Leiden Certified Public Manager® Program

Empowering Public Leadership in a Changing World

Start: January 2019

Map showing locations:
- Madrid
- Manchester
- The Hague
- Brussels
- Kaunas
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 over 28,000 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. CPL was awarded the CPM designation in 2018, becoming the very first CPM-accredited in Europe.

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, Spanish Institute of Public Administration (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 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.

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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 ten years’ post-graduate work experience, five of which with significant managerial responsibilities.

Leiden Certified Public Manager® Program stand-out points

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<th>Cross-national learning</th>
<th>Broaden your geographical and substantive scope and learn firsthand about challenges and approaches from across Europe and the U.S.A.</th>
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<td>Bursting out of your bubble</td>
<td>Focus on (re-)connecting with the world outside the introverted policy bubble and bridge the gap with the person in the street.</td>
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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>Applied learning</td>
<td>Bring in your experience and insights as a seasoned manager and co-shape the programme; act as a change agent and a change maker.</td>
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The Certified Public Manager® Program is a comprehensive management development programme, based upon a selected set of competences. The programme is structured around an integrated 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><strong>Personal and Organisational Integrity</strong></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><strong>Managing Work</strong></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><strong>Leading People</strong></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><strong>Developing Self</strong></td>
<td>Demonstrating commitment to continuous learning, self-awareness, and individual performance planning through feedback, study, and analysis.</td>
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<td><strong>Systemic Integration</strong></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><strong>Public Service Focus</strong></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><strong>Change Leadership</strong></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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The Leiden Certified Public Manager® Program runs over twelve months and starts January 2019. 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, followed by a week-long on-site programme. There is a further two weeks to work on-line at distance on the cases and challenges. In the CPM Program, Leiden University’s CPL cooperates with its European partners: The University of Manchester Alliance Manchester Business School in UK, Kaunas University of Technology in Lithuania, Complutense University of Madrid and the Institute of Public Administration in Spain (INAP).

**Public Leadership Challenges** | The Hague - Jan '19
The programme starts in The Hague and Brussels 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, developing deeper understanding of the challenges at stake. This means having tough conversations about the complex issues that lie at its heart; issues like trust, democracy, inclusive society and the very future of public services. You will prepare for the work with your tutor group and identify the Capstone Project you plan to focus upon as you work through the programme.

**An Agenda for Change** | Madrid/Spain - March '19
The focus shifts from the outer to the inner as in this module we focus on an agenda for change, and the personal dimension of leadership, values and diversity. Communication is critical to purposeful and inclusive leadership. A public service focus helps you to connect with citizens and societal stakeholders. Reflecting on yourself and your own practice is a powerful and important part of your management development and leadership learning. By now you will be making significant progress on your Capstone Project and developing fuller, more nuanced understanding of the opportunities for sustainable change and adding value.

**Leadership in Action** | Manchester/UK - June '19
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 be exposed to a real-life case of innovative 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 results, by managing work and leading people.

**Systemic Change** | Kaunas/Lithuania - Sept '19
You will work on expanding your knowledge, being exposed to European practice in a different context and training your sensitivity to contextual issues. This fourth 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 and the first results of your capstone Project within your tutor group.

**Leadership Impact** | The Hague/NL - Dec '19
We bring the programme and the learning full circle by returning to The Hague to reflect upon the impact the programme has had on your leadership, organisational priorities and public management challenges. You will present your Capstone Project and share how core leadership challenges are experienced and dealt with in local contexts, thereby building a better understanding of the impact of change and effects of leadership. Sponsors and other stakeholders are invited to attend your Capstone Presentation and to share their perspectives. The added value of the CPM Program for your respective organisation and societal challenges at large is evaluated.
The DNA of the CPM Program

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<th>Input</th>
<th>Interaction and inquiry</th>
<th>Impact</th>
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<td>Leading edge public management and leadership research and content is made available on-line. Participants prepare in advance, getting ready to engage with the case-in-context.</td>
<td>Time during residential weeks is devoted to reflection, connection, exploration and dialogue. Cases provide the framework for studying public leadership-in-action.</td>
<td>Reflection, learning and application is structured through Action Learning and tutor meetings during and between residentials, focused on real time problems.</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' understanding;

- **Relational Capacity (connect)**
  Including social skills and leadership capacity to connect and to build teams within one's own organisation as well as 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. They meet face-to-face at each residential and on-line between residentials, learning together with and from each other, taking advantage of the diversity in each group.

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.

Application

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

Fee

The costs for the one-year programme are EUR 15.000 per participant. The fee covers tuition, materials and a graduation ceremony.

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, departement heads and directors;
2. 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);
- 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, CPM Case Method and Capstone Project);
- Personal development and organisational impact;
- Examination and certification with international recognition.

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

Candidates are asked to provide a letter of recommendation from a senior executive who will normally be the direct sponsor for the 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 programme requirements, to ensure the programme meets their needs and those of their sponsoring organisation.

For more information and application form: www.cpm-program.nl