

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"> ASCENT: Aspiring Leadership Program (ALP) ASCENT: Promise of Leadership <p>Contact: ASCENT</p>	<ul style="list-style-type: none"> ASCENT: Leader to Leader (L2L) ASCENT: Managers' Leadership Program (MLP) ASCENT: Promise of Leadership <p>Contact: ASCENT</p> <ul style="list-style-type: none"> DAS: Leadership Oregon (LO) 	<ul style="list-style-type: none"> ASCENT: Authentic Leader Program (AL) ASCENT: Promise of Leadership Chinook Institute DAS: Leadership Oregon (LO) Luke Center: Pacific Program 	<ul style="list-style-type: none"> ASCENT: 360 Group Report Latino Leadership Development Program PSU: Executive Master of Public Administration 	<ul style="list-style-type: none"> Executive Coaching Communications Training Gallup Strengthsfinder® Assessment, coaching and team building Anatomy of Trust Productive Conflict in the Workplace
MANAGEMENT FOCUS	<ul style="list-style-type: none"> DAS: Emerging Managers DAS: New to Public Management DAS: Designing Effective Survey's Training Program DAS: Evidence-Based Management Utilizing People Analytics Training Program 	<ul style="list-style-type: none"> DAS: Foundational Training DAS: Leading from the Middle DAS: Designing Effective Survey's Training Program DAS: Evidence-Based Management Utilizing People Analytics Training Program <p>Contact: CHRO Training</p>	<ul style="list-style-type: none"> DAS: Leading from the Middle DAS: Evidence-Based Management Utilizing People Analytics Training Program 	<ul style="list-style-type: none"> BOLI: Technical Assistance Seminars DAS: Boards, Commissions & Small Entities DAS: New to Public Management DAS: Oregon Project, Program and Portfolio Management Willamette: Certificate of Public Management 	<ul style="list-style-type: none"> Employee Engagement Survey, Action plan and Pulse Survey Keep, Stop Start Appreciative Inquiry; Discover, Dream, Design, Destiny Pecha Kucha The Golden Circle: Team Values <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. Training’s 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	360 Group Report Contact: ASCENT	Any collection of 360 participants as determined by requesting agency or group	Collective leadership brand, effectiveness and desired future state or vision.	2 hour session for teams and groups Utilizes 360 profile and 360 group report	Contact ASCENT to request this workshop and for pricing information.
ASCENT Learning Coalition (ALC) and Statewide	Aspiring Leadership Program (ALP) Contact: ASCENT	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	Authentic Leader Program (AL) Contact: ASCENT	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	Leader to Leader (L2L) Contact: ASCENT	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. 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 iLearn. 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	Managers' Leadership Program (MLP) Contact: ASCENT	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	Promise of Leadership Contact: ASCENT	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.	Individual and group activities and intellectual property content from The Leadership Circle. In-tact teams or mixed agency cohort.	Register through iLearn. Usually one in fall, one in spring. Contact ASCENT for more information.

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LEADERSHIP FOCUSED PROGRAMS (continued)

Sponsoring Agency	Program	Target Audience	Focus	Curriculum Structure	Application Process
Department of Administrative Services and Statewide	Leadership Oregon (LO) Contact: Lucy Gardner manager/facilitator or	Current/future mid-executive level Managers 2 employees/per agency/ per cohort (selected by the Director)	Focused on leading at the executive level of state government Key themes: Enterprise business acumen, communication, mentoring & developing others, innovation, intentional engagement, stewardship	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	Application and selection process Must have manager and agency director approval See contact for pricing and application materials

