



## LEADERSHIP AND MANAGEMENT DEVELOPMENT OPPORTUNITIES

The State of Oregon and other public sector entities provide multiple opportunities for leadership and management development. The tables below provide information on opportunities and the suggested audience for each.

**Leadership Focus:** Set direction, inspire and motivate, and create culture.

**Management Focus:** Execute the organization's vision with budget and resources, manage teams, and solve operational problems.

	NEW MANAGER	MID-LEVEL MANAGER	EXECUTIVE	AUDIENCE SPECIFIC	EMPLOYEE ENGAGEMENT*
LEADERSHIP FOCUS	<ul style="list-style-type: none"> <li><a href="#">Ascent: Transformational Leadership Program (TLP)</a></li> <li><a href="#">Ascent: Promise of Leadership</a></li> <li><a href="#">Ascent: Developing and Implementing an Outward Mindset (DIOM)</a></li> </ul>	<ul style="list-style-type: none"> <li><a href="#">Ascent: Leader to Leader (L2L)</a></li> <li><a href="#">Ascent: Transformational Leadership Program (TLP)</a></li> <li>Ascent: Developing and Implementing an Outward Mindset (DIOM)</li> <li><a href="#">Ascent: Promise of Leadership</a></li> <li><a href="#">DAS: Leadership Oregon (LO)</a></li> </ul>	<ul style="list-style-type: none"> <li>Ascent: Leader to Leader (L2L)</li> <li><a href="#">Ascent: Authentic Leader Program (AL)</a></li> <li>Ascent: Developing and Implementing an Outward Mindset (DIOM)</li> <li><a href="#">Ascent: Promise of Leadership</a></li> <li><a href="#">Chinook Institute</a></li> <li><a href="#">DAS: Leadership Oregon (LO)</a></li> <li><a href="#">Luke Center: Pacific Program</a></li> </ul>	<ul style="list-style-type: none"> <li>Ascent: Developing and Implementing an Outward Mindset (DIOM)</li> <li>Ascent: 360 Group Report</li> <li><a href="#">Latino Leadership Development Program</a></li> <li><a href="#">PSU: Executive Master of Public Administration</a></li> </ul>	<ul style="list-style-type: none"> <li>Executive Coaching</li> <li>Communications Training</li> <li>Gallup Strengthsfinder® Assessment, coaching and team building</li> <li>Anatomy of Trust</li> <li>Productive Conflict in the Workplace</li> </ul>
MANAGEMENT FOCUS	<ul style="list-style-type: none"> <li>Ascent: Developing and Implementing an Outward Mindset (DIOM)</li> <li><a href="#">DAS: Emerging Managers</a></li> <li><a href="#">DAS: New to Public Management</a></li> <li><a href="#">DAS: Designing Effective Survey's Training Program</a></li> <li>DAS: Evidence-Based Management Utilizing People Analytics Training Program</li> </ul>	<ul style="list-style-type: none"> <li>Ascent: Developing and Implementing an Outward Mindset (DIOM)</li> <li><a href="#">DAS: Foundational Training</a></li> <li>DAS: Leading from the Middle</li> <li><a href="#">DAS: Designing Effective Survey's Training Program</a></li> <li>DAS: Evidence-Based Management Utilizing People Analytics Training Program</li> </ul>	<ul style="list-style-type: none"> <li>Ascent: Developing and Implementing an Outward Mindset (DIOM)</li> <li>DAS: Leading from the Middle</li> <li>DAS: Evidence-Based Management Utilizing People Analytics Training Program</li> </ul>	<ul style="list-style-type: none"> <li><a href="#">BOLI: Technical Assistance Seminars</a></li> <li><a href="#">DAS: Boards, Commissions &amp; Small Entities</a></li> <li><a href="#">DAS: New to Public Management</a></li> <li><a href="#">DAS: Oregon Project, Program and Portfolio Management</a></li> <li><a href="#">League of Oregon Cities: Elements of Effective Supervision</a></li> <li><a href="#">League of Oregon Cities: Leadership in Turbulent Times</a></li> <li><a href="#">League of Oregon Cities: Local Government Management Certificate Program</a></li> <li><a href="#">Willamette: Certificate of Public Management</a></li> </ul>	<ul style="list-style-type: none"> <li>Employee Engagement Survey, Action plan and Pulse Survey</li> <li>Keep, Stop Start</li> <li>Appreciative Inquiry; Discover, Dream, Design, Destiny</li> <li>Pecha Kucha</li> <li>The Golden Circle: Team Values</li> </ul> <p><i>*All programs provided by DAS</i></p>

All courses above may require a substantial investment of time and money and should be closely evaluated and discussed by the employee and manager on the applicability of the course to the employee's individual development plan. Some around \$2,000-\$4,000 in tuition. Refer to DAS or specific agency policies for information on reimbursement and/or work time to complete the programs.



