



*R*aising the caliber of  
leadership through  
academies, forums and  
seminars, facilitation, and  
consulting services.

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C A T A L O G U E  
O F  
S E R V I C E S



# THE CERTIFIED PUBLIC MANAGER<sup>®</sup> PROGRAM

## BENEFITS OF THE PROGRAM

The CPM program offers participants the opportunity to learn and practice the critical leadership skills and competencies necessary to effectively meet the complex demands and challenges in the 21st-century public management environment. The program also provides agencies the means to meet their succession planning goals through the professional development of public managers.

Upon successful completion of the program, you will be able to:

- Demonstrate high levels of public service commitment, personal integrity and continuous learning;
- Effectively align resources and lead people to accomplish goals;
- Practice results-driven management;
- Lead agency processes to establish goals, measure and report on performance and outcomes, and act as an effective change agent;
- Meet organizational goals through effective planning; and
- Participate in a network of public leaders and managers as members of American Academy of Certified Public Managers (AACPM).

**To Register for the CPM Program:**

**619-685-1340 or**

**[www.tcfoe.com](http://www.tcfoe.com)**

## PROGRAM DESIGN

This nationally recognized program builds on the Regional Management Academy as a prerequisite. The CPM program is an additional 200 hours of intensive, competency-based training which prepares participants to become more effective public managers and step into more responsible leadership roles.

Participants attend six 2-day modules beginning in Spring 2008 with completion in 2009. A unique element of the CPM program is the requirement for participants to complete a major work-related project under the guidance of a sponsor from their home organization. Interactive work groups offer participants the opportunity to brainstorm project ideas, practice new skills, and discuss concepts. In addition, participants create Personal Development Plans.

The curriculum has been designed to meet both the requirements of the National Consortium and the specific needs of public sector agencies in California. It is based upon 17 competency areas identified by THE CENTRE specifically for public sector managers in California.

CPM faculty are selected for their academic qualifications and for their demonstrated expertise in public management.

## ACCREDITATION

Recognized by the National Certified Public Manager<sup>®</sup> Consortium, THE CENTRE is the exclusive provider of the CPM program in the State of California. The program is spread over a two-year period. Participants are strongly encouraged to complete the program in that time frame. Maximum time to complete the program is 3 years.

Tuition: \$690 per module

# THE CPM CURRICULUM



## Module 1: March 12-13, 2008

- Community building, networking, goal setting
- Committing to the nobility of public service
- Emotional Intelligence: Understanding self, managing self, understanding others and managing relationships
- Providing high quality customer service in a demanding public sector environment – the manager's work in creating and sustaining organizational culture

## Module 2: May 7-8, 2008

- Applying systems thinking and political sensitivities to solve organizational problems
- Performance measurement: aligning processes and procedures with institutional goals
- Utilizing process re-engineering for productivity improvement

## Module 3: July 16-17, 2008

- Honoring the community's voice
- Advanced communication and public relations in public environments
- Complying with Laws Part I: Organizational functioning and transparency
- Applying ethical models to public policy decisions

## Module 4: September 10-11, 2008

- Building budgets and using financial information to make strategic decisions in the public area
- Implementing effective human resource practices in a public sector context
- Development planning

## Module 5: November 5-6, 2008

- Complying with Laws Part II: Human resources / Labor laws
- Managing a Multi Generational Workforce
- Employing effective negotiation strategies in a public employee organization
- Business etiquette and interpersonal savvy

## Module 6: February 11-12, 2009

- Understanding information systems and using technology strategically (Lab)
- Extraordinary leadership
- Course completion / Capstone project discussions

## Graduation: March, 2009



*“I think the curriculum committee really captured critical and timely elements for the new program. I love the E.Q., Process re-engineering and performance measurement, and negotiation modules. Thanks again, I am really looking forward to participating with THE CENTRE as you move public professionals in the region to the next level.”*  
Supervising Management Analyst, City of San Diego

# The Regional Management Academy

The Regional Management Academy is a thought-provoking and challenging curriculum which routinely develops an “esprit de corps” among graduates and creates a critical mass of leaders who begin to look more deeply at their responsibilities from an organization-wide perspective. The program is designed around 17 competencies which organizations expect of their future leaders. Tuition is \$1,950 per person.

