to the course or have trouble viewing the videos)

Browsers: Firefox, Safari, Chrome, or Internet Explorer

Operating Systems (OS): Mac or Windows

If you experience any issues, please contact your IT Help Desk to resolve the issue. The actual link for a given program will be sent after registration has closed for the session – a few days prior to the event.

October 8
1 p.m. – 2 p.m. ET

Location:
TEI Classroom

Alignment:
Leading Change
Diversity & Inclusion
Empowerment

Resilience in a Volatile, Uncertain, Complex, and Ambiguous (VUCA) World

Hile Rutledge

Resilience is more than just endurance or the ability to change as a result of pressure/stress. True resilience is the ability to bounce back. This webinar with OKA's principal consultant, Hile Rutledge, will cover:

- Why is resilience the key to success in a volatile, uncertain, complex, and ambiguous world?
- What practical, immediate actions can we take to start building resilience in ourselves and others?

Want more? Log in for the workshop on November 4!

Please note that you must be able to use AnyMeeting webinar platform.

OKA President and Principal Consultant Hile Rutledge is one of America's most respected trainers in both the Myers-Briggs Type Indicator® (MBTI®) and the EQ-i® (Emotional Intelligence) assessment instruments. He is the author of the *MBTI® Introduction Workbook*, the *EQ Workbook*, the *Four Temperaments Workbook* and co-author of the best-seller *Type Talk at Work*, as well as the creator of OKA online tutorials, videos and many other publications and training tools. He is an expert consultant, trainer and keynote speaker with over 20 years' experience in the organization development field. Hile has done extensive work with Fortune 500 companies and most federal government departments, working with individuals and teams at all levels from C-suite to the front lines.

October 9
9 a.m. – 12 p.m. ET

Location:
TEI Classroom

Alignment:
Leading Change
Leading People
Results Driven
Building Coalitions
Diversity & Inclusion
Supportiveness
Empowerment

A Day in the Life of the Time-Pressed Leader

Darrell Harvey and Andres Marquez-Lara

This is a half day experience which requires you to work with other participants to complete a project on time and on budget, while dealing with competing customer requirements. The challenge of managing your time, your work processes, your human resources, your money, information flow, and difficult customers provides the experiential learning component that is related to their real-world work environment through a series of debriefs, both during and after the simulation.

Regardless of the agency or work discipline of the participants, the simulation provides much food for thought on how to improve communication, work processes, and information sharing in order to achieve improved performance in the work environment.

Dr. Harvey is a Senior Fellow at the Center for Excellence in Public Leadership at George Washington University where he is a faculty member in two ongoing Certificate in Public Management programs, develops and conducts leadership simulations for federal and municipal managers, and oversees action learning projects in which teams of managers conduct year-long policy analyses of pressing public policy issues. He has also been recognized by the Graduate School-USDA as a Distinguished Adjunct Faculty member for consistently receiving excellent evaluations from his students. In addition, he has also taught business statistics at the College of Notre Dame in Baltimore, MD.

Prior to starting his practice, Dr. Harvey spent over eight years providing internal consulting, training/development, and human resources research services at leading private sector firms such as Merrill Lynch (senior research manager) and The Prudential (senior organizational consultant). He holds a Masters of Science degree in Organizational Psychology from Pennsylvania State University and a Bachelor of Arts Degree in Psychology with Highest Honors from Hampton Institute. He received the PhD from Pennsylvania State University, where he focused on leadership, conflict, and performance in organizational teams.

Andres Marquez-Lara is a Senior Fellow at the Center for Excellence in Public Leadership at George Washington University and founder and president of Promethean Community. He has a graduate degree in Clinical Community Psychology from La Universidad Católica Andrés Bello, and an undergraduate degree from Duke University in Psychology with a Certificate in Human Development. He is also certified in Six Sigma and design thinking.

He spent seven years working in the mental health system of the District of Columbia. For five of those years he worked at Saint Elizabeth's Hospital. There, he found creative performance-based approaches to empower patients and staff, and strengthen that community.

October 10

8 a.m. – 11 a.m. ET

Location:

TEI Classroom

Alignment:

Leading People
Results Driven
Diversity & Inclusion
Open-Mindedness

Go Positive! Lead to Engage

Michelle Zager

You know that employee engagement is key, but looking for a heightened awareness of what it takes to increase employee engagement?

This workshop is designed for leaders who wish to receive insights about themselves and their skills as they pertain to the workplace. The tools in this workshop provide leaders with a new perspective on how their own attitudes, beliefs, and behaviors can create a work environment that either fosters engaged employees, or contributes to their lack of engagement. The workshop provides the awareness, alignment, and, finally, action that leaders can follow to engage their employees.

October 15
1 p.m. – 3 p.m. ET

Location:
Media Room at Main
Treasury or Desktop
Streaming

Alignment:
Leading Change
Diversity & Inclusion
Open-Mindedness

Dead-End Suburban Sprawl and Rebirth of American Urbanism

Benjamin Ross

Leading a change effort this fiscal year? This session will furnish a blueprint for how to effect change in the modern age.

Mr. Ross traces how the ideal of a safe, green, orderly retreat where hardworking members of the middle class could raise their children away from the city mutated into the McMansion and strip mall-ridden suburbs of today. Mr. Ross finds that sprawl is much more than bad architecture and sloppy planning. Its roots are historical, sociological, and economic. He uses these insights to lay out a practical strategy for change, honed by his experience leading the largest grass-roots mass transit advocacy organization in the United States.

The problems of smart growth, sustainability, transportation, and affordable housing, he argues, are intertwined and must be solved as a whole. The two keys to creating better places to live are expansion of rail transit and a more genuinely democratic oversight of land use.

Benjamin Ross was president of Maryland's Action Committee for Transit for 15 years, which grew under his leadership into the nation's largest grass-roots transit advocacy group. He is a consultant on environmental problems and served on committees of the National Academy of Sciences and EPA Science Advisory Board. He writes frequently on political and social topics in *Dissent Magazine* and is the author of *The Polluters: The Making of Our Chemically Altered Environment*.

We recommend upon registration that you test your connection at:

<http://mediasite.yorkcast.com/webcast/Viewer/?peid=ef1135ec9e8846ddbcfaf3471eb713ec1d>

If you experience any issues, please contact your IT Help Desk to resolve the issue. The actual link for a given program will be sent after registration has closed for the session – a few days prior to the event.

IMPORTANT: To attend in person at Main Treasury you must provide your date of birth and social security number for each program unless you have a Main Treasury badge. Please call 202-622-9311 to provide this information to TEI no later than October 10, when we will close registration for the in-person option.

October 16

9 a.m. – 11 a.m. ET

Location:

Media Room at Main
Treasury or Desktop
Streaming via Yorktel

Alignment:

Leading Change
Results Driven
Business Acumen
Diversity & Inclusion
Open-Mindedness

Innovative State: How New Technologies Can Transform Government

Aneesh Chopra

Think “innovative government” is an oxymoron? Learn how to make your organization like a startup and get your agency rolling!

Mr. Chopra shows how, over the course of our history, America has had a pioneering government matched to the challenges of the day. Now, in the Internet era, federal workers can use the tools of open government to tackle society’s most vexing problems. Open data fuels private industry and improves services for everyone, from better weather forecasts to overcoming blight in post-Katrina New Orleans. New standards enable a smart electrical grid—and transparency for consumers—as well as better and more cost-efficient medicine. Prizes, challenges, and competitions tap into the talent of Americans outside government, like the immigrant waiter who won a contest to design an inexpensive new vehicle platform for the Defense department. And by attracting talent, our government has instilled the impatience of startups into old bureaucracies, quickly producing results.

An energetic groundbreaker who previously served as Virginia’s fourth secretary of technology, Mr. Chopra was the first Chief Technology Officer of the United States who catapulted President Obama’s technology agenda forward by fostering new ideas and encouraging government-wide collaboration. By introducing the concept of “open innovation,” which tapped into the private sector to solve long-standing government problems—job creation, reducing health-care costs, protecting the homeland—Mr. Chopra arrived at solutions often overlooked by his counterparts. His wide array of accomplishments include designing the National Wireless Initiative, a development of a nationwide public safety broadband network, and implementing the President’s open government strategy which focused on unlocking the federal government’s potential in solving problems and seeding industries of the future.

We recommend upon registration that you test your connection at <http://mediasite.yorkcast.com/webcast/Viewer/?peid=ef1135ec9e8846ddbcfaf3471eb713ec1d>. If you experience any issues, please contact your IT Help Desk to resolve the issue. The actual link for a given program will be sent after registration has closed for the session – a few days prior to the event.

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October 21, 22, 23
8 a.m. – 4 p.m. ET

Location:
TEI Classroom

Alignment:
Business Acumen

Applying Government Performance Modernization and Results Act (GPRAMA) to Improve Performance Effectiveness

Terry Grindstaff

You will be exposed in this course to the background and statutory requirements of performance management, and have the opportunity to apply them in practical situations. This course is designed for those individuals involved in the federal planning process, financial management, and program communities who have responsibilities in the President's Budget formulation, justification, performance planning and strategic management processes, and program management.

Through lecture and individual and group exercises, you will:

- Learn the history of GPRAMA
- Build a conceptual framework
- Assess a sample strategic plan against OMB requirements
- Determine the priority level of a program's performance goals
- Relate the budget process with performance management
- Build a limited-scope annual performance plan (APP)
- Assess an agency's compliance with GAO's guidance for performance measurement systems.

Please note that 100% attendance is expected and required for successful completion. The final exam must be completed with a grade of 70% or higher. The course offers 24 CPE credit hours for NASBA/field of study-finance/level-intermediate.

Mr. Grindstaff of Management Concepts has over 30 years' experience in developing, analyzing, and defending federal budgets at all levels (unit, office, agency, OMB, and Congress) from his work at EPA to representing Senator Conrad Burns' interests on three appropriation subcommittees by analyzing appropriation requests from federal departments.

October 24

9 a.m. – 4 p.m. ET

Location:

TEI Classroom

Alignment:

Leading Change

Leading People

Results Driven

Diversity & Inclusion

Open-Mindedness

Cooperation

Results-Based Strategic Planning

Phillip Lee

Using the Results-Based Accountability framework as the lens for strategic planning, this session provides the skills necessary to lead strategic planning sessions using two basic principles: (1) starting with ends and working backwards to means and (2) having data-driven decision making.

There is also a strong emphasis on the development of facilitation skills to help you draw out the best ideas from your team.

