After completing this session, you should be able to…

REQUIRED CORE CLASSES

030 Management Assessment for Personal Planning and Development

1. Describe yourself based on self-assessments, in terms of your communication and interpersonal styles, learning styles, and role efficacy.

2. Describe how your self-perceived strengths and preferred styles contribute to effective managerial performance.

3. Explain how an awareness of the styles and strengths of those you supervise can help increase the productivity and morale of your work unit.

4. Develop a personal professional development plan which recognizes personal styles and strengths, and which proposes training and education activities to address areas of need.

100 The Public Management Profession and Environment

1. Describe the impact of the history of public management on its practice today.

2. Compare public and private management, describe characteristics common to all public managers’ jobs, and identify the issues or conditions that provide challenges in the public manager’s job.

3. Identify the major trends in the changing managerial environment and their effect on the public sector.

4. Define the roles and skills needed by a public manager in shaping an organization in a rapidly changing environment.
110 Presenting to Influence

1. Explain the relationship between presenter, audience and style—and the importance of each in interpersonal communication

2. Describe and apply the 3 questions in planning interpersonal communication projects

3. Describe and apply the 4 different credibility-enhancing influence powers

4. Use presentation software such as PowerPoint or Google Slides to deliver an influential message in effective style

120 Strategic Thinking, Planning and Organizational Transformation

1. Describe the strategic planning process and its essential components.

2. Describe the role that strategic planning plays in enabling long-term organizational success.

3. Discuss the importance of strategic thinking and its relationship to strategic planning.

4. Identify the levels of thinking/planning/action in organizations – and assess your own effectiveness at using the right mix of levels.

5. Explore the four phases of the strategic planning process.

6. Discuss the value of conducting a SWOT analysis.

7. Identify common obstacles to effectively operationalizing a strategic plan.
### Productivity and Quality Improvement

1. Describe the relationship between productivity, service, quality and cost.

2. Describe management’s and labor’s role in improving productivity and quality of service delivery.

3. Identify public sector strategies in quality and productivity improvement.

4. Identify and use several tools for measuring quality and productivity.

5. Describe the relationship between developing a learning environment and quality and productivity.

### Problem Analysis and Problem Solving

1. Describe several alternative approaches for understanding and solving problems and the situations which best lend themselves to each approach.

2. Discuss the core principles for effective problem solving and decision making and how to best integrate these principles into your daily practice.

3. Demonstrate the essential steps for effective *problem solving*.

4. Describe the essential steps for effective *decision making*.

5. Identify and practice specific tools and strategies for effective PSDM analysis and solving.

6. Apply PSDM tools and approaches to a variety of common problems in the public sector.

7. Discuss the benefits of stakeholder involvement in the PSDM process.

8. Develop a personal plan for applying the PSDM principles and tools to your situation.
160 Understanding and Promoting Ethical Behavior

1. Discuss the key ethical issues in public sector management.
2. Articulate guidelines for ethical decision-making.
3. Apply an ethical decision-making model to public sector dilemmas and scenarios.

170 Leadership

1. Define leadership
2. Express the difference between leadership and management
3. Explain how knowledge, skills, and values contribute to leadership style
4. Develop your Individual Leadership Development Plan

227 Effective Workplace Writing (see Public Policy)

QUANTITATIVE METHODS ELECTIVES

200 Exploring and Reporting Your Data

1. Explore common data types
2. Understand the current available data in your organization/agency
3. Identify gaps and needs, and explore how and where to find the data you need
4. Assess the strength of existing data to draw conclusions
5. Tailor your data reporting for different audiences
201 Information Technology Issues in Public Management

1. Explain the role of information technology in public management.

2. Describe the fundamentals of database and network management.

3. Identify ethical concerns, privacy regulations, and security matters which apply to all governmental information handling, computerized or not.

