

# Leiden Certified Public Manager® Program

Empowering Public Leadership in a Changing World

Start: September 2017



## About us

Leiden University, founded in 1575, is the oldest University in The Netherlands and based in Leiden as well as in The Hague, the international City of Peace and Justice. Leiden University has 26.900 students (from 110 different countries). Leiden University positions its research and education programmes within an international context and guarantees that the quality of the programmes meets internationally accepted standards. Leiden University is a prominent member of the League of European Research Universities (LERU), a partnership of excellent research universities in Europe.

### Centre for Professional Learning (CPL)

CPL aspires to make a significant contribution to governance excellence on a local, national and global level and is strongly committed to supporting lifelong learning. Public managers in the public sector face an ever more interdependent and demanding environment. Globalisation, technological innovations and rapidly changing patterns of power and authority impact on the understanding of government and its roles.

We offer a wide range of continuing education courses.

These courses are specifically meant for professionals with an academic background who aim to deepen their knowledge and skills and broaden their perspective and networks in a public sector related field. Experienced academics and guest lecturers bring the latest insights from practice and research, and work together with participants on emerging challenges and wicked problems.

## Contact us



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### European Partnership

In the Certified Public Manager® Program, we focus on European challenges and offer cutting edge approaches to public management and change leadership. To this end, Leiden University's CPL closely cooperates with its partners: **The University of Manchester, Alliance Manchester Business School, Kaunas University of Technology in Lithuania, Instituto Nacional de Administración Pública (INAP) and Complutense University of Madrid.** Our future vision is to contribute to a European network of universities, governments and public service institutions sharing, comparing, and pulling together to form a strong and sustainable partnership for Certified Public Manager® Programs in a European context.

Our European partners are working with us to build a strong collaborative network and to design and deliver the CPM Program in a European context. In partnership, the CPM Program can respond and adapt to local conditions, contextual challenges and actual content; and can anticipate to emerging needs and events. By making sure that real work drives learning, the CPM Program is able to address real problems and support participants in working on real solutions. The CPM Program is all about empowering public leadership in a changing world.

## Leiden Certified Public Manager® Program

### Leiden Certified Public Manager® Program

The Certified Public Manager® is an internationally recognised public management qualification, which develops your leadership skills and your career; and exposes you to the latest concepts, models and research, connecting you to a professional network of over 13.500 CPM alumni in the USA and a growing community of public managers in Europe. Participation in the Certified Public Manager® Program brings tangible benefits for participants and their organisations. Experienced public managers deepen their understanding of management and leadership in the face of complex European challenges and global change. The programme enhances personal leadership strengths, increases (inter)governmental and international networks, seeds innovative solutions and improves the quality of public service.

### For whom?

Leiden Certified Public Manager® Program welcomes experienced candidates whose work has a dedicated public service focus. As a participant, you are not looking for just a standard Management Development course, but for inspiration and increasing your impact in a stimulating and innovative cross-national learning environment. The programme addresses challenging leadership and organisational issues and therefore requires substantial managerial experience. Participants are mid-career managers with a public service focus, experienced in terms of seniority and responsibility. To apply for a place on this programme, potential participants should have at least eight years' post-graduate work experience, four of which with significant managerial responsibilities.

### Leiden Certified Public Manager® Program stand-out points

Bursting out of your bubble	Focus on (re-)connecting with the world outside the introverted policy bubble and bridge the gap with the person in the street.
Navigating politicised sites	Grow in your role as a public leader and steer a course in an increasingly politicized environment.
Cross-national learning	Broaden your geographical and substantive scope and learn first hand about challenges and approaches from across Europe and the U.S.A.
Co-creating the learning experience	Bring in your experience and insights as a seasoned expert and co-shape the programme.
Coaching from A-listers	Work with an A-list coach from the CPM network to help you reflect, apply your learning and grow in your leadership role.

# Certified Public Manager® Program Competences

The Certified Public Manager® Program is a comprehensive and integrated management development programme, based upon a selected set of competences. The programme is structured around a holistic approach to management and leadership and places importance on public service focus, personal development and change leadership. It provides an overarching competency framework, which guides the CPM learning experience by providing a common language to describe professional best practice, and by establishing the highest possible common standards among participants and faculty, graduates and their organisations.