LEADERSHIP PROGRAMS

Not all managers are leaders, and not all leaders are managers. The following programs – some designed for managers and some designed for employees at all levels – focus on helping participants become transformational, self-aware leaders. Through self-reflection and external feedback, participants will develop skills to mature into leaders who inspire, challenge and motivate others. Trainings focus on helping participants master their own self-confidence and motivation in order to promote the development of others.

Sponsoring Agency	Program	Target Audience	Focus	Curriculum Structure	Application Process
ASCENT Learning Coalition (ALC) and Statewide	<b>360 Group Report</b> Contact: <a href="#">Paul Egbert</a>	Any collection of 360 participants as determined by requesting agency or group	Effectiveness of the collective leadership brand with an eye towards the desired future state or vision.	2 hour session for teams and groups  Utilizes individual 360 profile and 360 group report	Contact ASCENT to request this workshop and for pricing information.
ASCENT Learning Coalition (ALC) and Statewide	<b><a href="#">Transformational Leadership Program (TLP)</a></b>  Contact: <a href="#">Paul Egbert</a>	Non-supervisory at all levels (includes team leads)  Typically held every other year	Transformational leadership development. Includes personal mastery, purpose, values and vision. Seek feedback and enrolling others in needed change. Personal strategic plan to improve personal and organizational effectiveness.	18 workshop days over 9 months. Nov – July timeframe.  Cohort of 25  Intensive feedback, assessment, workshop, action learning 1:1 and small group coaching, mentoring	Competitive Application & Selection Process  Must have Manager Approval  Application materials are obtained through ASCENT contact.
ASCENT Learning Coalition (ALC) and Statewide	<b><a href="#">Authentic Leader Program (AL)</a></b>  Contact: <a href="#">Paul Egbert</a>  (Agency request only)	Executive and Senior Leaders, Boards and Commissions, Division and Section Leaders	Designed to help leaders accurately understand their current state of leadership, and chart their own unique developmental journey.  Key themes: Increased consciousness and authenticity, common framework and language for effective leadership. Leveraging conflict to produce better system outcomes	3 day residential workshop delivered by The Leadership Circle consultant partner.  Leaders, senior level In-tact teams or mixed cohort of 16-23 in size	No application process.  Contact ASCENT to arrange this opportunity

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LEADERSHIP FOCUSED PROGRAMS (continued)