4. Delineate current and future computer applications especially relevant to public administration.

202/269 Organizational Performance Measurement

1. Describe the basics of and rationale for evaluating the performance of an organization.

2. Identify and describe principles and practices associated with evaluating the performance of public agencies and work units.

3. Discuss practical problems associated with efforts to evaluate the performance of public agencies and work units.

203 Systems Thinking in a Chaotic World

1. Discuss the implications of chaos and uncertainty for organizations

2. Describe the nature of complex adaptive living systems and explore effective leadership strategies for problem solving within these systems.

3. Describe the unique characteristics of a system and what makes a system an integrated whole.

4. Explore system thinking as a suite of mindsets, tools, and methods for surfacing the dynamics of a system to better understand how to influence that system.

5. Discuss the key guiding principles of system thinking and apply them to your own organization.

6. Analyze and develop an understanding of a system by applying the Systems Hierarchy for Understanding and Action.

7. Apply systems thinking tools to better understand the interrelationships and interdependencies that contribute to the outcomes of a system.
204/268  Fundamentals of Project Management

1. Identify the origin and relative significance of a project within an organization.

2. Select from various methodologies to execute and deliver a project.

3. Organize and build-up a project life-cycle to monitor and report progress and control outcomes.

4. Effectively implement and gracefully close a project.

5. Establish standards for quality specifications and monitoring procedures to be used during project implementation.

204A/268A  Productivity Tools

1. Identify and describe various problem identification and problem analysis tools.

2. Develop flowcharts, cause and effect diagrams, pareto charts, run charts, control charts and histograms.

3. Understand when each productivity tool is applicable and know the advantages and disadvantages of each.

4. Calculate mean, median and mode as summary of data; and interpret the data accordingly.
205 Managing Organizational Operations

1. Identify the forces driving change in the public sector today.

2. Describe how major change affects people emotionally by examining the four phases of the emotional journey through change.

3. Identify actions that you and other leaders can take to enable a healthier response in the face of change.

4. Identify actions that leaders must take to successfully introduce a change — and then sustain employee commitment to the new direction.

5. Identify the factors that influence the level of change readiness in your department/work area and explore actions to enhance the change readiness of your employees.

6. Uncover the four common sources of resistance to change and the actions that you can take to help reduce the negative impact of resistance when it occurs.

7. Discuss the importance of resilience to an individual’s ability to successfully navigate change.

207 Program Evaluation Techniques

1. Identify major information sources for a program evaluation.

2. Develop and assess an evaluation questionnaire.

3. Describe five evaluation methods and use at least two.

4. Identify appropriate statistical measures for analyzing data.

5. Prepare an evaluation report which responds to audience needs and concerns.
209 Measuring Customer Satisfaction

1. Describe the value and importance of assessing your customers.

2. Identify your customers and what they potentially like and dislike about your service.

3. Describe the seven-step process for measuring customer satisfaction and making improvements in products or services.

4. Define the "quality requirements" that your customers want your agency to fulfill in order for them to be fully satisfied with the services or products you provide.

5. Identify the most appropriate use of the three methods for collecting customer data — face-to-face and phone interviews, focus groups, and paper/online surveys — and understand the advantages and disadvantages of each.

6. Develop "operational measures" (questions/statements) that will be used to actually assess customer satisfaction/agreement.

7. Take steps to ensure the validity of your customer survey data.

PUBLIC POLICY ELECTIVES

220 Policy Analysis for Non-Analysts

1. Explain the role of public policy.

2. Define policy analysis.

3. Describe the major elements in policy analysis.

4. Identify evaluative criteria and useful quantitative tools.

5. Perform policy analysis for work.
The State Budget Process

1. Explain the major states of the biennial budget development process.

2. Describe the major categories of state revenues and expenditures.

3. Identify the major documents, legislators, and staff that contribute to the development of the state budget.

4. Explain the human side of budgeting, including the political factors that go into deciding which initiatives eventually get included and the role of lobbyists.

5. Predict (with better than random success) the likelihood that any given budget proposal will be included in the final budget passed by the Legislature.