Philip Lee is President of the Results Leadership Group and a Senior Fellow at the University of Maryland School of Public Policy. His work has included helping the U.S. Department of Health and Human Services Health Resources and Services Administration design and implement a performance review system for \$6 billion in grants and since 2001 delivering the National Institute of Health Senior Leadership Program. Mr. Lee practiced corporate law at an international law firm in Washington, D.C. and worked in Maryland Attorney General's Office of Consumer Protection and in the Maryland General Assembly's Department of Fiscal Services. He has a J.D. from the University of Maryland School of Law and a Master of Public Management from the University of Maryland School of Public Policy. He also studied negotiation at the Harvard Program for Lawyers.

October 28, 30
1:00 p.m. – 3:00 p.m. ET

Location:
Webinar via GoToMeeting

Alignment:
Leading Change
Leading People
Results Driven
Diversity & Inclusion
Open-Mindedness
Cooperation

Results-Based Strategic Planning—VIRTUAL SESSION

Karen Finn

Using the Results-Based Accountability framework as the lens for strategic planning, this session provides the skills necessary to lead strategic planning sessions using two basic principles: (1) starting with ends and working backwards to means and (2) having data-driven decision making. There is also a strong emphasis on the development of facilitation skills.

Attendance at the workshop is required for both days, and you must be able to use GoToMeeting.

Karen Finn of Results Leadership Group has extensive experience using Results Accountability and teaching it to federal government clients. As Chief of Programs and Policy for the Maryland Governor's Office for Children, Ms. Finn used the Results Accountability approach in developing strategic action plans and budgets to improve child and family well-being.

We recommend upon registration that you test your connection at:
http://support.citrixonline.com/en_US/GoToMeeting/help_files/GTM140010?title=Test+Your+GoToMeeting+Connection

If you experience any issues, please contact your IT Help Desk to resolve the issue. The actual link for a given program will be sent after registration has closed for the session – a few days prior to the event.

October 29
1 p.m. – 3 p.m. ET

Location:
TEI Classroom

Alignment:
Leading People
Diversity & Inclusion
Open-Mindedness
Fairness

Suspending Judgment: A Key to Being Culturally Competent

Tinisha L. Agramonte

Is it true that what gets measured gets done, and as such, an organization's leadership is held accountable for making progress towards cultural competency and the creation of a diverse workforce? Cultural competence requires that organizations have a defined set of values and principles, and demonstrate behaviors, attitudes, policies, and structures that enable them to work effectively cross-culturally.

Ms. Agramonte, Assistant Administrator for Diversity, Inclusion, and Civil Rights Compliance with the Small Business Administration, will explore the tools for suspending judgment; define culture and cultural competency; and discuss the benefits of a culturally competent organization.

November 4
1 p.m. – 2:30 p.m. ET

Location:
TEI Classroom

Alignment:
Leading Change
Diversity & Inclusion
Empowerment

Building Resilience in a Volatile, Uncertain, Complex, and Ambiguous (VUCA) World

Hile Rutledge

This interactive session plugs you into the conversation! Hile Rutledge, OKA's President and Principal Consultant, will cover what is resilience and why you need it in this VUCA world?

- You will then participate in a discussion on why resilience is key to professional and personal success.
- You will participate in an activity on what behaviors are keys to help us show and grow resilience.
- Hile will then discuss how focusing on emotional intelligence will help you become more self-aware of your own resilience behaviors and development needs.
- You will then work individually and as a group on an action plan to convert your learning into a reality!

You must be able to use Anymeeting webinar platform.

We recommend that upon registration you test your connection at: <https://www.anymeeting.com/webconference-beta/systemtest/AnyMeetingSystemTest.aspx>.

If you experience any issues, please contact your IT Help Desk to resolve the issue. The actual link for a given program will be sent after registration has closed for the session – a few days prior to the event.

November 4

9 a.m. – 4 p.m. ET

Location:

Main Treasury Cash Room

Alignment:

Leading People
Diversity & Inclusion
Fairness
Open-Mindedness
Cooperation
Supportiveness
Empowerment

Social Re-engineering in the Workplace*Steve Robbins*

The premise of this Master Class with Dr. Steve Robbins is that social re-engineering the workplace is fundamentally about understanding human behavior within a world full of human differences. Underlying Dr. Robbins' work is the science that is often missing in many approaches to workplace inclusion. You will delve into social and cognitive psychology, as well as the exciting work being done in the realm of social neuroscience and neuro-economics. If this sounds a little daunting and too deep, don't worry. Dr. Robbins has an uncanny, unmatched, and humorous way of turning sometimes difficult (but insightful) concepts into easily understood and applicable actions.

There will be other offerings of this class this fiscal year.

IMPORTANT: To attend in person at Main Treasury you must provide your date of birth and social security number for each program unless you have a Main Treasury badge. Please call 202-622-9311 to provide this information to TEI no later than October 30, when we will close registration for the in-person option.

November 5**Location:**

TEI Classroom

Alignment:

Leading Change
Business Acumen

Bank Fraud: Using Technology to Combat Losses*Revathi Subramanian*

Great strides in data intelligence have been made over the years as the fraud detection and prevention industry has matured. With that comes a need for technology that can handle all of this data, as well as people who know how to correctly use it. Revathi Subramanian examines bank fraud detection and prevention strategies from a technological perspective, and discusses the historical challenges in locating bank fraud perpetrators.

Ms. Subramanian is Senior Vice President, Data Science at CA Technologies which helps companies manage and secure complex IT environments. Before joining CA, she was the co-founder of the SAS Advanced Analytic Solutions Division where she led the development of a new enterprise real-time fraud decisioning platform utilizing advanced analytics.

November 6

9 a.m. – 5 p.m. ET

Location:

The George Washington
University School of
Business

Alignment:

Leading Change
Results Driven

John Kotter in Action

Ayman Tarabishy, The George Washington University Center for Excellence in Public Leadership

This is a full-day experiential learning activity in which participants work together to create and manage a major organizational change effort. Grounded in John Kotter's 8 Stages of Change and William Bridges' Managing Transitions, participants seek to balance the competing needs of people and systems within the organizational setting, while focusing on providing excellent customer service and achieving the organization's mission in and through the change process.

Please note, this event is being held at The George Washington University School of Business located at 2201 G St NW, Washington, DC 20052.

<http://business.gwu.edu/careercenter/contact-us/directions/>

November 7

9 a.m. – 11 a.m. ET

Location:

TEI Classroom

Alignment:

Leading People
Diversity & Inclusion
Open-Mindedness
Empowerment

Emotional Intelligence

Patrick Malone

While IQ has traditionally been seen as one indicator of success, recent studies are showing emotional intelligence, or EQ, is critical to a leader flourishing.

This session will focus on identification and understanding of the four quadrants of EQ. Attendees are challenged to address self-awareness, self-management, social awareness, and relationship management. This awareness is the first step to adding EQ vitamins to your leadership diet.

Dr. Malone is an Executive-in-Residence in the Department of Public Administration and Policy at American University where he teaches courses in public sector leadership, executive problem solving, organizational analysis, action learning, leadership ethics, and public administration in the policy process. He also serves as a senior advisor and faculty member in American University's Key Executive Leadership program. He has extensive experience working with federal sector leaders from DHHS, EPA, IRS, USDA, HUD, DHS, and DoD among others. He is one of only thirty researchers in the country certified to score the Subject/Object qualitative research methodology developed at Harvard University. Dr. Malone spent twenty-two years in the Department of Defense where he served in a number of senior leadership and policy roles including as a professor at the Uniformed Services University of the Health Sciences; Academic Director; and Dean of Academics for Navy Medicine.

November 12
9 a.m. – 11 a.m. ET

Location:
Media Room at Main
Treasury or Desktop
Streaming via Yorktel

Alignment:
Leading Change

Leading Change

Pat McLagan

Change requires strong leadership that both initiates and ignites the momentum to keep the initiative underway.

This session is based on in-depth change experience and on research into the practices that lead to results.

- Try on the lenses of an experienced change agent.
- Learn what makes change initiatives succeed.
- Accept that your role as a change agent TODAY must operate on multiple levels.

Ms. McLagan is an award-winning consultant and author who has advised on major change initiatives for GE, NASA, the Defense Intelligence Agency, SABMiller, and many other organizations in the US and globally, including in South Africa where she lived for most of the 90's. She has coached executives, developed and helped implement major transformation agendas, designed training and other interventions, and trained internal and external change leaders. Her work has evolved for four decades and continues to evolve today as the change challenges we all face intensify. Her books include, *Change Is Everybody's Business*, *The Shadow Side of Power: Lessons for Leaders*, *The Age of Participation: New Governance for the Workplace and the World*.

We recommend upon registration that you test your connection at:

<http://mediasite.yorkcast.com/webcast/Viewer/?peid=ef1135ec9e8846ddbcfaf3471eb713ec1d>.

If you experience any issues, please contact your IT Help Desk to resolve the issue. The actual link for a given program will be sent after registration has closed for the session – a few days prior to the event.

IMPORTANT: To attend in person at Main Treasury you must provide your date of birth and social security number for each program unless you have a Main Treasury badge. Please call 202-622-9311 to provide this information to TEI no later than November 7, when we will close registration for the in-person option.

November 13
9 a.m. – 4 p.m. ET

Location:
TEI Classroom

Alignment:
Building Coalitions
Diversity & Inclusion
Empowerment

Collaborating for Results

Phillip Lee

This session explores the issues and challenges a leader must address to build a “learning organization,” one characterized by data-driven decision making, collaboration, and innovation. Through highly-interactive, “hands-on” exercises, participants examine their collaboration styles and learn a systematic framework for preparing, conducting, and assessing multi-party collaboration.

Philip Lee is President of the Results Leadership Group and a Senior Fellow at the University of Maryland School of Public Policy. His work has included helping the U.S. Department of Health and Human Services Health Resources and Services Administration design and implement a performance review system for \$6 billion in grants and since 2001 delivering the National Institute of Health Senior Leadership Program. Mr. Lee practiced corporate law at an international law firm in Washington, D.C. and worked in Maryland Attorney General’s Office of Consumer Protection and in the Maryland General Assembly’s Department of Fiscal Services. He has a J.D. from the University of Maryland School of Law and a Master of Public Management from the University of Maryland School of Public Policy. He also studied negotiation at the Harvard Program for Lawyers.

November 14
9 a.m. – 11 a.m. ET

Perceptions, Prisms, and Undiscussables: Barriers to Effective Decision Making

Patrick Malone

Location:
TEI Classroom

Does an elephant loom when you are in decision-making meetings? Is it you?

Alignment:
Leading People
Diversity & Inclusion
Open-Mindedness

This session unveils the assumptions and perceptual processes that block leaders from effectively recognizing and addressing workplace challenges. You will examine your perceptual prisms and your ability to recognize and surface undiscussable issues at work to become a more effective decision maker by getting out of your own way.