Sponsoring Agency	Program	Target Audience	Focus	Curriculum Structure	Application Process
ASCENT Learning Coalition (ALC) and Statewide	<a href="#">Leader to Leader (L2L)</a>  Contact: <a href="#">Paul Egbert</a>	Management and Supervisory at all levels	After receiving a Leadership Circle 360 Profile through a separate ASCENT workshop, L2L deepens leadership learning and practice using topics that support overall effectiveness. Utilizes peer coaching.  Key themes: Awareness, Trust, Courageous Conversations, Leading thru Change, Integrity, Achieving, Relationship Building, Listening, Systems Thinking, Transformation.	3 Series – each series is a set of six-seven highly interactive workshop sessions. Intellectual property of The Leadership Circle.  Cohort of 6-10 meets monthly for 4 hours.  Peer coaching and monthly commitments focused on a different topic each month that builds on creative competencies in the 360 profile.	Register through Workday.  360 profile a pre-requisite for Series 1.  Series 1 pre-requisite for Series 2.  Series 2 pre-requisite for Series 3.
ASCENT Learning Coalition (ALC) and Statewide	<a href="#">Transformational Leadership Program (TLP) for Managers</a>  Contact: <a href="#">Paul Egbert</a>	Management and Supervisory at all levels  Typically held every other year	Transformational leadership development. Includes personal mastery, purpose, values and vision. Seek feedback and enrolling others in needed change. Personal strategic plan to improve personal and organizational effectiveness.	18 workshop days over 9 months. Nov – July timeframe.  Cohort of 25  Intensive feedback, assessment, workshop, action learning 1:1 and small group coaching, mentoring	Competitive Application & Selection Process  Must have Manager Approval  Application materials are obtained through ASCENT contact.
ASCENT Learning Coalition (ALC) and Statewide	<a href="#">Promise of Leadership</a>  Contact: <a href="#">Paul Egbert</a>	Employees at all levels of state government.	Increased awareness, importance of feedback and receipt of The Leadership Circle profile in the workshop.  Includes a 1:1 coaching debrief within 3 working days.	Workshop is the intellectual property of The Leadership Circle.  25 maximum cohort size  In-tact teams or mixed agency cohort.	Register through Workday. Usually one in fall, one in spring.  Contact ASCENT for more information.
ASCENT Learning Coalition (ALC) and Statewide	<a href="#">Developing and Implementing an Outward Mindset (DIOM)</a>  Contact: <a href="#">Paul Egbert</a>	Employees at all levels of state government	This content reveals two distinct mindsets from which people and organizations operate—a self-focused inward mindset and an others-inclusive outward mindset. <i>Developing and Implementing an Outward Mindset</i> equips participants with a set of self-awareness tools, mindset change tools, accountability tools, and collaboration tools that help people turn Outward.	Individual and group activities are the intellectual property content of the Arbinger Institute.  30 maximum cohort size  Two-day workshop. Provides post-workshop access to an eight-week sustainment online program.	Register through Workday. Usually one in the fall, one in the spring.  Contact ASCENT for more information.

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LEADERSHIP FOCUSED PROGRAMS (continued)

<p>Department of Administrative Services and Statewide</p>	<p><a href="#">Leadership Oregon (LO)</a> Contact: <a href="#">Lucy Gardner</a> manager/facilitator</p>	<p>Current/future mid-executive level Managers  2 employees/per agency/ per cohort (selected by the Director)</p>	<p>Focused on leading at the executive level of state government  Key themes: Enterprise business acumen, communication, mentoring &amp; developing others, innovation, intentional engagement, stewardship</p>	<p>22 workshop days over 12 months  Cohort of 30-32  360 feedback, emotional intelligence, mentoring, coaching, and action learning that expands an awareness of self, examines key issues in Oregon state government, promotes insight into personal values and beliefs, formulates sustainable leadership networks</p>	<p>Application and selection process  Must have manager and agency director approval  See contact for pricing and application materials.</p>
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MANAGEMENT PROGRAMS

Do you want to grow in state government? These programs provide the tools necessary for either emerging managers, new managers, or experienced managers to grow and thrive within state government. Programs cover state processes, as well as the key competencies needed to effectively manage the human, financial, procurement, and information resources to meet the agency’s mission. These foundational skills can be immediately applied in a management position.

Sponsoring Agency	Program	Target Audience	Focus	Curriculum Structure	Application Process
Department of Administrative Services and Statewide  <i>Part of the DAS Management Education Series</i>	<a href="#">Boards, Commissions &amp; Small Entities</a>  Contact: <a href="#">Brandy Meng</a>	New board/commission member or executive directors of a small entity	State law requires DAS to provide training for new board/commission members and executive directors of a small entity. To meet the requirement of the law, an online training has been developed and is available within Workday. The training must be completed within 6 months of the start date of a new board/commission member or the appointment as an executive director of a small entity.	Online course	None
Department of Administrative Services and Statewide  <i>Part of the DAS Management Education Series</i>	<a href="#">Emerging Managers</a>  Contact: <a href="#">Brandy Meng</a>	Team leads or those interested in management positions.	This program is for team leads or employees interested in exploring management as a next career step. The purpose of the program is to identify knowledge and skills you currently have and strengthen those you want to develop in relation to the enterprise manager competencies which are needed to become an effective manager. You will walk away with a plan for developing yourself to become ready for a management role.	2 days of in class time with a break between the 2 sessions.  Individual and group activities, 360 competency assessment, work styles inventory, informational interviews, and IDP	None
Department of Administrative Services and Statewide  <i>Part of the DAS Management Education Series</i>	<b>Evidence-Based Management Utilizing People Analytics Training Program</b>  Contact: <a href="#">Brandy Meng</a>	HR professionals, managers, and supervisors	The purpose of this course is to provide HR professionals, managers, and supervisors with skill in developing their analytical capacity for solving HR-related problems. This course will cover the following topics: <ul style="list-style-type: none"> <li>• What is Analytics</li> <li>• Defining Effective Objectives for Analysis</li> <li>• Basic Analysis Techniques</li> <li>• Visual Analysis Techniques</li> <li>• Data Collection</li> <li>• Presenting Your Results</li> </ul>	1 day in class  Individual and group activities	None