Competency	Description
<b>Personal and Organisational Integrity</b>	Increasing awareness, building skills and modelling behaviours related to identifying potential ethical problems and conflicts of interest; appropriate workplace behaviour; and legal policy
<b>Managing Work</b>	Meeting organisational goals through effective planning, prioritising, organising and aligning human, financial, material, and information resources. Empowering others by delegating clear job expectations; providing meaningful feedback and coaching; creating a motivational environment and measuring performance. Monitoring workloads and documenting performance. Dealing effectively with performance problems.
<b>Leading People</b>	Inspiring others to positive action through a clear vision; promoting a diverse workforce. Encouraging and facilitating cooperation, pride, trust, and group identity; fostering commitment and team spirit. Articulating vision, ideas, and facts in a clear and organised way; effectively managing emotions and impulses.
<b>Developing Self</b>	Demonstrating commitment to continuous learning, self-awareness, and individual performance planning through feedback, study, and analysis.
<b>Systemic Integration</b>	Approaching planning, decision making, and implementation from an enterprise perspective; understanding internal and external relationships that impact the organization.
<b>Public Service Focus</b>	Delivering superior services to the public and internal and external recipients; including customer/client identification expectations, needs, and developing and implementing paradigms, processes, and procedures that exude a positive spirit; demonstrating agency and personal commitment to quality.
<b>Change Leadership</b>	Acting as a change agent; initiating and supporting change within the organisation by implementing strategies to help others adapt to changes in the work environment, including personal reactions to change; emphasising and fostering creativity and innovation; being proactive.

# ABOUT the Leiden Certified Public Manager® Program

The Leiden Certified Public Manager® Program runs over ten months and starts in September 2017. The programme comprises in total 300 hours of structured learning. The programme is organised into five modules. Each module starts with some pre-work and on-line inspiration. This is followed by a week-long on-site programme. There is a further two weeks to work on-line at a distance on the cases and challenges followed by meeting up with members of your action learning set. In the CPM program, Leiden University cooperates with its European partners: The University of Manchester, Alliance Manchester Business School in UK, Kaunas University of Technology in Lithuania and Complutense University of Madrid.

## MODULE 1

### The Challenges | The Hague - SEP 2017

The programme starts in The Hague looking at current and future challenges and their implications for public management and leadership. After two weeks pre-work for the first case-challenge you will be well prepared. You will work with other experienced public managers from different parts of Europe, sharing perspectives, and developing deeper understanding

of the challenges at stake. This means having tough conversations about the messy complex issues that lie at its heart; issues like trust, democracy, inclusive society and the very future of public services. Before you leave the residential module you will prepare for the work with your action learning set and identify the real work problems you plan to tackle as you work through the programme (capstone project).

## MODULE 2

### The System | Kaunas/Lithuania - NOV 2017

You will work on expanding your knowledge, being exposed to European practice in different contexts and training your sensitivity to contextual issues. This second module is about understanding and connecting the system, the authoritative environment, the key stakeholders and available resources. It is about managing change at multiple levels. The module

provides the conceptual frameworks for both inter-institutional and intra-institutional transformation and helps to build a broader understanding of what public value means in concrete terms. You will ground the implications and application of what you are learning by taking action at work and reflecting on this action with other members of your action learning set.

## MODULE 3

### The Person | The Hague, Brussels - JAN 2018

Reflecting on yourself and your own practice is a powerful and important part of your management development and leadership learning. The focus shifts from the outer to the inner as in this module we focus on the person, and the personal dimension in relation to change, values and diversity. Action is

important but reflection is critical to purposeful and inclusive leadership, and the moral dimension of leadership. By now you will be making significant progress on your leadership projects and developing fuller, more nuanced understanding of the opportunities for sustainable change.

## MODULE 4

### The Action | Manchester/UK - MARCH 2018

This module is about putting new approaches to public service management and change leadership in action. We examine how collective leadership can influence and effect the future of public leadership. You will experiment with real-life cases of innovations in governance and reflect on best practices of

leading change in a complex context. You will experience how to make the best use of resources (finance, personnel) in a networked environment. You will further develop your management skills and focus in the challenges on getting to results, by managing work and leading people.

## MODULE 5

### The Impact | The Hague - JULY 2018

We bring the programme and the learning full circle by returning to The Hague to reflect upon the impact the programme has had on organisational priorities and public management challenges. Participants share the results of their own inquiry into how challenges are experienced and

tackled in local contexts, thereby building a better understanding of the importance of context, and of the impact of change leadership. Sponsors and other stakeholders are invited to join and to share their perspectives on the insights of the participants and the experience they have brought to their respective organisations.

# The DNA of the CPM Program

## Input

Leading edge public management and leadership research and content is made available on-line. Participants prepare cases in advance, developing a draft paper and preparing themselves to engage with the case-in-context.

## Interaction and inquiry

Time during residential weeks is devoted to reflection, connection, exploration and dialogue. Cases provide the framework for studying public leadership-in-action.

## Impact

Reflection, learning and application is structured through regular Action Learning set meetings during and between residentials and is focused on real time problems.