Professor Malone is an Executive-in-Residence in the Department of Public Administration and Policy at American University where he teaches courses in public sector leadership, executive problem solving, organizational analysis, action learning, leadership ethics, and public administration in the policy process. He also serves as a senior advisor and faculty member in American University's Key Executive Leadership program. He has extensive experience working with federal sector leaders from DHHS, EPA, IRS, USDA, HUD, DHS, and DoD among others. He is one of only thirty researchers in the country certified to score the Subject/Object qualitative research methodology developed at Harvard University. Dr. Malone spent twenty-two years in the Department of Defense where he served in a number of senior leadership and policy roles including as a professor at the Uniformed Services University of the Health Sciences; Academic Director; and Dean of Academics for Navy Medicine.

November 14
1 p.m. – 3 p.m. ET

Location:
TEI Classroom

Alignment:
Leading Change

The Twilight of Human Rights Law

Eric Posner

Which is more important—for Washington to engage in more human rights treaties or to grant foreign aid?

Eric A. Posner, Kirkland and Ellis Distinguished Service Professor of Law at University of Chicago, seeks to explain a paradox: the language of human rights is now the dominant mode of international moral criticism of governments, and yet the evidence suggests that most countries flagrantly violate the human rights treaties that they solemnly ratify.

Professor Posner argues that foreign aid provides a better model for pressuring governments to improve their treatment of citizens. Under the foreign aid regime, Western countries look at overall indicators of well-being in other countries—such as per capita GDP—and offer aid based on whether it is likely to help people escape poverty. Governments that make progress in reducing poverty should be deemed in compliance with their human rights obligations, and we should not waste time trying to enforce more specific rights like freedom of the press or the right to privacy.

Professor Posner has written nine books and more than one hundred articles on international law, constitutional law, and other topics. He has written opinion pieces for the New York Times, Wall Street Journal, New Republic, Slate, and other popular media. He is a fellow of the American Academy of Arts and Sciences and a member of the American Law Institute.

November 20
1 p.m. – 3 p.m. ET

Location:
Media Room at Main
Treasury or Desktop
Streaming via Yorktel

Alignment:
Leading People
Building Coalitions
Diversity & Inclusion
Open-Mindedness
Cooperation

Strategies for Thriving and Discovering Common Ground

Tojo Thatchenkery

As a leader of a federal agency you may face challenging situations that are a microcosm of its organizational dynamics. Multiple demands are placed on you from various constituents in a fast moving work environment. You may find yourself doing more with fewer resources and experience stress. You have come to the realization that many of these challenges can be effectively addressed if you can find a common ground among the stakeholders which includes your colleagues and supervisors as well.

This workshop is designed to introduce you to a new approach to discovering common ground and resolving conflict-laden situations and thereby reduce stress in the workplace and build coalitions. The workshop will sharpen your Appreciative Intelligence to help you and others discover common ground that may exist in challenging situations but difficult to recognize initially. You will develop your capacity for reframing by learning to look for agreements and possibilities instead of differences and constraints in typical conflicts. Upon completion of the training, you will be able to:

- Practice a different way of looking at conflict and stress,
- Enhance your reflective capabilities and mindfulness
- Practice reframing as a tool for creating common ground and reduce stress.

We recommend upon registration that you test your connection at <http://mediasite.yorkcast.com/webcast/Viewer/?peid=ef1135ec9e8846ddbcfaf3471eb713ec1d>

If you experience any issues, please contact your IT Help Desk to resolve the issue. The actual link for a given program will be sent after registration has closed for the session – a few days prior to the event.

Dr. Tojo Thatchenkery is Professor and Director of M.S. in Organization Development and Knowledge Management at the School of Public Policy at George Mason University. He is also a member of the NTL Institute of Applied Behavioral Science (www.ntl.org) and the Taos Institute (www.taosinstitute.net). Dr. Thatchenkery's research has been funded by agencies such as the United States National Science Foundation, USPS, and the U.S. National Security Agency. His recent books include *Organizational Transformation: Change Management Perspectives* (2014), *Strategic Initiatives for Competitive Advantage in the Knowledge Society* (2014), *Reframing Human Capital for Organizational Excellence* (2013), and *Capability Building for Organizational Transformation* (2013).

IMPORTANT: To attend in person at Main Treasury you must provide your date of birth and social security number for each program unless you have a Main Treasury badge. Please call 202-622-9311 to provide this information to TEI no later than November 17, when we will close registration for the in-person option.

November 21
8:30 a.m. – 9:30 a.m. ET

Location:
TEI Classroom

Alignment:
Leading Change
Leading People
Results Driven
Diversity & Inclusion
Empowerment

Change Agility

Liz Joyce

Following an organizational change, it can take more than two years for employee engagement to recover to its original level. Unfortunately, in a two-year period 65% of organizations experience not just one, but multiple changes, so employees don't have time to catch up.

In an era where government employees experience frequent change and uncertainty, employee engagement has suffered, decreasing employee's discretionary effort and intent to stay

Organizations following common approaches to change management seek to build employee buy-in to the change initiative. However, the most successful change efforts increase the agility of the employees themselves, building a workforce that proactively adapts to change, learns from others, seeks feedback, and supports their peers.

Over the past 12 years, Liz has worked directly with the US Federal Government on Human Capital related practices. Most recently, Liz joined CEB to support the Government Human Capital members to understand, adapt and apply best practice research in the government context. Previously, Liz served in the Federal Government as the Lead of Human Capital Strategic Planning for the Natural Resources Conservation Service and supported various federal clients through work at Accenture. Liz attended the University of Virginia followed by George Mason University for her Master's Degree in Public Administration.

December 1

9 a.m. – 4 p.m. ET

Location:

TEI Classroom

Alignment:

Leading People
Diversity & Inclusion
Empowerment

Storytelling and Inspiring Others

Phillip Lee

Is storytelling in your toolkit? This tool is a key leadership technique because it helps promote organizational memory, culture, and values.

You will examine the power of the story as a tool for leadership and persuasion. The session blends movie clips, anecdotes, and real-workplace situations to illustrate how the story is a powerful means of communication—allowing you to influence the interpretation your employees give to facts, to mold perceptions, and to ensure that the message you need to convey is remembered and repeated.

Philip Lee is President of the Results Leadership Group and a Senior Fellow at the University of Maryland School of Public Policy. His work has included helping the U.S. Department of Health and Human Services Health Resources and Services Administration design and implement a performance review system for \$6 billion in grants and since 2001 delivering the National Institute of Health Senior Leadership Program. Mr. Lee practiced corporate law at an international law firm in Washington, D.C. and worked in Maryland Attorney General's Office of Consumer Protection and in the Maryland General Assembly's Department of Fiscal Services. He has a J.D. from the University of Maryland School of Law and a Master of Public Management from the University of Maryland School of Public Policy. He also studied negotiation at the Harvard Program for Lawyers.

December 2
9 a.m. – 11 a.m. ET

Location:
TEI Classroom

Alignment:
Leading People
Results Driven
Building Coalitions
Fundamental Competencies
Management Excellence

Organizational Dynamics: What They Are and Why they Give Leaders Migraines

Patrick Malone

This session explores the often-unrecognized role of the organization as an influencing factor in leadership. Participants examine the complex web of organizational dynamics unique to the public sector and explore strategies on how to mitigate these for optimal success.

Professor Malone is an Executive-in-Residence in the Department of Public Administration and Policy at American University where he teaches courses in public sector leadership, executive problem solving, organizational analysis, action learning, leadership ethics, and public administration in the policy process. He also serves as a senior advisor and faculty member in American University's Key Executive Leadership program. He has extensive experience working with federal sector leaders from DHHS, EPA, IRS, USDA, HUD, DHS, and DoD among others. He is one of only thirty researchers in the country certified to score the Subject/Object qualitative research methodology developed at Harvard University. Dr. Malone spent twenty-two years in the Department of Defense where he served in a number of senior leadership and policy roles including as a professor at the Uniformed Services University of the Health Sciences; Academic Director; and Dean of Academics for Navy Medicine.

December 3
8:30 a.m. – 12:30 p.m. ET

Location:
TEI Classroom

Alignment:
Leading People
Diversity & Inclusion
Open-Mindedness

Bridging the Leadership Divide Between Generations

Michelle Zager

Set the stage for real transformation in the workplace!

This workshop is based upon the book *Leadership Divided: What Emerging Leaders Need and What You Might be Missing* by seasoned consultant to CEOs Ron Carucci and invites leaders of multiple generations to practical conversations that help remove the inherent barriers to productive relationships between incumbent and rising leaders. The focus of this program is on the relational aspects of generational dynamics and the six patterns that distinguish distressed relationships: rank, meaningful conversation, inclusion and engagement, dreaming, generosity, and gratitude.

This workshop is taught throughout the world. Charlene Binder, Senior Vice President, Chief People Office of the Hershey Company, notes that this workshop is "full of insightful and practical tools and ideas... to reconnect generations in their own organizations."

December 4
8:30 a.m. – 12:30 p.m. ET

Location:
TEI Classroom

Alignment:
Leading People
Results Driven
Diversity & Inclusion
Open-Mindedness

The Accountability Experience—The Determining Factor for Success

Michelle Zager

Lack of commitment. Stress. Burnout. If your organization is like many today, you're all too familiar with these barriers to success. Organizations that embrace accountability have better retention and morale flourishes. That's because employees who are accountable are better able to negotiate clear agreements, build stronger relationships, and feel more in control of outcomes - all of which results in less stress and more productivity.

This workshop will instill a mindset for personal accountability and responsibility for organizational results by exploring a range of skills and tools including:

- Use of the clear agreement form
- Empowered language
- Learning from past successes
- Holding yourself and others accountable

This workshop is based upon the work of Linda Galindo who is experienced in change management, accountability, leadership development, and cultural assessment.

December 5
9 a.m. – 11 a.m. ET

Location:
TEI Classroom

Alignment:
Leading People
Conflict Management
Diversity & Inclusion
Open-Mindedness

Your Ethical Lens: The Challenge of Right versus Right Decisions

Patrick Malone

A lot of different factors play into our decision-making, some of which we are more conscious of than others. One such variable is ethics.

This session investigates the daily ethical dilemmas faced by leaders. You will be exposed to conceptual models that help you become more conscious of and make sense of these quandaries to arrive at informed, sound decisions.