Essential elements in the program include learning modules, assessment instruments, application exercises, expert faculty, and project teams. Business and community leaders deliver lively and timely luncheon presentations.

## THE RMA CURRICULUM

### Pre-Work

Participants take THE CENTRE’s 360 Competency Instrument, which assesses current performance levels with input from the boss, peers and direct reports.

### Day One: February 20, 2008

- Leadership
- Strategic thinking and strategic planning

### Day Two: March 4, 2008

- Competency Instrument
- Managing change / trends
- Group dynamics
- Ethics and ethical decision-making

### Day Three: March 5, 2008

- Risk-taking and innovation
- Power and politics
- Issues facing leaders in the region
- Community meetings

### Days Four and Five: March 25-26, 2008

- Building high performance teams

### Day Six: April 15, 2008

- Building resilience
- Effective presentations (laboratory)

### Day Seven: April 16, 2008

- Cultural awareness
- Man/Woman communication style differences and/or generational differences
- Constructive conflict

### Day Eight: April 29, 2008

- Decision-making and decisiveness
- Career management discussion
- Personal development plans
- Team presentations
- Graduation

### Fall, 2008 Academy dates TBD.

*“I really appreciate how attuned the facilitators are to the political realities of our organizations. They are up on all of the latest issues within our communities, which really adds to the discussions.”* Manager, Water Agency

# The Regional Supervisors Academy

The Regional Supervisors Academy (4 ½ days) is geared to first and second line supervisors and those who also lead front-line employees. Tuition is \$775 per person.

Sessions focus on:

- The changing role of supervisors
- Building teams
- Performance management
- Coaching and counseling
- Conflict resolution
- Communication
- Managing diversity

## 2008 SCHEDULE

- January 29
- February 12
- February 26
- March 11
- March 25

Location: City of Carlsbad Faraday Center

The program is highly interactive, combining “lectorettes” and best practice models with team activities, videos and critical thinking exercises.

Fall 2008 Dates TBD

# The Professional Assistants Academy

The Professional Assistants Academy is based on input from executive secretaries, administrative assistants, and chief executives in a variety of organizations.

Topics explored include:

- The changing role of the office professional
- Understanding interpersonal style differences
- Creating a positive image
- Service orientation
- Organizational savvy
- Writing, proofing and editing lab
- Career management
- Communication skills

A motivational speaker on a topic of interest is a highly valued element in the Professional Assistants Academy. Tuition is \$378 per person.

*“By far the best training event I’ve ever attended.”  
Administrative Assistant, City of Oceanside.*

## 2008 SCHEDULE

Fall, 2008 Dates TBD

Register for any Academy:  
[www/tcfoe.com](http://www/tcfoe.com) or  
619-685-1340

# Leadership Forums & the Film / Literature Series

THE CENTRE Leadership Series/Forums 2008-2009 includes four forums and a series on leadership in literature and classic and contemporary film. CENTRE customers are invited to select a few programs or attend them all! There are no pre-requisites. All sessions will be facilitated by Dr. Trudy Sopp, CENTRE Founder and Consulting Partner.

## FORUMS

### **Raising the Quality of Public Dialogue**

January 24, 2008

Features Dick Bowers, Moderator, and Special Guest Presenter, Lori Holt Pfeiler, Mayor, City of Escondido.

This forum will focus on how to create reasonable public discourse on important public policy decisions. Moderator Dick Bowers will lay out a model for consideration and Mayor Lori Holt Pfeiler will talk about her learnings and insights based on the City of Escondido's recent experience on the issue of immigration. Reflections on courage in the public sector and the challenge of keeping this a noble profession will be explored. Fee is \$55.

### **Changing Demographics and the New Dynamics at Work**

September 18, 2008

Moderated by a Boomer and Generation X/Yer.

Features a multi-generational panel discussing their expectations and hopes. Opportunities to ask questions of panelists will be a priority for this forum so that a true exchange can occur and the assumptions and beliefs about these generations can be clarified and dispelled. Fee is \$55.