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MANAGEMENT FOCUSED PROGRAMS (continued)

Sponsoring Agency	Program	Target Audience	Focus	Curriculum Structure	Application Process
Department of Administrative Services and Statewide  <i>Part of the DAS Management Education Series</i>	<b><a href="#">Foundational Training</a></b>  Contact: <a href="#">Brandy Meng</a>	New managers or experienced managers needing a refresher.	This program is for new managers and an excellent refresher for experienced managers. This program covers critical foundational skills for managers that can be applied immediately in the workplace.	8-days of in class time spread over eight weeks (1 session per week)  Individual and group activities, 360 competency assessment, EI self-assessment, and work styles inventory	None
Department of Administrative Services and Statewide  <i>Part of the DAS Management Education Series</i>	<b><a href="#">Leading from the Middle Training</a></b>  Contact: <a href="#">Brandy Meng</a>	Mid-level managers (typically classified as a PEM C – F or equivalent)	<p>As a mid-level manager in Oregon state government, you face a distinctive set of leadership challenges. You are responsible for leading your work unit, crafting strategy, motivating employees, and allocating resources, but are also expected to enact the vision of senior leadership and mobilize support for broader agency goals. Mid-level managers are the fundamental link joining an organization’s strategies to the people and projects needed to produce results. They are the folks in the middle who see and manage how various parts of the agency work. To be successful, you must be adept at managing up, down, and across the agency hierarchy.</p> <p>Through real-world case studies, small group discussions, and interactive presentations, Leading from the Middle teaches you to think beyond your own work unit and lead in ways that support larger agency objectives. You will gain a deeper understanding of how different units function and will be able to incorporate broader strategic considerations into your management decisions. This program provides the tools and insight to think more strategically, balance competing demands on your time, and engage in more forward- thinking leadership.</p>	7-days of in class time spread over 3 to 4 months (typically 2 classes per month)  Individual and group activities, 360 competency assessment, employee engagement survey, personal effectiveness assessment	TBD after pilot
Department of Administrative Services and Statewide  <i>Part of the DAS Management Education Series</i>	<b><a href="#">New to Public Management</a></b>  Contact: <a href="#">Brandy Meng</a> (Trainer/Facilitator)	Experienced manager’s new to state government	This course provides seasoned managers the information and tools they need to transition their prior experience to the state government environment.	1 day in class	None

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OTHER PUBLIC SECTOR PROGRAMS

Employees at all levels who seek continuous professional improvement have an array of resources available to them. The following programs are development opportunities provided by public entities outside of state government.

Sponsoring agency	Program	Target Audience	Focus	Curriculum Structure	Application Process
Chinook Institute for Civil Leadership	<a href="#">Chinook Institute</a>	Mid-level managers ready for executive management	Individual transformation & leadership, leading change, reaching agreement, structures for success	6 day resident event	Enrollment  Obtain Manager Approval  See program sponsor's website for pricing & registration
The League of Oregon Cities (LOC) through the Oregon Local Leadership Institute (OLLI)	<a href="#">Elements of Effective Supervision</a>	Supervisors or managers and employees who want to know what "supervision" requires	This course focuses on a performance management system that addresses major concerns in the public sector: <ul style="list-style-type: none"> <li>• Legal compliance and equal treatment;</li> <li>• Effective attention for both excellent and challenged employees; and</li> <li>• Goal and feedback systems that improve performance.</li> </ul>	Two, 2-day classroom sessions offered in various locations in Oregon  Extensive hands-on analysis and practice.	Enrollment  Obtain Manager Approval  See program sponsor's website for pricing & registration
Portland State University	<a href="#">Executive Master of Public Administration</a>  Contact: Phil Keisling	Designed for busy, ambitious and forward-looking public and nonprofit professionals who have at least ten years of significant work experience.	Leading yourself, others, organizations & community	Designed to be complete in 24 months, Saturday sessions.	Application & Selection Process  Obtain Manager Approval  See program sponsor's website for pricing & application materials