Dr. Malone is an Executive-in-Residence in the Department of Public Administration and Policy at American University where he teaches courses in public sector leadership, executive problem solving, organizational analysis, action learning, leadership ethics, and public administration in the policy process. He also serves as a senior advisor and faculty member in American University's Key Executive Leadership program. He has extensive experience working with federal sector leaders from DHHS, EPA, IRS, USDA, HUD, DHS, and DoD among others. He is one of only thirty researchers in the country certified to score the Subject/Object qualitative research methodology developed at Harvard University. Dr. Malone spent twenty-two years in the Department of Defense where he served in a number of senior leadership and policy roles including as a professor at the Uniformed Services University of the Health Sciences; Academic Director; and Dean of Academics for Navy Medicine.

December 8 (in-person)
January 26 (via phone)
February 9 (via phone)
February 23 (via phone)
March 23 (in-person)

Dec. 8 and March 23:
9 a.m. – 10:30 a.m. ET

Feb. 9, 23, and March 23:
12 p.m. – 1 p.m. ET

Location:
TEI Classroom and
Conference Call

Alignment:
Leading Change
Leading People
Results–Driven
Building Coalitions
Diversity & Inclusion
Open–Mindedness

The Leadership Challenge Cohort

Michelle Zager

Up for a challenge?

- Take a 360 assessment.
- Learn about the Leadership Challenge model.
- Use a current work project to apply the model. A workbook will guide you and keep you focused!
- Share your insights with the group as we strive for a personal best leadership experience this quarter!

The assessment will help you measure your leadership competencies and you will be guided on the process of applying the Five Practices of Exemplary Leadership model to one of your own work projects. We will be discussing and sharing insights during the application phase which will help you reach your personal leadership best!

Join a global initiative to liberate the leader in everyone—starting with you!

Get all the benefits from The Leadership Challenge with the added bonus of meeting your cohort to kick-off and understand the model and assessment, and celebrate your personal best leadership story with them at the conclusion of the sessions. It's also a great way to build your leadership network. Please note that all clients in the Washington, DC-metro area interested in The Leadership Challenge are encouraged to choose this option versus the entirely online sessions.

This program will close no later than October 10, 2014, to ensure respondents complete the 360 prior to the first session. Please ensure that you furnish TEI a mailing address upon registration. Participants will receive their material at TEI. If you withdraw from the session after receiving materials, you are required to return all materials to TEI.

Please note that you must attend all sessions.

The bridge line will be sent to participants along with other class material.

December 10
9 a.m. – 11 a.m. ET

Location:
TEI Classroom

Alignment:
Management Excellence

Action Learning from the Executive Perspective

Patrick Malone

Looking to bolster your Executive Development Plan or Individual Development Plan with a new experience?

This session provides an executive-level overview on the benefits and application of Action Learning in federal agencies. You will explore the personal leadership development benefits of the Action Learning approach along with multiple examples of recent Action Learning successes in the government.

Dr. Malone is an Executive-in-Residence in the Department of Public Administration and Policy at American University where he teaches courses in public sector leadership, executive problem solving, organizational analysis, action learning, leadership ethics, and public administration in the policy process. He also serves as a senior advisor and faculty member in American University's Key Executive Leadership program. He has extensive experience working with federal sector leaders from DHHS, EPA, IRS, USDA, HUD, DHS, and DoD among others. He is one of only thirty researchers in the country certified to score the Subject/Object qualitative research methodology developed at Harvard University. Dr. Malone spent twenty-two years in the Department of Defense where he served in a number of senior leadership and policy roles including as a professor at the Uniformed Services University of the Health Sciences; Academic Director; and Dean of Academics for Navy Medicine.

December 11
9:00 a.m. – 11 a.m. ET

Location:
TEI Classroom

Alignment:
Leading Change
Results Driven
Business Acumen
Diversity & Inclusion
Open-Mindedness

Code Halos: How the Digital Lives of People, Things, and Organizations are Changing the Rules of Business

Paul Roehrig

Harness the power of the code!

As people spend more and more time engaged with the online world, they create fields of data around and about them. These are Code Halos, and they are vital to success in a rapidly-digitizing world.

Paul Roehrig, Global Managing Director of Cognizant's Center for the Future of Work, argues that this is more than just a Big Data story but a data revolution that is not limited to IT. Code Halos is a phenomenon that is transforming how people interact. So how do you tap into Code Halos? Mr. Roehrig has a model to share!

Gary J Beach, Publisher Emeritus of CIO magazine, said of the book "CIOs have come to a decision crossroads, as recent CIO magazine research shows. Do they want the value of information technology to be primarily viewed as a "cost center" or a "business game changer"? Code Halos is must-read, twenty-first century, peer-based business survival manifesto for chief information officers who opt to be business game changers."

December 12
8:30 a.m. – 12 p.m. ET

Location:
TEI Classroom

Alignment:
Leading People
Diversity & Inclusion
Empowerment

The Trustworthy Leader

Michelle Zager

According to decades of research conducted by Amy Lyman, Hal Adler and the Great Place to Work® Institute trust between leaders, managers and employees is the key to developing a great workplace culture that materially contributes to organizational success. This dynamic workshop will cover the six elements identified as reflecting a leader's trustworthiness: honor, inclusion, engaging followers, sharing information, developing others, and moving through uncertainty to pursue opportunities.

This workshop will provide you with a set of powerful practices that will help you to examine, enhance and strengthen your trustworthy behavior as you:

- Consider how past incidents have influenced you
- Evaluate your current use of key behaviors that build trust
- Understand the elements of the Virtuous Circle of a trustworthy leader
- Demonstrate the behaviors associated with each element
- Identify how the elements support you moving through uncertainty in pursuit of opportunities
- Plan actions to enhance your effectiveness at being a trustworthy leader

December 15
1 p.m. – 3 p.m. ET

Location:
Media Room at Main
Treasury or Desktop
Streaming via Yorktel

Alignment:
Leading People
Diversity & Inclusion
Supportiveness

Appreciative Sharing of Knowledge (ASK): Leveraging Knowledge Management for Strategic Change

Tojo Thatchenkery

Managing tacit knowledge is a core competency as well as a challenge for federal agencies with a large number of key employees who are nearing retirement. Capturing their tacit knowledge for the benefit of the agencies is a critical need. Senior executives in such organizations are mindful of the turbulence in the environment and are constantly dealing with knowledge saturation and complexity. Over the years, they must have developed a refined tacit understanding of what works and what does not. They may be willing to share this organization-specific knowledge with others as well as learn from one another.

You will be asked to consider instances when true knowledge sharing may have occurred and propose an outline to sustain effective knowledge management architecture.

We recommend upon registration that you test your connection at:

<http://mediasite.yorkcast.com/webcast/Viewer/?peid=ef1135ec9e8846ddbcfaf3471eb713ec1d>

If you experience any issues, please contact your IT Help Desk to resolve the issue. The actual link for a given program will be sent after registration has closed for the session – a few days prior to the event.

Dr. Tojo Thatchenkery is Professor and Director of M.S. in Organization Development and Knowledge Management at the School of Public Policy at George Mason University. He is also a member of the NTL Institute of Applied Behavioral Science (www.ntl.org) and the Taos Institute (www.taosinstitute.net). Dr. Thatchenkery's research has been funded by agencies such as the United States National Science Foundation, USPS, and the U.S. National Security Agency. His recent books include *Organizational Transformation: Change Management Perspectives* (2014), *Strategic Initiatives for Competitive Advantage in the Knowledge Society* (2014), *Reframing Human Capital for Organizational Excellence* (2013), and *Capability Building for Organizational Transformation* (2013).

IMPORTANT: To attend in person at Main Treasury you must provide your date of birth and social security number for each program unless you have a Main Treasury badge. Please call 202-622-9311 to provide this information to TEI no later than December 10, when we will close registration for the in-person option.

January 12, 13
9 a.m. – 4 p.m. ET

Location:
TEI Classroom

Alignment:
Leading People
Diversity & Inclusion
Empowerment

Franklin Covey's Leading at the Speed of Trust™

Michelle Zager

Attend this workshop to receive training on the #1 competency of leaders today! Master four cores of credibility and 13 behaviors of trust!

Trust-related problems put the skids on productivity, divert resources, squander opportunities, and chip away at our agencies' reputations. Leaders who make building trust in the workplace an explicit goal of their jobs elevate trust to a strategic advantage—accelerating growth, enhancing innovation, improving collaboration and execution.

Leading at the Speed of Trust is a highly interactive workshop that will engage you to identify and close the trust gaps that exist in your organization. Instead of paying outrageous "Trust Taxes," your organization can begin to realize "Trust Dividends."

**January 14, 21, 28
February 4**
11:30 a.m. – 12:30 p.m. ET

Location:
Conference Call

Alignment:
Leading People
Results Driven
Diversity & Inclusion
Cooperation

The Five Dysfunctions of a Team

Michelle Zager

Improve your team scoreboard the Patrick Lencioni way! This is one of our top-rated programs for translating learning into workplace action.

In this day and age of informational ubiquity and nanosecond change, teamwork remains the one sustainable competitive advantage that has been largely untapped. One reason teamwork remains untapped is that it's hard to measure—it impacts the outcome of an organization in such comprehensive and invasive ways that it's virtually impossible to isolate it as a single variable. Teamwork is also extremely hard to achieve but its power cannot be denied.

Teamwork can't be bought, and it can't be attained by hiring an intellectual giant from the world's best business school. It requires levels of courage and discipline—and emotional energy—that even the most driven teams don't always possess. When people come together and set aside their individual needs for the good of the whole, they can accomplish what might have looked impossible on paper.

- Focus on trust, conflict, commitment, accountability, and results.
- Examine how to unleash teamwork by having effective meetings.

This program will close no later than November 1, 2014, to ensure that participants receive materials in a timely manner. Please ensure that you furnish TEI a mailing address upon registration. If there are any participants in the DC-metro area, they will be required to pick up their material at TEI. If you withdraw from the session after receiving materials, you are required to return all materials unmarked to TEI.

Please note that you must attend all sessions.

The bridge line will be sent to participants along with other class material.

January 15, 29
February 12, 29
March 12

Register for either session
1 at
8 a.m. – 9 a.m. ET
or session 2 from
3 p.m. – 4 p.m. ET

Location:
Conference Call

Alignment:
Leading Change
Leading People
Results–Driven
Building Coalitions
Open–Mindedness
Diversity & Inclusion

The Leadership Challenge Cohort

Michelle Zager

Up for a challenge?

- Take a 360 assessment.
- Learn about the Leadership Challenge model.
- Use a current work project to apply the model. A workbook will guide you and keep you focused!
- Share your insights with the group as we strive for a personal best leadership experience this quarter!