### **2009 Forums: January and December, 2009**

(Topics to be determined based on input from CENTRE customers)

All Forums and the Film / Literature Series meet in THE CENTRE Seminar Room.

Forums meet from 9:30 to Noon.

Film / Literature Series meet from 8:30 - 11:00 a.m.

Breakfast refreshments are provided.

Register for a Forum or the Film / Literature Series with the Registration Form in this catalogue, or visit [www/tcfoe.com](http://www.tcfoe.com), or call 619-685-1340

# FILM / LITERATURE SERIES

This is a reinvention of THE CENTRE's Images of Leadership 2000-2003 Series. This powerful new series will add literature—books, short stories, plays—to the leadership exploration. Participants (25 minimum required per program) will have the opportunity to engage in scholarly discussions, interpretations and practical application. Special guest presenters will be invited throughout the series.

The literature selected will focus on “questions of character” as discussed by Joseph L. Badaracco, Jr., in his book *Questions of Character: Illuminating the Heart of Leadership Through Literature*. The films in the series will focus specifically on ethical dilemmas and how leaders face them and resolve them. Participants are expected to read the literature pieces and/or view the films before the scheduled session. Note: Literature programs are *italicized* and Film programs are **bold**.

## **The Queen**

March 27, 2008

This film explores the leadership and ethical dilemma of balancing tradition and custom with what the moment requires. Understanding timing and one's personal relationship to the past, present and future will be discussed. In what ways the leader's perception and notion of what's right is influenced by followers will be analyzed along with the time honored ethical puzzle of respectful behavior and what it looks like from numerous perspectives.

Local, state and/or federal ethical cases will be referenced.

## **Crash**

June 5, 2008.

An award-winning film, *Crash* provides participants the opportunity to experience a multitude of ethical dilemmas in everyday life and in leadership decisions. This film follows the experiences of several characters in Los Angeles and presents the viewer with thorny issues around prejudice and stereotyping, authority, loyalty, accountability, and courage.

Local, state and/or federal ethical cases will be referenced.

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## *Antigone* by Sophocles

May 15, 2008

Special Guest Presenter: Dick Bowers

One of the most celebrated tales in western literature and a favorite of CENTRE Management Academy faculty member Dick Bowers, Sophocles' *Antigone* describes the story of a woman who defied authority. A character study of Creon, the leader of Thebes, and *Antigone* will uncover leadership issues about power and authority, female and male leadership styles, ethics and values, and the character of the major players.

Do not miss the interest, knowledge and enthusiasm that Dick Bowers has for this literature selection.

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## *The Secret Sharer* by Joseph Conrad

November 20, 2008

Special Guest Presenter: Dr. Joyce Ross

Questions of character that face all leaders are raised in this short story. Do I really feel my responsibilities? Do I see the reality around me with accuracy? Can I change and learn from my mistakes and take more ownership and responsibility for my leadership?

Participants will discuss the learnings and reflections of a new leader by reading about a captain of a ship who has been untested to date and has been a stranger to himself.

Dr. Joyce Ross, a retired professor of public administration and a Partner and Program Design Wizard at Ross Partners, will join the class and provide analysis and questions based on her years of experience with public, nonprofit and private organizations.

## Glengarry Glen Ross

December 4, 2008.

This classic film presents a leader who is not admirable but understandable. Participants will be encouraged to examine the character's ethics to determine what is objectionable and realistic given the circumstances – and does that matter? Motivation, leadership styles, entrepreneurship, and values conflicts will be themes in the class discussion. There is an opportunity in this film to explore the management strategies used by the organization and what affect they have on the fate of the organization.

Local, state, and/or federal ethical cases will be referenced.

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## *The Grapes of Wrath*, Chapter 5 by John Steinbeck

March 19, 2009

Special Guest Presenter: Dr. Craig Dunn

Dr. Dunn, Associate Professor, Western Washington University, a popular CENTRE Management Academy faculty member and THE CENTRE's ethics guru, has selected Chapter 5 for review by participants. One great "lesson" here has to do with the tractor driver and his claim that he is not responsible for the consequences of his actions as he is merely following orders. Dr. Dunn will explore this sentiment and similar rationalizations and "red flags" as they relate to issues of character and ethics.