Developing Public-Private Partnerships

1. Describe what’s driving the interest in strong public-private, public-public, and public–social sector relationships and the benefit of such relationships to the public agency, the partner entity, and key stakeholders.

2. Identify the range of possibilities and directions for these partnerships.

3. Discuss the benefits and potential liabilities of entering into such partnerships.

4. Identify the critical success factors that have the greatest impact on the success (or failure) of these partnerships.

5. Explore the array of possible partnership structures and possibilities.

6. Assess the prospects for partnering with another entity.

7. Describe the core elements of strong and enduring partnerships and the five-step process for developing them.

8. Identify the initial conditions for developing strong partnerships.

9. Identify the challenges of creating partnerships and strategies for addressing these challenges.
224  **Leading Out Loud: Using Story in Communication**

1. Explore the fundamental nature of inspiration, influence and credibility, as a framework for why and when to employ story.

2. Use insights about human perception to guide communicating with authenticity, which doesn’t require “polish.”

3. Review six different types of stories and when to use them, including “Who I am” and “I know What You Are Thinking” stories.

4. Learn seven guiding strategies for making your stories effective.

5. Practice incorporating specific story structure elements to make your stories more impactful and memorable.

6. Receive feedback on your individual profession stories.

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225  **Media Relations**

1. Identify appropriate strategies for establishing effective relationships with media representatives and outlets.

2. Prepare effective and impactful media releases.

3. Describe strategies to be used during crisis communications.

4. Leverage social media as an effective communications tool.

5. Describe the role of the spokesperson or PIO.

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226/247  **Working with Councils, Boards and Commissions**

1. Describe the tension between professionalism and democracy in American public administration.

2. Identify several models for working with councils, boards and commissions.

3. Define alternative roles for the administrator in relationship to the elected or appointed policy body.

4. Describe the skills and attributes necessary for effective administrator-policy maker relationships, and the importance of understanding the organization’s culture and command climate.
227  Effective Workplace Writing

1. Apply techniques to write more efficiently.
2. Organize your writing in order to ensure clarity.
3. Write persuasively.
4. Identify commonly misused words.
5. Explain and apply some of the hints presented for holding a reader’s attention.

231  The Conduct of Public Meetings

1. Explain how to comply generally with Wisconsin’s open meetings law.
2. Explain how the standard rules of parliamentary procedure work to assure fairness and order in governing body meetings.
3. Keep accurate and useful record of the proceedings of public meetings.
4. Explain how to comply with the public records law.

232  Customer Service as a Strategic Issue

1. Describe “great performance” from the customer’s perspective.
2. Describe and chart the customer service cycle for a customer service operation.
4. Analyze the root causes of customer service failures and variation in service quality.
5. Identify what front-line customer service employees require to consistently provide great customer service.
Navigating the Political Landscape

1. Identify appropriate roles for managers in relationships with elected, legislative bodies at the state and local levels.

2. Identify the key elements necessary for successful interactions with elected officials.

3. Describe best practices to use in lobbying legislators.

4. Develop a plan for working a legislative body toward a specific goal, including purposes, processes and assigned responsibilities.

Improving Public Participation

1. Describe the value and importance of including the public in government decision making, policy formulation, and service delivery.

2. Identify the reasons why the efforts for public participation that government policy and decision-makers have taken generally aren’t working now, discuss why these efforts aren’t working, and develop specific strategies for addressing the underlying causes.

3. Describe the requirements for a consensus-based and public-centered decision making and problem solving process.

4. Describe techniques for facilitating public participation sessions.

5. Apply a model for conflict resolution to conflict that may surface during public participation sessions.

Using Data Visualization and Infographics to Tell Your Story

1. Develop charts, tables, and graphs that help reveal the key insights imbedded in survey data.

2. Present qualitative survey data to accurately capture the open-ended responses of survey respondents.

3. Create a report of findings and recommendations that drive decision-making and service improvement.
240 Managing Organizational Change

1. Describe how major change affects people emotionally and why it often leads to disruption and resistance.

2. Identify actions that leaders and others can take to enable a more healthy response in the face of change.

3. Identify actions that leaders must take to successfully introduce a change — and then sustain employee commitment to the change.