The assessment will help you measure your leadership competencies and you will be guided on the process of applying the Five Practices of Exemplary Leadership model to one of your own work projects. We will be discussing and sharing insights during the application phase which will help you reach your personal leadership best!

Join a global initiative to liberate the leader in everyone—starting with you!

This program will close no later than November 1, 2014, to ensure that participants receive materials in a timely manner and are able to have respondents complete the 360 prior to the first session. Please ensure that you furnish TEI a mailing address upon registration. Please note participants outside the Washington, DC-metro area have priority for these sessions; participants in the Washington, DC-metro area are asked to register for the blended option that begins in December 2014. If there are any participants in the DC-metro area, they will be required to pick up their material at TEI. If you withdraw from the session after receiving materials, you are required to return all materials unmarked to TEI.

Please note that you must attend all sessions.

The bridge line will be sent to participants along with other class material.

January 20
1 p.m. – 3 p.m. ET

Location:
TEI Classroom

Alignment:
Leading Change
Diversity & Inclusion
Open-Mindedness

Confronting Political Islam: Six Lessons from the West's Past

John M. Owen IV

How should the Western world respond to the challenges of political Islam?

John M. Owen IV, the Ambassador Henry J. and Mrs. Marion R. Taylor Professor of Politics at the University of Virginia, offers a novel approach of comparing Islam's struggles with secularism to other prolonged ideological clashes.

- Twentieth-century struggles among communism, fascism, and liberal democracy;
- The late eighteenth- and nineteenth-century contests between monarchism and republicanism
- The sixteenth- and seventeenth-century war of religion.

Professor Owen applies lessons learned from the successes and mistakes of these clashes and upends some of the conventional wisdom about the current upheavals in the Muslim world.

Professor Owen has published many books and authored articles in journals to include *Foreign Affairs* and *International Studies Quarterly*. His book, *The Clash of Ideas in World Politics: Transnational Networks, States, and Regime Change 1510-2010*, won the Joseph Lepgold Prize for Best Book on International Relations in 2011. He was Editor-in-Chief of *Security Studies* from July 2011 through June 2014. He has held fellowships at Harvard, Stanford, Princeton, and Oxford universities. His research has been supported by grants from the Mellon, MacArthur, Donchian, Earhart, and Smith Richardson foundations and the Army Research Laboratory.

Reuel Marc Gerecht, a senior fellow with the Foundation for Defense of Democracies and former Middle East specialist for the CIA, urges "Scholars, officials, soldiers, and students would do well to read this book."

January 23
9 a.m. – 11 a.m. ET

Location:
Media Room at Main
Treasury or Desktop
Streaming via Yorktel

Alignment:
Leading Change
Diversity & Inclusion
Open-Mindedness

Boom, Bust, Exodus: The Rust Belt, the Maquilas, and a Tale of Two Cities

Chad Broughton

Understand the price and cost of globalization from University of Chicago Professor Chad Broughton who brings to life the voice of those who have borne the heaviest burden of the economic upheavals of the last three decades.

Professor Broughton compares life in Galesburg, Illinois where an empty Maytag factory symbolizes the unfulfilled American dream and in Reynosa, Mexico which is exploding in the post-NAFTA world. Yet people in Galesburg are showing resilience as they have pursued new careers and found to thrive. Families in Reynosa are struggling in a city now beset with violence and a drug war.

Dr. Broughton is Senior Lecturer in Public Policy Studies and Faculty Director of the Chicago Studies Program at the University of Chicago. He is also affiliated faculty at the Center for Latin American Studies and the Center for Race, Politics, and Culture. In 2013, Dr. Broughton won the Mary Lee Behnke Prize for Mentorship and Teaching Award from the University of Chicago and in 2008 its Faculty Service Award.

IMPORTANT: To attend in person at Main Treasury you must provide your date of birth and social security number for each program unless you have a Main Treasury badge. Please call 202-622-9311 to provide this information to TEI no later than January 20, when we will close registration for the in-person option.

January 27
February 3, 10, 17, 24

Cohort 1:
8 a.m. – 9 a.m. ET
Cohort 2:
3 p.m. – 4 p.m.

Location:
Conference Call

Alignment:
Leading People
Results Driven
Diversity & Inclusion
Open-Mindedness

The Executive Compass Cohort

Michelle Zager

Sharpen and practice your decision-making abilities by becoming more cognizant of your decision-making and emotional styles, and then apply your skills to different scenarios.

There are three main components of this cohort:

- Incorporating feedback from the Decision Making Style Inventory Assessment to help you understand your preference for one of four decision-making styles and then implement your style to communicate most effectively with others.
- Using the Emotional Intelligence Skills Assessment to better understand how these skills impact professional performance, to include decision-making.
- Reading and discussing case studies and related resources which will help you focus on how leaders dealt with situations that you may be encountering or will confront to discern best practices and applying some of the insights from the two assessments to these case studies.

This program will help you navigate some of the multitude factors that influence decision-making in your jobs!

This program will close no later than November 20, 2014, to ensure that participants receive materials in a timely manner. Please ensure that you furnish TEI a mailing address upon registration. Participants in the DC-metro area are required to pick up their material at TEI. If you withdraw after receiving the materials, you are required to return the material unmarked to TEI.

Please note that you must attend all sessions.

The bridge line will be sent to participants with other class material.

February 4
9 am – 11 am ET

Location:
TEI Classroom

Alignment:
Leading Change
Diversity & Inclusion
Open-Mindedness

American Insecurity: Why Our Economic Fears Lead to Political Inaction

Adam Seth Levine

Why aren't Americans more politically engaged on the issues related to their financial well-being like retirement insecurity and health care costs?

Adam Seth Levine, assistant professor at Cornell University, sheds light on the public's inaction over economic insecurities by showing that rhetoric surrounding these issues reminds citizens of their economic fears and personal constraints, leading to undermobilization and nonparticipation. Therefore, the set of people who become politically active on financial insecurity issues is quite narrow.

In general, when political representation requires a large group to make their case, economic insecurity threats are uniquely disadvantaged:

- When money is needed, only those who care about the issue but are not personally affected become involved.
- When time is needed, only those outside the labor force with the time to spare become involved.

James Druckman of Northwestern University hails Professor Levine for "developing a ground breaking theory about the difficulty of collective action."

Professor Levine is a faculty associate at the Center for the Study of Inequality, Cornell University.

February 11, 18, 25

March 4

2 p.m. – 3 p.m. ET

Location:

Conference Call

Alignment:

Leading Change

Leading People

Results Driven

Building Coalitions

Diversity & Inclusion

Cooperation

Empowerment

Open-Mindedness

Leading with Honor

Michelle Zager

Your favorite inspirational leadership program brought back with enhanced material!

This program will help you grow as an authentic leader. Learn leadership lessons from former POW Lee Ellis about how to lead yourself and others:

- Knowing yourself
- Guarding your character
- Overcommunicating
- Balancing the importance of mission while nurturing the people around you
- Treasuring your trials and celebrating your successes
- Exploiting creativity to overcome obstacles

Be inspired!!

This program will close no later than November 20, 2014, to ensure that participants receive materials timely. Please ensure that you furnish TEI a mailing address upon registration. Participants in the DC-metro area are required to pick up their material at TEI. If you withdraw after receiving the materials, you are required to return the material unmarked to TEI.

Please note that you must attend all sessions.

The bridge line will be sent to participants with other class material.

February 12, 19, 26
11 a.m. – 12 p.m. ET

Go Positive! Lead to Engage

Michelle Zager

Location:

Conference Call

Alignment:

Leading People
Results Driven
Diversity & Inclusion
Open-Mindedness
Cooperation

Employees are directed to work more, do it faster, and with fewer resources.

The tools in this workshop will provide you with a new perspective on how your own attitudes, beliefs, and behaviors can create a work environment that either fosters engaged employees, or contributes to employees' lack of engagement. The workshop provides the awareness, alignment, and, finally, action that you can follow to engage your employees.

Pre-work and assignments between sessions required. Must attend all sessions. Registration will close December 1 to ensure participants have time to receive and do the pre-work. Participants in the DC-metro area must pick up their materials at TEI. If you withdraw after receiving the materials, you are required to return the material unmarked to TEI.

Conference line number will be furnished with other program material.

February 24
11 a.m. – 12 p.m. ET

Location:
Media Room at Main
Treasury or Desktop
Streaming via Yorktel

Alignment:
Leading People
Diversity & Inclusion
Supportiveness

The Power of Noticing: What the Best Leaders See

Max H. Bazerman

Harvard Business School Professor and Co-Director of the Harvard Kennedy School's Center for Public Leadership Max H. Bazerman unspools the many benefits of widening your areas of focus, particularly when it comes to decision-making matters.

Imagine your advantage in negotiations, decision-making, and leadership if you could teach yourself to see, and evaluate, information that others overlook. Professor Bazerman will challenge you to explore your cognitive blind spots, identify any salient details you are programmed to miss, and then take steps to ensure it won't happen again.

Nobel laureate Daniel Kahneman raves, "Important new ideas are rare in discussions of flaws of executive performance, but Bazerman has one.... he illustrates the consequences of failing to notice signs of impending disaster, and he teaches executives how to practice vigilance.

We recommend upon registration that you test your connection at:

<http://mediasite.yorkcast.com/webcast/Viewer/?peid=ef1135ec9e8846ddbcfaf3471eb713ec1d>

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IMPORTANT: To attend in person at Main Treasury you must provide your date of birth and social security number for each program unless you have a Main Treasury badge. Please call 202-622-9311 to provide this information to TEI no later than February 19, when we will close registration for the in-person option.

March 5
10 a.m. – 11 a.m. ET

Location:
Conference Call

Alignment:
Leading People
Results Driven

Leadership Lessons from Zachary Taylor

Michelle Zager

At the time of his inauguration on March 5, 1849, Zachary Taylor was the most popular man in America. Many historians assert as president, Zachary Taylor was ineffective. What leadership lessons can we learn from the Taylor presidency—both what to do and what to avoid? We will share our thoughts with the group as we look at what we can apply to our work.

The bridge line will be sent to participants with other class material.

March 5
11:30 a.m. – 12:30 p.m. ET

Location:
Conference Call

Alignment:
Leading People
Results Driven

Leadership Lessons from Rutherford B. Hayes

Michelle Zager

President Rutherford B. Hayes was inaugurated as the 19th US president on March 5, 1877. Contemporaries for the most part believed that Hayes was a successful leader, but historians haven't been as kind. What can we learn from the Hayes presidency—both what to do and what to avoid? We will share our thoughts with the group as we look at what we can apply to our work.

The bridge line will be sent to participants with other class material.