Participants may want to also view the film in preparation for this session.

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## Hotel Rwanda

May 7, 2009

In Rwanda in 1994, a million members of the Tutsi tribe were massacred by members of the Hutu tribe while the world looked away. "Hotel Rwanda" is not the story of that massacre. It is the story of a hotel manager who saved 1200 lives by the choices he made. Courage and heroism, political savvy, situational ethics and good management, are just a few of the themes for this discussion. This is a film that will cause one to reflect on the question: what would I do? Local, state, and/or federal ethical cases will be referenced.

## *Presidential Courage* by Michael Beschloss, select chapters

June 4, 2009

Michael Beschloss has written about courageous Presidents and how they changed the future of the United States between the years 1789 and 1989. Select chapters on John Adams, Harry Truman, and Ronald Reagan will provide a behind-the-scenes look at how these Presidents faced leadership dilemmas that might have brought them political destruction. This series selection readily explores how character develops and the circumstances that test that character.

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## The Quiz Show

September 10, 2009

Directed by Robert Redford, this film is about the TV quiz shows in the mid 1950's. A milestone in the discussion about values and moral character came when it was revealed that many of the top quiz shows were rigged—that contestants were being supplied with the answers.

Redford presents events that really happened on the NBC show "Twenty-One" as "...entertainment, history, and a challenge... it asks us what we might have done if someone offered us a lot of money and popularity for pretending to be smarter than we were".

This film gives participants the opportunity to watch a man who has it all—fame, fortune, an honorable family name, a loving family, intelligence—and to discuss the perplexing choices he makes. Local, state, and/or federal ethical cases will be referenced.

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## *The Kite Runner* by Khaled Hosseini

November 5, 2009

There are at least two major plots in this book—the political events taking place in Afghanistan and the personal story of Amir and his friend Hassan. The personal story will be the focus of this session. Amir is privileged and Hassan is the son of Amir's father's servant. Hassan is brutalized by some upper-class teenagers and Amir fails to defend his friend. Amir is haunted by this the rest of his life. Later in life, Amir gets a chance to help Hassan's family and recapture his courage.

This session looks at the decisions of the characters and asks the participants once again to explore what are the factors that make up our character.

# THE CENTRE FOR ORGANIZATION EFFECTIVENESS

## Leadership Forums & Film / Literature Series Registration

Event	Date	Fee	# of Seats	Total
<b>FORUMS</b> (9:30 - Noon, breakfast refreshments provided)				
Raising the Quality of Public Dialogue	January 24, 2008	\$55		
Changing Demographics and the New Dynamics at Work	September 18, 2008	\$55		
<b>FILM / LITERATURE SERIES</b> (8:30 - 11:00 a.m., breakfast refreshments provided)				
<b>The Queen (Film)</b>	March 27, 2008	\$95		
<i>Antigone (Book)</i>	May 15, 2008	\$95		
<b>Crash (Film)</b>	June 5, 2008	\$95		
<i>The Secret Sharer (Book)</i>	November 20, 2008	\$95		
<b>Glengarry Glen Ross (Film)</b>	December 4, 2008	\$95		
<i>The Grapes of Wrath (Book)</i>	March 19, 2009	\$95		
<b>Hotel Rwanda (Film)</b>	May 7, 2009	\$95		
<i>Presidential Courage (Book)</i>	June 4, 2009	\$95		
<b>The Quiz Show (Film)</b>	September 10, 2009	\$95		
<i>The Kite Runner (Book)</i>	November 5, 2009	\$95		
<b><i>Purchase any five Film / Literature Series for a package price of \$375!</i></b>			Total	

Name(s) of attendee(s)

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Organization / Contact information