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OTHER PUBLIC SECTOR FOCUSED PROGRAMS (continued)

Sponsoring Agency	Program	Target Audience	Focus	Curriculum Structure	Application Process
Hispanic Metropolitan Chamber of Commerce	<a href="#">Latino Leadership Development Program</a>	Latinos in the public or private sector that want to increase their leadership and management skills.	How to be a person of influence, Change Acceleration, Strategic Planning, Communication & Problem Solving Skills.	Year long program 1-2 days per month, taught by Faculty from OSU, PSU, Uof O, Local Govt & Private Sector Managers	Application & Selection Process  Obtain Manager Approval  See program sponsor's website for pricing & application materials
The League of Oregon Cities (LOC) through the Oregon Local Leadership Institute (OLLI)	<a href="#">Leadership in Turbulent Times</a>	People at any level of the organization interested in the methods necessary to build relationships that improve outcomes for internal and external stakeholders.	This program does not focus on the formal performance management process but rather skills and attitudes necessary to help people at all levels work for the good of the organization.	Two day classroom session offered in various locations in Oregon	Enrollment  Obtain Manager Approval  See program sponsor's website for pricing & registration
The League of Oregon Cities (LOC) through the Oregon Local Leadership Institute (OLLI)	<a href="#">Local Government Management Certificate Program</a>	City, county and other local government officials including: government managers; department heads; mid-level managers/supervisors; employees interested in understanding and developing management skills	Enrich your professional development; increase your understanding about local government management in Oregon	Select training content from prescribed areas including: ethics, community relations, human resource management	Application & Selection Process  Obtain Manager Approval  See program sponsor's website for pricing & application materials

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OTHER PUBLIC SECTOR FOCUSED PROGRAMS (continued)

Sponsoring Agency	Program	Target Audience	Focus	Curriculum Structure	Application Process
The Luke Center for Catalytic Leadership	<a href="#">Pacific Program</a>	Leaders working with diverse stakeholders (Public, private and non profits)	Designed to cultivate Catalytic leadership. Lead from passion and strength, Think/Act strategically and facilitate productive work groups.	5 day residential program on "Catalytic Leadership"	Application & Selection Process  Obtain Manager Approval  See program sponsor's website for pricing & application materials
Oregon Project Management Advisory Board and Department of Administrative Services	<a href="#">Oregon Project, Program and Portfolio Management</a>	Promotes professional project and program management as a standard discipline and best business model for state and local government.	Follows the tenets of project and program management as defined by the Project Management Institute (PMI).	-Introduction to Managing Projects -Oregon Project Management Certification -Portfolio Management -Business Analysis and Process Mapping	See program sponsor's website for pricing & application materials
Bureau of Labor and Industries	<a href="#">Technical Assistance Seminars</a>	Offers a variety of training seminars for Oregon Employers, supervisors, managers and human resources professionals	Working closely with bureau enforcement division, these educational seminars cover the latest developments in employment law.	Effective and proactive way to help keep organizations in compliance with labor laws. Course times vary from 3 hrs to 8 hrs.	See program sponsor's website for pricing & application materials
Willamette University, Atkinson Graduate School of Management	<a href="#">Willamette Certificate of Public Management</a>	Senior analysts, middle managers	The Certificate in Public Management takes a systems-based approach to the public sector's distinct context, challenges and mandates. By integrating best business practices with the public sector's needs, you'll be ready to do more with less, regardless of whether you're managing in a Federal, State or Local Governmental entity.	4 terms: (15 months)  Weekly ½ day course on Willamette's campus.  2 courses/term for a total of 8 courses that could also count as a start of a Willamette MBA.	Application & Selection Process  Obtain Manager Approval  See program sponsor's website for pricing & application materials

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EMPLOYEE ENGAGEMENT

Employee engagement is defined as employees using discretionary effort. Engagement is not a one-way street. It is a combination of individual motivation plus organizational resources that produce engagement. The programs below provide training to both individuals and managers to better engage in work and life.