4. Describe the forces currently driving change at your agency and in your department/work area — and the forces for future changes.

5. Develop strategies for strengthening change resilience in yourself and in others — making you and others hardy survivors rather than victims of change.

6. Develop preliminary elements of a plan for successfully implementing change in your department/work area.

241 Navigating the Political Landscape See Class 234.

242 Resilience and Stress Management Skills

1. Identify stressors and collaborate on potential solutions.

2. Assess the effectiveness of your ability to manage stress and avoid burnout.

3. Define resilience and understand the attributes of resilience.

4. Understand the protective factors that make one resilient.

5. Share strategies to assist managers and staff with work-related stress and improve their resilience skills.
242B/289  Building Effective Teams

1. Understand why teambuilding is important and in what situations it is used
2. Explore the phases of team development
3. Identify strategies to counter team dysfunction
4. Learn practical tools and activities to develop teams
5. Share your experience and learn from your colleagues what works when

243  Leading and Managing from the Middle

1. Identify the challenges and opportunities of middle management.
2. Identify your own current bases of power as middle managers, and strategies for changing or strengthening those bases.
3. Use your understanding of power, politics and conflict management in building collaborative relationships.
4. Use strategies for building influence and managing others.
5. Make decisions about the use of power and influence in public management which lead to better individual and organizational outcomes.

245  The Art of Conflict Transformation  See Class 295.

246  Customer Service as a Strategic Issue  See Class 232.
247  Facilitating Effective Meetings

1. Describe the purpose and importance of meetings to every organization’s life.

2. Apply a variety of meeting tools and templates to help your meeting to remain focused on its work and achieve its goals.

3. Describe and demonstrate methods and tools for encouraging & equalizing participation, keeping the meeting on task, managing conflict & disagreement at meetings, dealing with disruptive behaviors during meetings, introducing fun at meetings.

4. Describe meeting consensus and demonstrate methods for both sensing and achieving consensus around important meeting decisions.

5. Discuss the importance of periodically evaluating meeting effectiveness.

247A  Working with Councils, Boards and Commissions  See Class 226.

248  Listening for a Change: Skills for Inclusivity  See Class 282.

249/282  Having Challenging Conversations

1. Explain why misunderstanding is the norm in communication and what to do about it

2. Identify your default communication style and learn strategies for flexing your style

3. Explore multiple specific techniques for managing the moment when the going gets tough; avoiding fight or flight

4. Review a dozen listening skills including some advanced skills especially useful in difficult conversations

5. Apply guidelines for expressing your feelings without triggering defensiveness in others

6. Examine best practice steps for effective conflict resolution and giving challenging work feedback

7. Analyze case studies and video examples to recognize what to do and what to avoid in challenging conversations
250 Advanced Problem Solving Strategies

1. Building upon the Problem Solving class, describe several approaches to problem solving, and situations which best lend themselves to each approach.

2. Recognize barriers to effective problem solving and problem analysis, as well as strategies for transcending them.

3. Develop an action plan that specifically outlines responses to and strategies for a problem.

4. Identify additional resources in other readings and classes.

251 The Art of Delegation

1. Describe what delegation is, how it is different from routine task assignment, and how it benefits people at all levels of your organization.

2. Identify how delegation (when done right) benefits everyone and enables a new relationship to those who report to you.