March 10
1 p.m. – 3 p.m. ET

Location:
Media Room at Main
Treasury or Desktop
Streaming via Yorktel

Alignment:
Leading People
Fundamental Competencies

Perils of Proximity to Absolute Power

James Romm

Professor Romm traces the relationship between two of history's strangest political bedfellows, the emperor Nero and the philosopher Seneca, and explores the confounding ethical question of why Seneca, who exhorted his readers toward virtue and reason, served as the right-hand man of a despot.

Professor Romm, the James H. Ottaway Jr. Professor of Classics at Bard College, reminds us that Seneca is a touchstone for the modern world. Seneca kick-started the tradition of employing professional speechwriters. Above all, Seneca embodies a central conflict confronting human life: can we be good while engaging with the imperfect world around us?

Professor Romm specializes in ancient Greek and Roman history. His reviews and essays have appeared in the *Wall Street Journal*, the *London Review of Books*, the *Daily Beast*, and other venues. He has held the Guggenheim Fellowship (1999-2000) and various fellowships from the National Endowment for the Humanities, and was Birkelund Fellow at the Dorothy and Lewis B. Cullman Center for Writers and Scholars at the New York Public Library (2010-11).

We recommend upon registration that you test your connection at:

<http://mediasite.yorkcast.com/webcast/Viewer/?peid=ef1135ec9e8846ddbcfaf3471eb713ec1d>

If you experience any issues, please contact your IT Help Desk to resolve the issue. The actual link for a given program will be sent after registration has closed for the session – a few days prior to the event.

IMPORTANT: To attend in person at Main Treasury you must provide your date of birth and social security number for each program unless you have a Main Treasury badge. Please call 202-622-9311 to provide this information to TEI no later than March 5, when we will close registration for the in-person option.

March 12
12 p.m. – 1 p.m. ET

Leadership Lessons from the Truman Doctrine

Michelle Zager

Location:
Conference Call

Alignment:
Leading Change
Leading People
Results Driven

On March 12, 1947, President Truman introduced his doctrine to fight communism. What aspects leading up to his speech to Congress guaranteed success of the ideas? What lessons can current leaders take from the address itself and use today? How did President Truman ensure that the ideas of the speech translated into action by others? We will share our thoughts with the group as we look at what we can apply to our work.

The bridge line will be sent to participants with other class material.

Cohort Programs

Participating in a cohort program gives you the opportunity to learn not only from the instructor and the material but also from your peers while simultaneously developing vital professional relationships, critical for continued executive success. This fall, we are introducing two cohort programs with options for in-person and remote-friendly delivery. Upon successful completion of the program, you will receive a certificate.

The Leadership Challenge helps you measure your leadership competencies and guides you in applying the Five Practices of Exemplary Leadership model to one of your own work projects.

Blended format: in-person and via conference call

This program will be offered starting in December 2014 in a blended format giving participants the opportunity to meet in person for 2 of the 5 sessions. The remaining sessions will be held via conference call.

Dates for the blended session are:
December 8 (in person)
January 26 (via phone)
February 9 (via phone)
February 23 (via phone)
March 23 (in person)

Remote only via conference call

This program is also being offered starting in January 2015 in a strictly remote-friendly format: by conference call. To ensure everyone has an opportunity to fully participate and to accommodate participants in other time zones, you will select from one of two sessions: 8 a.m. – 9 a.m. (session 1) or 3 p.m. – 4 p.m. (session 2).

Dates for the remote-only session are:
January 15, 2015
January 29, 2015
February 12, 2015
February 26, 2015
March 12, 2015

The Executive Compass is designed to help you hone your decision-making skills and increase your self-awareness of your decision-making and communication styles.

The Executive Compass will be provided in a remote-only format. To ensure everyone has an opportunity to fully participate and to accommodate participants in other time zones, you will select from one of two sessions: 8 a.m. – 9 a.m. (session 1) or 3 p.m. – 4 p.m. (session 2).

Dates for the remote-only session are:
January 27
February 3
February 10
February 17
February 24

Executive Core Qualifications (ECQ) Certificate Programs

You can earn a certificate in an executive core qualification by taking at least 15 hours and a minimum of 4 classes during the quarter. To earn the hours listed by each course, you must be in attendance for the entire session/series. Courses this fall align with the following ECQ certificates:

Certificate Name	Courses
Leading Change	A Day in the Life of the Time-Pressed Leader (3 hours) American Insecurity: Why Our Economic Fears lead to Political Inaction (1 ½ hours) Bank Fraud: Using Technology to Combat Losses (1 ½ hours) Boom, Bust, Exodus: The Rust Belt, the Maquilas, and a Tale of Two Cities (1 ½ hours) Building Resilience in a VUCA World Workshop (1 ½ hours) Change Agility (1 hour) Change Anything! (1 ½ hours) Code Halos: How the Digital Lives of People, Things, and Organizations are Changing the Rules of Business (1 ½ hours) Confronting Political Islam: Six Lessons from the West's Past (1 ½ hours) Dead-End Suburban Sprawl and Rebirth of American Urbanism (1 ½ hours) Innovative State: How New Technologies Can Transform Government (1 ½ hours) John Kotter in Action (7 hours) Leadership Lessons from the Truman Doctrine (1 hour) Leading Change (2 hours) Leading with Honor (4 hours) Leveraging Quiet Leadership (2 hours) Resilience in a VUCA World (1 hour) Results-Based Strategic Planning (4 hours for virtual version; 7 hours for in-person) Storytelling and Inspiring Others (7 hours) The Twilight of Human Rights Law (1 ½ hours)

Certificate Name	Courses
Leading People	<p>A Day in the Life of the Time-Pressed Leader (3 hours)</p> <p>Action Learning from the Executive Perspective (2 hours)</p> <p>All the Mind's a Stage: Harnessing Mindset from Impulse to Strategy (2 hours)</p> <p>Appreciative Sharing of Knowledge (ASK): Leveraging Knowledge Management for Strategic Change (2 hours)</p> <p>Bridging the Leadership Divide Between Generations (4 hours)</p> <p>Change Agility (1 hour)</p> <p>Emotional Intelligence (2 hours)</p> <p>Franklin Covey's <i>Leading at the Speed of Trust</i>™ (14 hours)</p> <p>Go Positive! Lead to Engage (3 hours)</p> <p>Leadership Lessons from Rutherford B. Hayes (1 hour)</p> <p>Leadership Lessons from the Truman Doctrine (1 hour)</p> <p>Leadership Lessons from Zachary Taylor (1 hour)</p> <p>Leading with Honor (4 hours)</p> <p>Leveraging Quiet Leadership (2 hours)</p> <p>Organizational Dynamics: What They Are and Why They Give Leaders Migraines (2 hours)</p> <p>Perceptions, Prisms, and Undiscussables: Barriers to Effective Decision-making (2 hours)</p> <p>Perils of Proximity to Absolute Power (1 ½ hours)</p> <p>Results-Based Strategic Planning (4 hours for virtual version; 7 hours for in-person)</p> <p>Storytelling and Inspiring Others (7 hours)</p> <p>Strategies for Thriving and Discovering Common Ground (2 hours)</p> <p>Suspending Judgment: A Key to Being Culturally Competent (1 ½ hours)</p> <p>The Accountability Experience - The Determining Factor for Success (3 ½ hours)</p> <p>The Five Dysfunctions of a Team (4 hours)</p> <p>The Power of Noticing: What the Best Leaders See (1 hour)</p> <p>The Trustworthy Leader (3 ½ hours)</p> <p>Your Ethical Lens: The Challenge of Right versus Right Decisions (2 hours)</p>

Certificate Name	Courses
Results Driven	<p>A Day in the Life of the Time-Pressed Leader (3 hours)</p> <p>All the Mind's a Stage: Harnessing Mindset from Impulse to Strategy (2 hours)</p> <p>Change Agility (1 hour)</p> <p>Code Halos: How the Digital Lives of People, Things, and Organizations are Changing the Rules of Business (1 ½ hours)</p> <p>Go Positive! Lead to Engage (3 hours)</p> <p>Innovative State: How Technologies Can Transform Government (1 ½ hours)</p> <p>John Kotter in Action (7 hours)</p> <p>Leadership Lessons from Rutherford B. Hayes (1 hour)</p> <p>Leadership Lessons from the Truman Doctrine (1 hour)</p> <p>Leadership Lessons from Zachary Taylor (1 hour)</p> <p>Leading with Honor (4 hours)</p> <p>Leveraging Quiet Leadership (2 hours)</p> <p>Organizational Dynamics: What They Are and Why They Give Leaders Migraines (2 hours)</p> <p>Perceptions, Prisms, and Undiscussables: Barriers to Effective Decision-making (2 hours)</p> <p>Results-Based Strategic Planning (4 hours for virtual version; 7 hours for in-person)</p> <p>The Accountability Experience—The Determining Factor for Success (3 ½ hours)</p> <p>The Five Dysfunctions of a Team (4 hours)</p>

- Business Acumen** A Day in the Life of the Time-Pressed Leader (8 hours)
Applying GPRAMA to Improving Performance Effectiveness (24 hours)
Appreciative Sharing of Knowledge (ASK): Leveraging Knowledge Management for Strategic Change (2 hours)
Bank Fraud: Using Technology to Combat Losses (1 ½ hours)
Code Halos: How the Digital Lives of People, Things, and Organizations are Changing the Rules of Business (1 ½ hours)
Innovative State: How New Technologies Can Transform Government (in-person or streaming option) (1 ½ hours)
- Building Coalitions** A Day in the Life of the Time-Pressed Leader (3 hours)
Appreciative Sharing of Knowledge (ASK): Leveraging Knowledge Management for Strategic Change (2 hours)
Collaborating for Results (7 hours)
Leadership Lessons from the Truman Doctrine (1 hour)
Leading with Honor (4 hours)
Leveraging Quiet Leadership (2 hours)
Multi-Party Negotiations and Systems Thinking (7 hours)
Organizational Dynamics: What They Are and Why They Give Leaders Migraines (2 hours)
Strategies for Thriving and Discovering Common Ground (2 hours)
Bridging the Leadership Divide Between Generations (3 ½ hours)

Executive Education & Community

Course Listing at a Glance

October

- 6 *Inside the Executive Suite: Treasury Best Practices Panel on Increasing Engagement with Will Levy III and Len Olijar (BEP)*
11:30 a.m. – 12:30 p.m. ET
Location: TEI
- 27 *Executive Diversity and Inclusion: Empowerment*
8:30 a.m. – 9:30 a.m. ET
Location: TEI

Inside the Executive Suite

These 1-hour programs are designed to support you as an Executive through knowledge and experience sharing with other Executives and foster the development of vital professional relationships. Participating in these Executive-only, candid best practices programs will help you achieve the organizational results and impact you desire.