Sponsoring Agency	Program	Target Audience	Focus	Curriculum Structure	Application Process
Department of Administrative Services and Statewide	<b>Anatomy of Trust (Part 1 or 2)</b> Contact: <a href="#">Lisa Hylton</a>	All levels	The first dysfunction of a team is lack of trust. Trust is the foundation for good performing teams.	60 minute presentation	None
Department of Administrative Services and Statewide	<b>Appreciative Inquiry; Discover, Dream, Design, Destiny</b> Contact: <a href="#">Lisa Hylton</a>	Teams going with transition or change, teams in distress	Appreciative inquiry (AI) is an established methodology used by individuals, groups, and organizations who focus on developing, promoting, and supporting an ideal business model to optimize success.	4, 60-minutes sessions (Discover, Dream Design, Destiny) or one full day retreat	None
Department of Administrative Services and Statewide	<b>Communications Training</b> Contact: <a href="#">Lisa Hylton</a>	All levels	This series focuses on seven common communication challenges and how to avoid them and turn them into communication success for better performing teams.	2 hour presentation or broken down into 7 20-minute mini sessions	None
Department of Administrative Services and Statewide	<b>Employee Engagement Survey, Action plan and Pulse Survey</b> Contact: <a href="#">Lisa Hylton</a>	All levels	Employee engagement is crucial for the success of the agency. It's not about the result being "good" or "bad". It's about having the conversation to see how we can better engage our employees and what tools the agency can provide to improving engagement.	Initial facilitation/survey in person with clicker voting  Initial survey, 90 minutes, follow up pulse surveys (90 days out) last 30 minutes  1:1 consultation with manager to create action plan	None

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EMPLOYEE ENGAGEMENT PROGRAMS (continued)

Sponsoring Agency	Program	Target Audience	Focus	Curriculum Structure	Application Process
Department of Administrative Services and Statewide	<b>Executive Coaching</b> Contact: <a href="#">Lisa Hylton</a> , <a href="#">Lucy Gardner</a>	Managers/supervisors	Leadership coaching designed specifically based on the managers goals and objectives, usually contractual with a specific goal/outcome and start/stop date.	Based on agreed upon contract	Contact DAS for more information.
Department of Administrative Services and Statewide	<b>Gallup Strengthsfinder Assessment, Coaching and Team Building</b> Contact: <a href="#">Lisa Hylton</a>	All levels	Know, Show and Grow your strengths! When we play to our strengths, we can improve up to 300%. When we try to improve our weaknesses, we may improve up to 60%. The strengths movement is founded in positive psychology, which believes that when we focus on what makes us strong and what makes us thrive, we are more productive, creative, have less stress and better overall happiness.	\$19.99/assessment – each team member takes the assessment  30 minute 1:1 strengths debrief coaching  90 minute team presentation	None
Department of Administrative Services and Statewide	<b>Keep, Stop, Start</b> Contact: <a href="#">Lisa Hylton</a>	All levels	With reorganization and change, this is an excellent exercise to start moving forward. This is a great change management tool to get people involved and take responsibility for their own change management and for the overall success of their team.	60 minute presentation	None
Department of Administrative Services and Statewide	<b>Pecha Kucha</b> Contact: <a href="#">Lisa Hylton</a>	All levels	Pecha Kucha is a presentation style in which 10 slides are shown for 10 seconds each (1 minute and 40 seconds in total). The format, which keeps presentations concise and fast-paced, is excellent for team building and getting to know more about each other.	1 minute, 40 seconds, per Pecha Kucha, depends on size of team  Team members design their own Pecha Kucha as pre work	None
Department of Administrative Services and Statewide	<b>Productive Conflict in the Workplace (Part 2 of 2)</b> Contact: <a href="#">Lisa Hylton</a>	All levels	Once trust is established and it feels like a safe environment for discussion and conflict, we learn how to have productive conflict.	60 minute presentation	None
Department of Administrative Services and Statewide	<b>The Golden Circle: Team Values and Discovering your Why</b> Contact: <a href="#">Lisa Hylton</a>	All levels	People don't buy what you do, they buy what you do it. Being mission and vision driven builds trust and excellence in teams/units/divisions. When employees feel attached to the mission/vision/purpose of their organization they are more loyal, more engaged, more productive and have less stress	90 minute presentation, includes watching Simon Sinek's TedTalk and doing the values exercise	None

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