The Metropolitan Washington Council of Governments (COG) and GW-CEPL partner to offer leadership training courses in finance, leadership, and strategic thinking.

Professionals employed by COG’s member jurisdictions and partnering agencies can exclusively register for these highly-rated regional programs. And—at a discounted rate! These short 1- and 2-day classes are taught by “pracademics” – including those who have been senior leaders in local government.

Register today at www.gw.edu/cepl and select the COG 10% discount at checkout.

**FRONT-LINE LEADERSHIP DEVELOPMENT (1 DAY)**

**DATES:**
NOVEMBER 1, 2018

**VENUE:** COG

**COST:** $500/person (without the discount)

This is a 1-day class designed for new supervisors and team leaders. Class content will focus on the 5 Practices of Exemplary Leadership, and Enabling Accountability for Self and Others, two key factors in successfully transitioning to frontline leadership from being an independent contributor. In addition, participants will take a self-assessment of their leadership capabilities, and create individual leadership development plans, which can guide their development after the class.

**Learning Objectives:**
- Explore a model of leadership that gives participants both behaviors and practices for effective leadership at all levels of an organization.
- Practice tools and techniques for holding oneself and others accountable.
- Create an individual leadership development plan to continue learning and developing after the class, utilizing the information gained from the class.

**FINANCIAL MANAGEMENT BASICS FOR NON-FINANCIAL MANAGERS (2 DAYS)**

**DATES:**
OCTOBER 29-30, 2018

**VENUE:** COG

**COST:** $1,100/person (without the discount)

This 2-day class for non-financial managers will enable participants to develop literacy in governmental financial practices, such as budgeting and forecasting, capital spending, performance-based financial management, and other best practices, all in the context of effective public sector management. Participants will also have the opportunity to read and dissect government budgets at the departmental, agency, and jurisdictional levels, and be exposed to practical strategies for preparing budgets that provide a baseline for effective management in public sector organizations.

The class will be taught by “pracademics” who have been senior leaders in local governments and who have managed a variety of financial and operational functions.
Learning Objectives:
- Understand municipal jurisdictions as "economic units" influenced by their population demographics, geography, and commercial base, and be familiar with the various revenues and debt instruments that may be used to finance them.
- Understand how governments allocate their resources through the budget process by examining basic budgeting structures, systems, and types (program, operating, capital).
- Understand the processes and dynamics of public budgeting -- including budget development and submission, the appropriations process, and oversight/accountability mechanisms and be able to develop a basic unit-level spending plan to ensure that budgeted funds are properly executed.
- Be familiar with general principles of financial and managerial accounting.
- Be able to read a basic government financial statement and be able to establish organizational-level internal controls to ensure that budgeted and executed funds are properly accounted for.

STRATEGIC THINKING IN THE 21ST CENTURY (1 DAY)

DATES: OCTOBER 19, 2018
VENUE: COG
COST: $990/person (without the discount) and $35/participant for resources.

This 1-day class is designed to cultivate strategic thinking and action at all levels of the organization. At the conclusion of the training, participants will better understand and appreciate the impact of strategic thinking on organizational alignment, execution and performance.

The class is structured around 10 basic questions of strategically thinking organizations. Participant will be introduced to a variety of practical exercises and tools to apply strategic thinking principles with their teams. They will also have the opportunity to engage in round-table discussions and exercises with a focus on applying strategic thinking throughout their own organizations.

Learning Objectives:

KNOW AND APPRECIATE...
- The differences between strategic thinking, strategic management and day-to-day operational work.
- The role of individual strategic thinking competencies within various leadership settings.
- That effective leaders focus on those strategic opportunities that best match their core capabilities.
- That effective leaders know and understand the drivers of success, risk factors, and mitigation strategies.
- How and why strategic thinking, planning and action demands change, which requires leaders to plan for and communicate change appropriately.

BE ABLE TO...
- Reflect on one’s potential impact (+/-) on initiating required change.
- Pose the right strategic question for the right context.
- Compare and contrast operational effectiveness with long-term strategic positioning.
- Understand complex interactions between a leader and the various stakeholders.
- Use various strategic thinking and management tools.
- Design agile strategies to align with priorities and cultural transformation.
- Work cross-functionally to identify collaborative strategies and initiatives.
- Apply strategic thinking tools to all opportunities and challenges.

CONTACT: Janet Ernst or Larissa Fitzhugh at (202) 962-3300 for questions.
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