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**Mail registration to:**

THE CENTRE  
1250 Sixth Ave.,  
Ste. 150  
San Diego, CA 92101

**Or fax to:**

619-685-1342

# New CENTRE Services

## The New Manager Transition Process

Given the critical nature of the first 90 days on the job, and recognizing that misperceptions and missteps can be costly and lasting, **The New Manager Transition Process** (NMTP) is a program created by Rick Ross (coauthor with Peter Senge of *The Fifth Discipline*) of Ross Partners. Already piloted and proven in both public and private organizations, the program is now available through THE CENTRE for the first time. This will help senior managers take charge of their new positions quickly and effectively, cut their learning curve about the new position in half, and create a foundation of trust with their staff immediately. *This program works for the newly promoted manager and the manager brought in from the outside.*

The NMTP focuses on three things – current reality, future results and stakeholder relationships. The program will:

1. Brief the new manager on the crucial issues/problems facing the department/unit/division/organization;
2. Alert him/her to the cultural mine fields that may exist;
3. Identify the critical external and internal stakeholders (players) that affect and are affected by the department/unit/division/organization;
4. Provide staff with the opportunity to get to know their new manager in a short period of time;
5. Accelerate the building of trust between the new managers and the staff;
6. Begin to build a shared vision of the future in that department/unit/division/organization

In just *one day*, a facilitator meets with the new staff in the morning *without* the new manager and gathers critical information, meets over lunch *with* the new manager to brief him/her and coach him/her on ways to respond to the information gathered in the morning, and conducts a dialogue in the afternoon where the new manager can answer questions, clarify mutual expectations and roles, vision and direction, as well as respond to practical ‘nuts and bolts’ questions employees may have.

For more information on price and next steps, call THE CENTRE at (619) 685-1340.

## Successful Interviewing

Make no mistake: interviewing is a skill. Jobs frequently go to those people who are most effective at interviewing, not necessarily to the people most qualified. This 1.5-2 hour individual coaching, either in person or by telephone, is tailored to help you promote your background in the best possible light for your targeted job. You’ll learn specific techniques needed to answer the questions most likely to be asked. In addition, you’ll gain strategies to increase the likelihood that the job offer will be yours. The fee is \$325.

Your coach will be Judy Kaplan-Baron, Ph.D., a Master Career Counselor, Management Trainer, Nationally Certified and Registered Professional Career Counselor, and licensed Marriage and Family Therapist. An expert in career development, she is listed as a valuable resource in *What Color Is Your Parachute?* (Bolles), *Perfect Resume Strategies* (Jackson) and is former Assistant Director of the America Online Career Center.

For more information, call Judy at (858)-558-7450.

# Organization Development Consulting

THE CENTRE provides a dedicated team of professionals to help assess your organizational needs and guide you and your team through the management leadership process. Our services include:

- Organization Development Consultation
- Facilitation for Boards and Executive Teams
- Service Delivery Improvement
- Change Management Expertise
- Performance Measurement
- Benchmarking and Best Practices
- Management Counseling and Coaching
- Interventions, Managing Conflict

The following is a sample of recent organization development work:

- Divisional and organization-wide reorganizations
- Coaching executives on their management practices and leadership style
- Consultation on the creation and implementation of performance review and bonus systems
- Development of new reporting relationships among executive team members
- Coaching front-line employees on customer service delivery skills

Several CENTRE consultants have expertise on how to develop boards and city councils into better functioning entities and create high performance among executive teams. After years of coaching and facilitating board, city council, and executive teams in the public and nonprofit sector, THE CENTRE has gained clarity on key structural and relationship interventions required.

THE CENTRE is also available to respond to any request that falls outside these core products. Our as-needed list of consultants and our “one stop shop” philosophy allow us to offer each customer a unique advantage – we do the checking around instead of the customer.





## **WHO WE ARE**

**THE CENTRE for Organization Effectiveness is an innovative and exciting “one-stop shop” concept. We specialize in management and organization development, including specialized training programs to local, regional and state public sector organizations and agencies, as well as nonprofit and private sector organizations. We handle everything from consultant selection to material preparation to logistics to account management.**

**Our vision is to raise the caliber of leadership through academies, forums and seminars, facilitation, and consulting services.**

### **THE CENTRE for Organization Effectiveness**

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