3. Discuss the “initial conditions” that need to be defined prior to every delegation.

4. Apply the five steps for establishing an effective delegation relationship.

5. Describe the supervisor or manager’s role in each step of delegation.

6. Develop effective measures to gauge delegation success.

7. Identify and integrate employees’ inner “drivers” to unleash their motivation toward completing the delegated task.

8. Identify common barriers to delegation and the steps that managers can take in addressing each.

9. Develop a plan for delegating a specific task and outcome to another.
252 Advanced Leadership

1. Identify the five practices of leadership and specific actions you will take for at least two of those practices.

2. Discuss the four elements of “Caring Leadership” and the ways in which those can be practiced in the public environment.

3. Describe principles which guide your leadership.

253 Appreciative Inquiry

1. Describe what appreciative inquiry is as a workplace change approach

2. Identify the top six underlying assumptions of the appreciative inquiry paradigm

3. Apply the four step process of Appreciative Inquiry planning

254 Managing in Permanent Whitewater

1. Describe the fallacy of certainty and stability during chaotic times.

2. Apply the rules for natural, “chaotic,” and complex adaptive systems to your own organization and to your role as a manager.

3. Apply a “systems thinking” perspective for understanding the deeper “currents” that cause the turbulence at the water’s surface.

4. Identify “high leverage” strategies that have the greatest positive effect on your abilities to guide your agency in an age of permanent whitewater.

5. Identify and discuss how change affects people, how it leads to disruption and stress, and how to lead people toward a healthy response to change.
Promoting Diversity in the Workplace

1. Describe what workplace diversity entails.

2. Identify communication styles – your own and others’ – and hone cross-cultural and intercultural communication skills.

3. Identify new strategies for addressing challenges related to workplace diversity.

RESOURCE MANAGEMENT ELECTIVES

Risk Management

1. Define the management objectives of the risk management process.

2. Identify the steps in the risk management process and apply them to specific case scenarios.

3. Design a risk management policy statement.

4. Explain risk reduction and control techniques that have practical application at a place of employment.

5. Identify important coverage questions for property and liability insurance policies.

Budgeting for Public Managers

1. Explain the basic concepts and terminology of government budgeting and finance.

2. Explain the purposes of a budget for a public agency, including its role as a policy document, management tool, resource allocation plan, and a financial plan.

3. Describe the roles and responsibilities of managers, elected officials and the public in the development, adoption, implementation, and monitoring of a public budget.

4. Explain the basics of the governmental accounting and financial reporting systems.

5. Identify the essential steps, documents, and critical decision points in the budget development process.

6. Describe and analyze the strengths and weaknesses of different budget types and systems.
**265 Records Management**

1. Identify what records are, what are not records, vital records and electronic records.

2. Identify how to conduct a records inventory and records analysis.

3. Define a record series and learn how to develop retention schedules.

4. Identify how to develop a disaster recovery plan for records and record recovery.

5. Identify and explain record laws and how they affect records management.

**267 Managing Time, Multiple Priorities, and Interruptions**

1. Explain why multi-tasking is a myth.

2. Describe their current time management skills through assessments.

3. Explain the three main components of time management: the uncontrollable, personal effectiveness, and team effectiveness.

4. Explain the importance of focusing on both long- and short-term goals.

5. Develop a prioritization system that honors how they work.

6. Employ tips and techniques to help with procrastination, interruptions, and how to say "no" well.

7. Develop a better system for email and how to communicate more effectively.

8. Organize space to remove clutter.

9. Explain the importance of work/life balance and identify strategies to achieve it.

**268 Fundamentals of Project Management.** See Class 204

**268A Productivity Tools** See Class 204A

273 Preparing RFPs and Bids

1. Explain the RFP process and when it should be used.
2. Explain the bid process and when it should be used.
3. Explain the essentials for administering and monitoring contracts executed as a result of a bid/RFP.
4. Identify the strengths and weaknesses of their organization’s purchasing process.
5. Describe at least one new innovation that they can put to use right away.

275 Writing Effective Grant Proposals

1. Describe the basic elements of successful grant proposals.
2. Identify common reasons why proposals are rejected.
3. Describe the critical steps in development of a grant proposal.
4. Write clear goals and objectives necessary in successful grant proposals.

