Leiden Certified Public Manager® Program
Empowering Public Leadership in a Changing World

Start: September 2017
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.

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 CPM 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 practitioners in working on real solutions. The CPM Program is all about empowering public leadership in a changing world.

Leiden Certified Public Manager® Program

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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

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

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About us
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.

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<th>Competency</th>
<th>Description</th>
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<tr>
<td>Personal and Organisational</td>
<td>Increasing awareness, building skills and modelling behaviours related to identifying potential ethical problems and conflicts of interest; appropriate workplace behaviour; and legal policy</td>
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<td>Integrity</td>
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<td>Managing Work</td>
<td>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.</td>
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<td>Leading People</td>
<td>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.</td>
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<td>Developing Self</td>
<td>Demonstrating commitment to continuous learning, self-awareness, and individual performance planning through feedback, study, and analysis.</td>
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<td>Systemic Integration</td>
<td>Approaching planning, decision making, and implementation from an enterprise perspective; understanding internal and external relationships that impact the organization.</td>
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<td>Public Service Focus</td>
<td>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.</td>
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<td>Change Leadership</td>
<td>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.</td>
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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 organisational issues and therefore requires substantial managerial experience.

### Application process

1. **Application Materials**
   - (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.

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.

### 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 residential 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).

### Fee

€ 15.000