CPM Course Summary

Agency Accountability

Agency Accountability reports are required by the South Carolina General Assembly for all agencies, except higher education institutions. These reports are based upon the framework of the Malcolm Baldrige National Quality Award (MBNQA) criteria. Participants learn the key requirements of the reporting process and how to convey agency progress toward the MBNQA in each of the seven categories.

Business Writing

While managers communicate and enable various business writings every day, skills need continuous refinement. During the Business Writing class, participants will assess their current business writing skills and develop and understanding of the communication process. They will also gain general writing tips and best practices to follow as well as practice applying.

Capstone Retreat

An offsite retreat that is designed to both prepare participants for the final exam and to cover actions necessary to continuously maximize learning post CPM. Interactive review exercises are included that accelerate learning around key CPM curriculum highlights. In addition, participants gain understanding around their own and others' learning styles in order to enhance future learning opportunities.

Conflict

Managers must know how to deal with conflict effectively when it occurs. This session will help participants to identify the underlying reasons for conflict in order to move parties toward resolution. Participants learn the five conflict management styles, when to apply the most appropriate style to specific situations, and a five-step approach to resolving conflict. This session will also introduce different methods of alternative dispute resolution and focus on the similarities and differences associated with each method.

Developmental Retreat

This offsite retreat provides team building experiences for the group through low ropes activities provided by experienced ropes facilitators on day one. After the day's session, participants explore how their MBTI influenced their behavior during the challenges offered through the low ropes activities. The second day focuses on reviewing and interpreting results from each participant's Edge 360 Assessment. Both the MBTI and the Edge 360 results are incorporated into a customized developmental plan for each participant.

Diversity

This session covers key diversity topics that impact individuals who play a critical role in supervising and managing staff. The objectives are to gain a common understanding of diversity, experience the dimensions of culture, and explore generational differences with work and community. The goal is to examine one's own mindset towards others and learn how to approach, interpret, and communicate with people of different backgrounds and perspectives.

Emotional Intelligence

"Emotional Intelligence is a master aptitude, a capacity that profoundly affects all other abilities, either facilitating or interfering with them." Daniel Goleman

We are all governed by our emotions, both personally and professionally. Emotional Intelligence, like technical skill, can be developed through a systematic, consistent approach to building competence in personal and social awareness, self-management and social skill. Participants will acquire greater understanding about how their thoughts, feelings, and behavior affect themselves and others, by either enhancing effectiveness or creating roadblocks to communication.

Ethical Leadership

Ethical Leadership will provide participants with an understanding of workplace ethics and a leader's role with them. Participants will gain a framework to systematically analyze an ethical dilemma. Real-life scenarios will be presented to facilitate discussion and thoughts about handling different situations.

Leadership Seminar

This is a session that is designed and coordinated in collaboration with the South Carolina Society of Certified Public Managers. Each year different speakers are asked to present on current leadership issues. Presenters are invited based on their innovative leadership practices and experience.

Managing Through Change

Change is a fact of life in organizations across the globe. As change initiatives have become more frequent and widespread, the importance of managing individuals through change has gained credence. Change management is a systematic, deliberate approach that requires the application of knowledge, tools and resources to deal with change. Participants learn tools to help lead people through change, understand how their MBTI preference affects their change behavior. The afternoon portion will feature a panel of change experts to answer participant questions as well.

Myers Brigg Type Indicator (MBTI)

MBTI can help us appreciate our own strengths, gifts and potential growth edges, but also helps us understand and appreciate how and why others may differ from us. This session emphasizes the management implications of type and is designed to increase self-understanding, make constructive use of individual differences, and see that approaching problems in different ways can be healthy and productive for an organization. Knowing that these differences are all valuable can truly lead to more constructive communication and relationships.

Organizational Culture

Organizational culture refers to shared assumptions, beliefs, values, rituals, myths and sentiments of the members of that group. Culture influences behavior of all individuals and groups within the organization. Participants learn how to identify aspects of organizational culture, learn leadership practices that influence culture and analyze obstacles to changing culture. A case study is used to illustrate the key concepts.

Performance Management

The job of a manager is to produce results through others. This course focuses on what is needed to create an environment where employees can achieve their maximum potential. Participants learn strategies on communicating expectations, coaching, staff development, providing rewards and recognition. Through analyzing a performance problem, participants identify the root causes of a performance problem and the best solution.

Performance Measures

Every manager needs to know how well their organizational unit is performing. This program provides insight into developing effective performance measures. Participants learn the types of performance measures that can be created and the important principles of measuring performance that ensure validity and reliability. Participants also learn the best methods for selecting performance measures.

Presentations Skills

This session will provide tips and techniques to convey expertise, confidence, authority, and organization in front of an audience. Each participant will have the opportunity to write, give a brief presentation and receive constructive coaching from an expert presenter.

State Government Processes

This session will provide a broader understanding of the current structure and systems in state government. Topics covered include: overview of state government, legislative and budgetary processes, the financial outlook and the role of the Department of Administration. Administrators and program experts from the Department of Administration, the Senate Finance Committee, and other areas of state government present on these topics.

Strategic Planning

Strategic planning incorporates all of the efforts that determine what an organization wants to be, where it is going, and how it will get there. It focuses on the basic nature (mission) and direction (strategy) of the organization. The purpose

of planning is not to produce a plan; it is to produce results on a consistent basis. Effective strategic planning is not an annual event, but an ongoing process that involves a team of key managers in the process.

Systems and Processes

The Systems and Processes course gives CPM participants an overview of Lean Six Sigma theories. The content will provide participants the tools to improve their everyday processes through DMAIC principles (define, measure, analyze, improve and control). During the two days they'll participate in hands-on activities to practice using the ideas they learn in class. In addition, this course will help participants as they approach their CPM project.

Team Leadership

Team Leadership is geared toward helping managers build effective group performance. Participants learn how to be more effective leaders by understanding team player styles, improving their meeting management skills, developing techniques for managing group dynamics and using effective problem-solving and decision-making methods.

Workforce Planning

It has been predicted that addressing the challenges of the agency's workforce demographics will be the #1 strategic issue over the next ten years. This session develops a common understanding of what workforce planning is, why it is especially important now, steps in the process, and strategies for addressing anticipated workforce gaps and surpluses.