If you are interested in presenting or being part of a panel or want to hear more on a particular topic, please contact us at 202-622-9311 or teiweb@treasury.gov.

Executive Diversity and Inclusion Education

As today's workforce continues to become more diverse, leaders need new tools and awareness to achieve organizational results. Going beyond the traditional diversity labels, these sessions will help you develop greater sensitivity to the challenges and opportunities presented in an increasingly diverse organization and will equip you to leverage and benefit from the unique talents and strengths of each of your employees. Learn how to tap into and maximize **all** the talent in your organization.

New Treasury Executive Orientation

New Treasury SES face significant performance expectations and have a greater impact on the Treasury Department as a whole. The New Treasury Executive Orientation assists new executives by giving them the foundational tools, knowledge, and networks to succeed.

The Orientation is designed for new members of the career Senior Executive Service and SES-equivalents. It is also designed for more seasoned executives who are new to the Department of the Treasury.

TEI offers a two-day orientation session to help new Treasury executives:

- Integrate into the SES and Treasury culture,
- Familiarize new SES with Treasury's strategic goals,
- Introduce new SES to the multiple missions and functions of the Treasury bureaus,
- Provide practical advice from seasoned executives on how to deal with some of the most immediate issues facing new leaders, such as employee engagement, government ethics, diversity and inclusion, and the "rules of the road" for members of the SES.

Speakers from across Treasury deliver keynote and panel presentations. There are also opportunities for new member discussions and networking building. The orientation ends with a symbolic swearing-in ceremony and receipt of an official completion certificate for each participant.

SES Candidate Development Program (CDP)

The Senior Executive Service Candidate Development Program (SES CDP) is an OPM-approved training program designed to develop executive core qualifications (ECQs). The SES CDP prepares high potential GS-15 and equivalent employees for the SES ranks. The program provides SES candidates with the training and development opportunities needed to enhance their executive competencies and increase their understanding of the wide range of Government programs and issues beyond their individual agency and profession. Graduates of the SES CDP who are certified by OPM's Qualifications Review Board (QRB) may receive a career SES appointment without further competition.

The SES CDP is a thirteen-month curriculum that must be completed while maintaining current job responsibilities. TEI uses a blended instructional delivery approach that includes both in-person and virtual training opportunities.

TEI plans to offer the next SE CDP in FY15. The announcement will be posted in USAJOBS requesting applications in the September to October 2014 timeframe.

This interagency competitive program:

- Prepares candidates for SES certification by OPM
- Establishes a pool of qualified candidates for SES positions
- Prepares future executives for collaborative leadership

General Information

Eligibility: Grade 15 equivalents (one year time in grade)

Duration: approximately 13 months

Number of Candidates per Cohort: 20–25

Competencies Addressed:

- Leading Change
- Leading People
- Results Driven
- Business Acumen
- Building Coalitions/Communication

The SES CDP curriculum includes:

- Leadership development experiences
- Personal skills and behavioral assessments
- Leadership training
- Capitol Hill exposure
- Seminars
- Developmental assignments
- Executive Coaching
- Mentoring
- Guest Speakers
- Group meetings and discussions
- Team building exercises

Supervisor support: While supervisory approval to participate in the program is not required. However, applicants are *strongly encouraged* to discuss it with their supervisors and keep them informed. This affords a supervisor ample time to plan for the period of time a selected candidate might be out of the office.

For more information, contact us at 202-622-9311 or teiweb@treasury.gov.

Note to agencies and bureaus: Each agency/bureau is responsible for all training and materials costs for each participant the home organization sponsors. Local and long-distance travel is not covered by the program tuition and is the responsibility of the home organization.

Coach Training & Services

Course Listing at a Glance

October

- 1 *ICF Coaching Community Coffee*
8:30 a.m. – 9:30 a.m. ET
- 28 *Portfolio Preparation Workshop*
8 a.m. – 12 p.m. ET

November

- 10 *Helping Coaching Clients Move from Either/Or to Both/And Thinking Using Polarity Mapping*
- 17 – 19 *Coaching Cohort 5, Session 1*

February

- 9 – 11 *Coaching Cohort 5, Session 2*

March

- 2 – 4 *Coaching Cohort 6, Session 1*

October 1
8 am – 9:30 am ET

Location: TEI

ICF Coaching Community Coffees at TEI

The event brings together coaches of all experience levels, training backgrounds and specialties resulting in a great cross-pollination of ideas and perspectives. The event helps to build collegiality among your colleagues in your local area. You have an opportunity to offer and receive support whether you are a new or experienced coach, exchange ideas and draw upon each other's experiences and resources. We will also discuss trends in the coaching profession and updates on ICF.

October 28
8 am to 12 pm ET

Location: TEI

Portfolio Preparation for Coaches

This workshop covers 4 hours of in-person Portfolio Preparation. It includes the ICF ACC Portfolio route requirements, an overview of exam preparation, Coach Knowledge Assessment (CKA) preparation, and Core Competency and Skill Requirements review.

Minimum of 15 participants is required.

Pre-requisite: Must have completed 60 hours of coach-specific training.

November 10
9 am – 12 pm ET

Optional Follow-on
1:30 – 4:30pm

Location: TEI

Helping Coaching Clients Move from Either/Or to Both/And Thinking Using Polarity Mapping

Susan Collins, DHS

Polarity Mapping is a powerful tool that coaches and leaders can leverage to tackle seemingly unsolvable challenges. In this technique, we map a “polarity” – a pair of alternatives that seem in conflict with each other, but in reality, are both needed to achieve some overall outcome. By learning this methodology, coaches and leaders can help clients, staff, and themselves explicitly name the benefits of each alternative and develop action steps for producing those benefits. In addition, they can identify “early warning signs” that help reduce risk of failure and manage emotions related to fears.

Join Susan Collins to learn this technique and apply it to one of your own challenges. Susan is Organizational Development and Leadership Coach at US Citizenship and Immigration Services in the Department of Homeland Security. A Georgetown-trained coach since 2002, she has her ACC credential from the International Coach Federation and has been coaching senior leaders in the federal government for over a decade. In addition to coaching and organizational development, Susan often helps leaders develop and manage strategic plans and performance measurement.

Half-Day Session: 9 am – 12 pm

- Understanding Polarities and the Polarity Mapping Process
- Mapping a Polarity in a group setting
- Optional Follow-On Session: 1:30 pm – 4:30 pm
- Learn how to apply Polarity Mapping in one-on-one coaching sessions by mapping a personal challenge
- Involves individual and small group practices, plus whole group debriefing

Recommended pre- reading:

<http://www.polaritypartnerships.com/resource-library/59/reflections-a-perspective-on-paradox-and-its-application-to-modern-management.html>

<http://www.polaritypartnerships.com/downloads-free/51-Energy%20Working%20For%20You-Jacobs%20Final.pdf>

November 17 – 19

8 am 4 pm ET

Location: TEI

Coach Training Program – Cohort 5, Session I of 3

Program designed for individuals and leaders who want the additional challenge and responsibility of working with others to help their clients become more effective leaders. Individuals trained as coaches are expected to be part of TEI's internal coaching cadre and provide 200 hours of coaching (pro-bono) to employees in TEI participating agencies and bureaus for 24 months after beginning the coaching program.

The application deadline is yet to be determined.

Professional Individual Coaching Services

Whether you are a new executive seeking professional development, or an experienced leader seeking new insights, TEI offers a range of coaching services to help you be more effective in your current role and have a greater impact in your organization.

This service is provided face-to-face or virtually by TEI coaches who are certified or in training to become certified through the International Coach Federation (ICF). Individual coaching sessions are an excellent way to review 360 feedback results, achieve professional and career goals, solve individual leadership challenges, excel in self-awareness and self-management, gain clarity in decision making and purpose, and develop leadership attributes and behaviors.

TEI draws coaches from across Treasury and partnering agencies. These coaches are individuals (GS-14 and above) committed to working with their clients to enhance their professional and personal effectiveness.

To learn more about obtaining a TEI coach, contact the TEI program coordinator at 202-622-9311 or by email at Coaching-Services@treasury.gov.

Coach Training

The TEI Coach Training Program is designed for individuals and leaders who want the additional challenge and responsibility of working with others - their clients - to help their clients become more effective leaders. Individuals trained as coaches are expected to become certified through the International Coaching Federation (ICF) and provide 200 hours of coaching services to TEI clients within two years of becoming certified.

TEI provides the classroom and mentor coach sessions needed by employees to pursue Associate Certified Coach (ACC) Certifications via the Portfolio Application process with the ICF.

Requirements include:

- 60 hours of coach specific training
- 100 hours of client coaching experience (minimum of 8 clients)
- 10 hours of work with a qualified Mentor Coach
- Performance Evaluation (recorded sessions)
- Written Transcript of Performance Evaluation recording
- Coaching Knowledge Assessment

There are two coach training cohorts tentatively planned for FY15:

Cohort 5:

November 17 – 19

February 9 - 11

June 8 – 10

Cohort 6:

March 2 – 4

June 29, 30 and July 1

August 24 - 26

Individuals at the Executive, GS-15 or GS-14 (or comparable) grades are eligible to participate in coach training which is provided at no additional cost to you or your agency/bureau. To be selected to participate in a coach training cohort, you must submit an application.

To learn more about becoming a TEI coach, contact the TEI program coordinator at 202-622-9311 or by email at Coaching-Services@treasury.gov.

Appendix

What types of programs are offered at TEI?

- **Speakers** – Programs tend to be two-hours or less in length, and are intended to stimulate your thinking on a topic. These events typically involve some interaction and discussion between participants and/or the speaker.
- **Workshops** – Workshops tend to be longer than speaker events and give you the opportunity to have more interaction and application of the topic.
 - Some workshops involve the use of *simulations* which are activities that attempt to copy and use real life activities in the form of a game or an enactment so that participants can translate theory into practice in a safe environment.
 - Some workshops are solely offered via conference call and are labeled as **facilitated discussions**. These programs promote self-reflection and provide an opportunity to share best practices across organizational lines. These groups have multiple conference calls and normally require pre-work and assignments. Please note participants should be able to attend all calls if they register for the class.
- **Cohorts** – Cohort programs involve the same set of individuals participating in multiple sessions over multiple weeks for a pre-defined period of time. These programs offer opportunities to learn from one's peers while also building one's professional network and relationships.

Participants in the Washington, D.C.-metro area are responsible for picking up class material from TEI.