PERSONNEL MANAGEMENT ELECTIVES

282 Listening for a Change: Skills for Inclusivity

1. Slow down, check out assumptions, and notice observable data
2. Ground and center to decrease defensiveness while listening
3. Acknowledge and validate others’ feelings
4. Excavate beyond positions to engage in needs-based conversations
5. Use questions of inquiry to gain understanding of different perspectives
284 Conducting Fearless Performance Reviews

1. Describe why the traditional performance review tends to create fear and anxiety vs. learning, growth, and performance improvement.

2. Integrate the values and behaviors of the Collaborative Mindset into your everyday performance management and to enable fearless reviews.

3. Apply the Great Performance Management Cycle as a framework for managing the performance of others and the foundation of the performance review.

4. Become an effective performance coach by understanding the role of the coach, the five coaching roles, and the dynamic nature of performance coaching.

5. Identify the both the job and organizational responsibilities for every position that reports to you.

6. Develop SMART performance expectations and goals.


8. Analyze the causes of performance problems.

9. Practice the four active listening skills.

10. Describe the foundations for giving constructive feedback.

285 Work Satisfaction, Performance, and Engagement

1. Create a framework for better understanding the complex nature of work performance and dispel some of the myths about what works to impact performance.

2. Identify multiple strategies you can take to increase work motivation, engagement, and performance.

3. Explore tools for identifying different strategies for different individuals to build motivation.

4. Review the importance of trust-building and explore multiple methods for building interpersonal trust.
291A Succession Planning and Mentoring

1. Describe the trends in employment, and their implications for public service and for their own agencies.

2. Identify key elements and roles in succession planning, and how it differs from general workforce planning.

3. Describe at least one organizational approach to succession planning.

4. Discuss the role of mentoring in an organization, and issues related to mentoring.

1. Use mentoring as a part of a succession plan

292 Managing Your Brain for Managers: The Neuroscience of Leading Self and Others

1. Employ a simple but powerful brain function framework to organize many powerful tools for employee growth and engagement plus team dynamism and cohesiveness.

2. Explain the science of your unique brain, how it interacts with the world, and formulate plans to reprogram your brain to greater levels of effectiveness.

3. Use multiple tools to prevent the Lower Brain from activating during frustrating workplace scenarios.

4. Use multiple tools to activate the Higher Brain, making it even easier to deal with challenging times and people.
294 Encouraging a Culture of Civility and Respect

1. Describe civil, respectful, and inclusive workplace environments and behaviors.

2. List possible sources and costs of disrespectful and uncivil behaviors (including bullying) in their workplace, and understand the benefits of a respectful, civil workplace culture.

3. Examine their own behaviors to identify where they may be behaving in ways that are perceived to be disrespectful, bully-like, uncivil, or non-inclusive.

4. Take steps to adapt organization systems and personal behaviors to establish and maintain cultures that are respectful, inclusive, and productive.

295 The Art of Conflict Transformation

1. Understand how your history with conflict impacts your current responses to it

2. Discover the four basic responses to conflict

3. Use tools for checking out assumptions before they escalate into conflict

4. Practice being grounded and centered in the midst of conflict

5. Know the differences between position statements and needs statements

6. Clarify and express your underlying needs

7. Use questions of inquiry to learn about others’ perspectives

297 Fearless Coaching

1. Describe the characteristics of a fearless coach and the outcomes that fearless coaches strive to achieve for others.

2. Discuss the difference between coaching for compliance and coaching with compassion, and why it matters.

3. Conduct fearless coaching conversations with team members by exploring questions that enable positive emotional responses vs. negative ones.

4. Utilize the governing values and enacting behaviors of the Collaborative Mindset to strengthen your coaching partnerships.

5. Enable an “approach and appreciate” response during a coaching conversation that enables learning and growth vs. the “fight or flight” response that heightens anxiety and reduces learning.