Leiden Certified Public Manager® Program is based on our model for public management development and leadership learning, which is built as a combination of four main areas of capacity, being:

### ▷ Cognitive Capacity (understand)

Incorporating knowledge and insight to facilitate leaders to understand;

### ▷ Relational Capacity (connect)

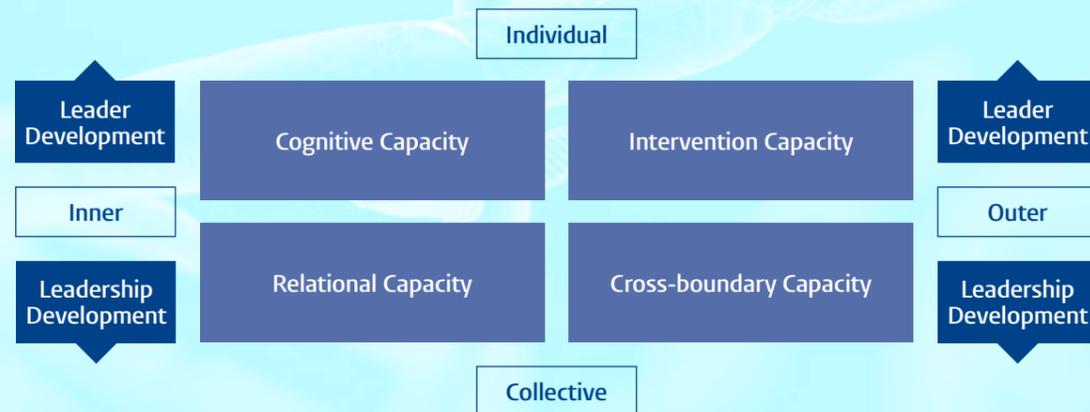
Including social skills and leadership capacity to connect and to build teams within the own organisation and with external partners and organisations;

### ▷ Intervention Capacity (engage and act)

To be able to act in an effective and ethical manner as a leader;

### ▷ Cross-boundary Capacity (lead with impact)

To be able to act with impact in an inclusive, integrative and hence more significant way.



## Tutorials: learning with and from each other

Tutor groups comprise members from different geographies and professional orientations and aim for the widest possible diversity in each group. They meet face-to-face for a three-hour meeting at each residential and on-line between residentials.

## Examination

The Certified Public Manager® designation will be awarded by Leiden University and assignments are assessed and approved by the CPM Examination Board. The examiners look into participants' assessed work, assure quality across teaching and learning, and grant the title of Certified Public Manager® to successful candidates.

# Application and fee

The Leiden Certified Public Manager® Program welcomes experienced candidates whose work has a dedicated public service focus. The programme addresses challenging leadership and organisational issues and therefore requires substantial managerial experience.

To apply for a place on this programme candidates should have at least eight years' post-graduate work experience, four of which with significant managerial responsibilities, and be working in a public service institution or organisation.  
Fee: € 15.000

## Eligibility

All applicants must meet the following eligibility requirements:

1. Middle to senior management, for example: supervisory or managerial positions at the senior professional level, division chiefs, department heads and directors;
2. At least 8-10 years of post graduate experience;
3. A Bachelor's degree or comparable work experience;
4. Supervisory approval to attend the programme;
5. The programme language is English and spoken and written fluency is required.

## Programme at a glance

- ▷ 12 months, in total 300 hours workload (on average 1 day p/w);
- ▷ The costs for the one-year programme are EUR 15.000 per participant. The fee covers tuition, materials and a graduation ceremony;
- ▷ 5 modules, including preparation, week-long residentials and reflective follow-up work;
- ▷ Applied learning, putting the learning into practice and time for reflection (Action Learning, Appreciative Inquiry, Harvard Case Method and Capstone Project, on- and offline);
- ▷ Personal development and organisational impact;
- ▷ Examination and certification with international recognition (proven USA concept).

## Application process

### Step 1: Application Materials

1.1. (Digital) application form is administered by Leiden University Centre for Professional Learning. The form includes:

- ▷ Personal information and contact details (name, country of citizenship, telephone, address, email);
- ▷ Work experience (including current work category, function, present title, total years' work experience, years in current position, number of personnel being managed, a brief description of the responsibilities and work activities of the current and previous employment record);
- ▷ Education and relevant training and skills - dates, college or university, qualification.
- ▷ Billing contact information.

### 1.2. Letter of recommendation

Participants are asked to provide a letter of recommendation from a senior executive who will normally be the direct sponsor for candidate's participation in the programme.

### Step 2: Interview

A (telephone) interview will take place to discuss each participant's experience and expectations and the programmes requirements and to ensure that the programme meets their needs and those of their sponsoring organisation

### Application Materials

All applicants must submit a completed application, including a resume and a letter of recommendation, by the August 15, 2017 deadline. Electronic pdf applications are strongly encouraged.

For more information and application form:  
[www.cpm-program.nl](http://www.cpm-program.nl)



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