For participants outside the Washington, D.C.-metro area, participants must provide a current mailing address at the time of registration.

Registration for facilitated discussion classes will close 30 days before the session start date, or when the session is full, whichever comes first, to ensure that participants receive material in a timely manner. If a participant cancels after the class material has been sent, the participant must return the material to TEI.

How is training delivered?

- **In Person** – These courses are offered at a location that requires your physical presence.
- **Remote** – these courses are offered in a manner that allow you to use technology to participate, either by:
 - **Desktop Streaming Programs** – These courses are offered live from your own desktop! The link for a given program will be sent after registration has closed for the session. Please read closely the class description so you can ensure your desktop can access the requisite platform.
 - **Conference Calls** – These courses are offered live using your phone (desk or mobile).

Who is eligible to participate?

Courses are available to SES, GS-15 and GS-14 (and comparable pay bands) for employees in the Department of the Treasury and TEI partners.

We try to ensure our courses offer both information and context to make the training effective. We recommend GS-15 and GS-14 employees discuss with their supervisor prior to training what their specific objective is for taking a session prior to the session and discuss after the session how to implement the information learned.

How do I register?

Treasury employees can register at the TEI website (<http://intranet.treas.gov/TEI/programs/browse.asp>) or call 202-622-9311 for assistance. Please let us know if there have been any changes to your TEI profile, to include your phone number and email, since last fiscal year. Please note you are only confirmed for a class if you receive an email from TEIWeb reflecting that you are in the class.

Non-Treasury employees should email TEI at TEIWeb@Treasury.gov or call 202-622-9311 for registration assistance.

Eligible participants from partnering organizations may join our LinkedIn site for program updates and other TEI-related news: <http://www.linkedin.com/groups/Treasury-Executive-Institute-1917639/about>.

In the event the operating status of the government is closed, on unscheduled leave or unscheduled telework, and/or delayed start, programs will be canceled and if possible, re-scheduled.

Where are courses and events held?

Please be sure to check the catalog for each course's location. Most courses are offered at TEI though some are held at other locations. If you have any questions or are unsure, please call 202-622-9311 or email us at TEIWeb@treasury.gov.

TEI Classroom– Lobby Level

801 9th St, NW (U.S. Mint Building)
Washington DC 20220
Google Maps <http://g.co/maps/pb26u>

US Mint

2nd Floor Conference Rooms
801 9th St, NW
Washington DC 20001
Google Maps <http://g.co/maps/pb26u>

Metro Directions: The Treasury Executive Institute is 1 ½ blocks north of the 9th Street exit of the **Gallery Place Metro Station** (Red, Yellow, and Green lines) and 4 blocks from **Metro Center** (Red, Blue, and Orange lines). It is located on the first floor of the U.S. Mint Building at 801 9th Street, N.W. Washington, D.C. 20220

Main Treasury

1500 Pennsylvania Ave, NW
Washington DC 20220
Google Maps <http://g.co/maps/zws9k>

- The Cash Room is located on the first floor, immediately after the Secret Service check-in point.
- Media Rooms A and B are located on the fourth floor, Room 4121/4125.

Special registration instructions for courses held at the Main Treasury building

The Main Treasury building is located steps from the White House and is protected by the U.S. Secret Service. To gain entry to this well-guarded building, the Secret Service **requires (1) your date of birth and (2) social security number**. We appreciate your cooperation in ***providing this information each time you register for programs held at Main Treasury as we are not allowed to maintain this information***. If we do not have this information prior to the program date, you will not be able to enter the building.

George Washington University

2201 G St NW, Washington, DC 20052
<http://business.gwu.edu/careercenter/contact-us/directions/>

What is the attendance policy?

For courses that involve multiple dates, participants are expected to attend all dates of the session.

Many of our classes have limited space due to procurement and/or technology reasons. Therefore, TEI reserves the right to restrict access to a program to individuals who have a history of excessive cancellations or no shows.

How can I give feedback on a course or event?

TEI solicits feedback on our courses and events. You can expect to see up to three surveys for all TEI programs: the first immediately after the session; a second survey about one month later; and a third survey at least two months after the event.

We genuinely appreciate your time and thoughtful feedback. Your input and insight help us create, arrange and deliver the most effective leadership and Executive training and development programs possible. In fact, we adjust training and curriculum to meet your needs and ensure our programs are producing a positive organizational impact.

Teambuilding—Bring TEI to your Team!

Want a teambuilding session or a staff-taught course brought to your team in the Washington, DC-area or via phone? Reach out to TEI to explore the possibilities. Past examples have included certified meeting facilitation around setting priorities and improving team performance.

Speak with TEI staff about how we can help you. Call or email us at 202-622-9311 or TEIWeb@Treasury.gov

Reasonable Accommodations

The Department of the Treasury provides reasonable accommodations to training participants with disabilities at TEI. Accommodations needed may be, but not limited to, training materials in alternative formats, special seating arrangements, sign language interpreters, service dog accessibility, etc. If you need a reasonable accommodation for any part of this training, please notify TEI. Your requests for a reasonable accommodation will be addressed by a TEI representative on a case-by-case basis. You must notify TEI at least 30 days in advance or as soon as possible of the training date. You may also contact us at 202-622-9311, if further discussions are needed. You may also contact Andre Faulk at andre.faulk@treasury.gov or 202-622-1278, or Lisa Jones at lisa.jones@treasury.gov or 202-622-0315, if you are requesting a sign language interpreter for this event.

Proficiencies

Executive Core Qualifications (ECQ)

ECQ 1: Leading Change: This core qualification involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent to this ECQ is the ability to establish an organizational vision and to implement it in a continuously changing environment.

ECQ 2: Leading People: This core qualification involves the ability to lead people toward meeting the organization's vision, mission, and goals. Inherent to this ECQ is the ability to provide an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts.

ECQ 3: Results Driven: This core qualification involves the ability to meet organizational goals and customer expectations. Inherent to this ECQ is the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks.

ECQ 4: Business Acumen: This core qualification involves the ability to manage human, financial, and information resources strategically.

ECQ 5: Building Coalitions: This core qualification involves the ability to build coalitions internally and with other Federal agencies, State and local governments, nonprofit and private sector organizations, foreign governments, or international organizations to achieve common goals.

Diversity and Inclusion (D&I) Index by Category – Federal Employee Viewpoint Survey

The D&I Index by Category is an OPM metric which will be used to rate an agency's progress in attaining a diverse and inclusive workplace. OPM will analyze employee survey responses to rate these categories. TEI programs that address these basic concepts have been identified to assist in individual and organizational development. Below is a summary of the Diversity and Inclusion Index Categories.

- **Fairness** - Fairness of Employment Practices, comprised of questions 23, 24, 25, 37, 38
- **Open-Mindedness** - Integration of Differences, comprised of questions 32, 34, 45, 55
- **Cooperation** – Communication, comprised of questions 58, 59
- **Supportiveness** - Inclusive Management and Leadership Style, comprised of questions 42, 46, 48, 49, 50
- **Empowerment** - Participation in Decision Making (Inclusion), comprised of questions 2, 3, 11, 30

Fundamental Competencies (Personal Skills)

- Public Service Motivation
- Integrity/Honesty
- Interpersonal Skills
- Oral Communication
- Written Communication
- Continual Learning

Remote Friendly Programs

Date	Course	Presenter	Program Type			Delivery	
			Speaker	Workshop	Cohort	In Person	Remote
Oct 1	Leading People series: Leveraging Quiet Leadership	Tojo Thatchenkery Professor and Director of the Organizational Development and Knowledge Management Program, George Mason University	x			x	x
Oct 7	Change Anything!	Justin Hale Master Trainer, Vital Smarts		x			x
Oct 15	Dead-End Suburban Sprawl and Rebirth of American Urbanism	Benjamin Ross Former president of Maryland's Action Committee for Transit	x			x	x
Oct 16	Innovative State: How New Technologies Can Transform Government	Aneesh Chopra First Chief Technology Officer of the United States and CEO Hunch Analytics	x			x	x
Oct 28, 30	Results-Based Strategic Planning	Karen Finn Partner and Senior Consultant, Results Leadership Group		x			x
Nov 20	Leading People series: Strategies for Thriving and Discovering Common Ground	Tojo Thatchenkery Professor and Director of the Organizational Development and Knowledge Management Program, George Mason University	x			x	x
Dec 8	The Leadership Challenge This program will be held: December 8 (in-person) Jan 26, 2015 (via phone) Feb 9, 2015 (via phone) Feb 23, 2015 (via phone) March 23, 2015 (in person)	Staff			x	x	x

Date	Course	Presenter	Program Type			Delivery	
			Speaker	Workshop	Cohort	In Person	Remote
Dec 11	Code Halos: How the Digital Lives of People, Things, and Organizations are Changing the Rules of Business	Paul Roehrig Global Managing Director, Cognizant's Center for the Future of Work	X			X	X
Dec 15	Leading People series: Appreciative Sharing of Knowledge (ASK): Leveraging Knowledge Management for Strategic Change	Tojo Thatchenkery Professor and Director of the Organizational Development and Knowledge Management Program, George Mason University	x			x	x
Jan 14	The Five Dysfunctions of a Team This program will be held Jan 14, 21, 28 and Feb 4	Staff		x			x
Jan 15	The Leadership Challenge This program will be held: January 15, 29, Feb 12, 26 and March 12	Staff			x		x
Jan 23	Boom, Bust, Exodus: The Rust Belt, the Maquilas, and a Tale of Two Cities	Chad Broughton Author and Senior Lecturer in Public Policy Studies and Faculty Director of the Chicago Studies Program at the University of Chicago	x			x	x
Jan 27	Executive Compass This program will be held Jan 27, February 3, 10, 17 and 24	Staff			x		x
Feb 11	Leading with Honor This program will be held February 11, 18, 25, and March 4	Staff		x			x
Feb 12	Go Positive! Lead to Engage This program will be held February 12, 19 and 26	Staff		x			x
Feb 24	The Power of Noticing: What the Best Leaders See	Max H. Bazerman Author and Harvard Business School Professor and Co-Director of the Harvard Kennedy School's Center for Public Leadership	x			x	x

Date	Course	Presenter	Program Type			Delivery	
			Speaker	Workshop	Cohort	In Person	Remote
Mar 5	Leadership Lessons from Zachary Taylor	Staff		x			x
Mar 5	Leadership Lessons from Rutherford B. Hayes	Staff		x			x
Mar 10	Perils of Proximity to Absolute Power	James Romm Author and the James H Ottaway Jr Professor of Classics at Bard College	x			x	x
Mar 12	Leadership Lessons from the Truman Doctrine	Staff		x			x