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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>	Boards, Commissions & Small Entities Contact: CHRO Training	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 iLearn. 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>	Designing Effective Survey's Training Program Contact: CHRO Training	HR professionals, managers or supervisors, team leads, or program managers who design surveys.	<p>Surveys are an essential tool for gathering information and feedback from a multitude of perspectives. When done well, they deliver incredible insights when you are looking for feedback from numerous people or people who are geographically dispersed. With an array of easy-to-use digital tools like SurveyMonkey at your fingertips, executing a survey is relatively simple. But the actual survey design is where it gets complicated.</p> <p>How do you keep your survey short enough to get responses, but long enough to provide useful insights? Are you sure your question wording is clear and unambiguous? What question formats do you use to get meaningful answers? How do you strike the right balance between open-ended and closed responses? These are common survey design questions most people encounter when they start the process, and this class will help you answer them.</p>	1 day in class Individual and group activities	None

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MANAGEMENT FOCUSED PROGRAMS (continued)

<p>Department of Administrative Services and Statewide</p> <p><i>Part of the DAS Management Education Series</i></p>	<p>Emerging Managers</p> <p>Contact: CHRO Training</p>	<p>Team leads or those interested in management positions.</p>	<p>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.</p>	<p>2 days of in class time with a break between the 2 sessions.</p> <p>Individual and group activities, 360 competency assessment, work styles inventory, informational interviews, and IDP</p>	<p>None</p>
<p>Department of Administrative Services and Statewide</p> <p><i>Part of the DAS Management Education Series</i></p>	<p>Evidence-Based Management Utilizing People Analytics Training Program</p> <p>Contact: CHRO Training</p>	<p>HR professionals, managers, and supervisors</p>	<p>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:</p> <ul style="list-style-type: none"> • What is Analytics • Defining Effective Objectives for Analysis • Basic Analysis Techniques • Visual Analysis Techniques • Data Collection • Presenting Your Results 	<p>1 day in class</p> <p>Individual and group activities</p>	<p>None</p>

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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>	Foundational Training Contact: CHRO Training	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>	Leading from the Middle Training Contact: CHRO Training	Mid-level managers (typically classified as a PEM C – F or equivalent)	<p>As a mid-level manager in Oregon state government, 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.</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. 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

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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>	New to Public Management Contact: CHRO Training	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	Chinook Institute	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
Portland State University	Executive Master of Public Administration 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	Latino Leadership Development Program	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	<p>Application & Selection Process</p> <p>Obtain Manager Approval</p> <p>See program sponsor's website for pricing & application materials</p>
The Luke Center for Catalytic Leadership	Pacific Program	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"	<p>Application & Selection Process</p> <p>Obtain Manager Approval</p> <p>See program sponsor's website for pricing & application materials</p>

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OTHER PUBLIC SECTOR FOCUSED PROGRAMS (continued)

Sponsoring Agency	Program	Target Audience	Focus	Curriculum Structure	Application Process
Oregon Project Management Advisory Board and Department of Administrative Services	<u>Oregon Project, Program and Portfolio Management</u>	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	<u>Technical Assistance Seminars</u>	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	<u>Willamette Certificate of Public Management</u>	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	Anatomy of Trust (Part 1 or 2) Contact: Lisa Hylton	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	Appreciative Inquiry; Discover, Dream, Design, Destiny Contact: Lisa Hylton	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	Communications Training Contact: Lisa Hylton	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	Employee Engagement Survey, Action plan and Pulse Survey Contact: Lisa Hylton	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	Executive Coaching Contact: Lisa Hylton , Lucy Gardner	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	Gallup Strengthsfinder Assessment, Coaching and Team Building Contact: Lisa Hylton	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	Keep, Stop, Start Contact: Lisa Hylton	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	Pecha Kucha Contact: Lisa Hylton	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

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EMPLOYEE ENGAGEMENT PROGRAMS (continued)

Sponsoring Agency	Program	Target Audience	Focus	Curriculum Structure	Application Process
Department of Administrative Services and Statewide	Productive Conflict in the Workplace (Part 2 of 2) Contact: Lisa Hylton	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	The Golden Circle: Team Values and Discovering your Why Contact: Lisa Hylton	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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