

# Leiden Certified Public Manager® Program

Empowering Public Leadership in a Changing World

2019 - 2020



# 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 over 29.520 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.

## Contact us



### Secretariat:

Email: [cpm@fgga.leidenuniv.nl](mailto:cpm@fgga.leidenuniv.nl)  
Phone: 0031 70 800 9504

## 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 in UK, Kaunas University of Technology in Lithuania, Spanish Institute of Public Administration (INAP) and Complutense University of Madrid.

## Ambassador CPM Program

*"From my own experience, I can tell: public leadership matters, really makes the difference. Therefore it is vital to invest in leadership development. Especially now, in these times of uncertainty and global challenges. With the Leiden Certified Public Manager® Program we offer a new approach, based on a proven US concept, unique in a European context."*



### Prof. mr. Jaap de Hoop Scheffer

Professor International Relations and  
Diplomatic Practices at Leiden University



### Drs. Nikol Hopman

Programme Director CPM  
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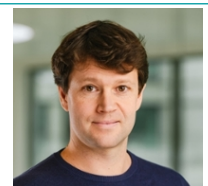
### Prof. dr. Zeger van der Wal

Academic Director CPM



### Anne Murphy MA

Learning Director CPM



### Hans Dekker LLM

Trainer/Instructor CPM



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

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

Cross-national learning	Broaden your geographical and substantive scope and learn firsthand about challenges and approaches from across Europe and the U.S.A.
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.
Applied learning	Bring in your experience and insights as a seasoned manager and co-shape the programme; act as a change agent and a change maker.

# Certified Public Manager® Program Competences

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.



*Participating in the CPM Program supports participants to excel in their current positions and prepares them to take the next step, in their personal growth, in their current roles and responsibilities and in their careers.*

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 twelve months and starts September 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.

## MODULE 1

### Leadership Challenges | The Hague/NL - September 2019

The programme starts in The Hague looking at current and future challenges and their implications for public management and leadership. 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 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.



## MODULE 2

### An Agenda for Change | Madrid/Spain - November 2019

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.



## MODULE 3

### Leadership in Action | Manchester/UK - March 2020

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 to results, by managing work and leading people.



## MODULE 4

### Systemic Change | Kaunas/Lithuania - June 2020

You will work on expanding your knowledge, being exposed to European practice in a different context and training your sensitivity to contextual issues. This 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.



## MODULE 5

### Leadership Impact | The Hague/NL - September 2020

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 Certified Public Manager® Program

## Input

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.

## 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 Action Learning and tutor meetings during and between residentials, 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' understanding;

### ▷ Relational Capacity (connect)

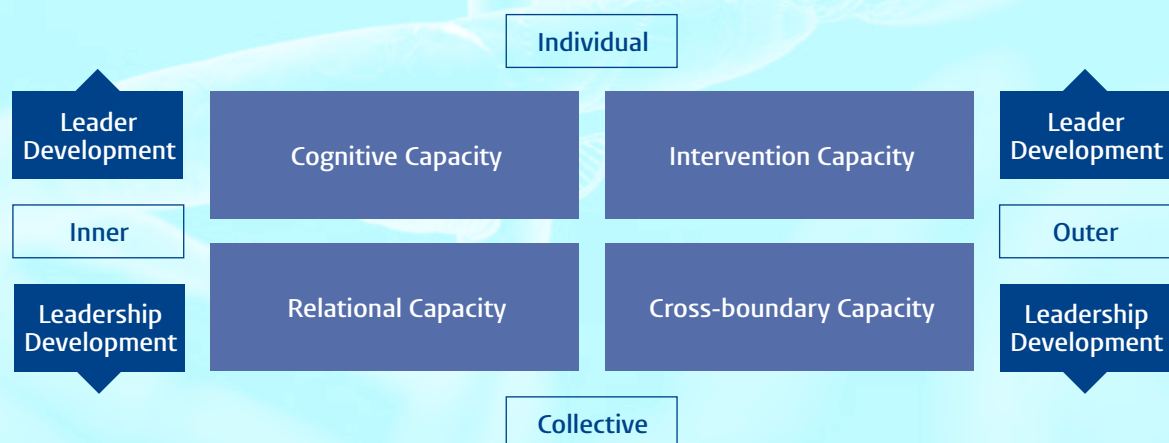
Including social skills and leadership capacity to connect and to build teams within one's own organisation as well as with external partners and organisations;

### ▷ 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.



## CPM Tutorials: learning with and from each other

Tutor groups comprise members from different geographies and professional orientations. The tutor groups meet face-to-face at each residential and on-line between residentials, learning together with and from each other and taking advantage of the diversity of experiences and background in each group.

## CPM Core Faculty

In the CPM Program, Leiden University's CPL cooperates with its European partners: The University of Manchester in UK, Kaunas University of Technology in Lithuania, Complutense University of Madrid and the Institute of Public Administration in Spain (INAP). The core faculty of the CPM Program consists of experienced academics.

### Prof. dr. Caspar van den Berg

Professor of Public Administration and fellow at Centre for Professional Learning of Leiden University



### Dr. Steve Brookes

Alliance Manchester Business School (University of Manchester), senior teacher fellow



### Dr. Nick Clifford

Alliance Manchester Business School (University of Manchester), associate



### Prof. María José Canel PhD

Tenured professor with a Chair in Political and Public sector Communication at Complutense University of Madrid



### Dr. Ainius Lašas

Dean of the Faculty of Social Sciences, Arts and Humanities at Kaunas University Technology



### Dr. Jurgita Šiugždinienė

Associate Professor at Faculty of Social Sciences and former Dean of Faculty of Social Sciences at Kaunas University Technology



### Prof.dr. Zeger van der Wal

Professor of Public Administration at Leiden University, Professor by special appointment Ien Dales Chair (CAOP) and Associate Professor at the Lee Kuan Yew School of Public Policy, National University of Singapore (NUS)



*"Increasingly, public managers operate in a "VUCA" world – characterized by: volatility, uncertainty, complexity, and ambiguity. "VUCA" offers challenges, but at the same time 21st century operating environments provide unlimited opportunities for technology-supported and citizen-centric public service delivery. Life-long learning across borders is required to remain effective and confident in meeting future challenges. The Certified Public Manager Program builds future-proof public managers who are ready to face the 21st century!"* (Quote by Professor dr. Zeger van der Wal)

*"Today's public leaders are challenged to move from a "culture of control" to a "culture of dialogue", with citizens and with stakeholders in society. The CPM Program prepares public leaders to foresee and anticipate societal changes and to be better able to deal with the tensions of putting citizens first on the one hand and responding to political and organizational needs on the other hand.* (Quote by Professor María José Canel PhD)



## About the Certified Public Manager® Consortium

The National Certified Public Manager® Consortium (NCPMC) establishes and preserves standards for the Certified Public Manager® (CPM) designation, an accredited, comprehensive management development program specifically designed to prepare managers for careers in national, regional and local government and in other organizations with a public purpose. The Director of the Centre for Professional Learning at Leiden University is the first Board Member of the National Certified Public Manager® Consortium from outside US territories.

For more information see: <http://cpmconsortium.org>.



## About the American Academy of Certified Public Managers®

Successful CPM graduates are offered a one year full membership of the **American Academy of Certified Public Managers®** (AACPM). The purpose of the AACPM is: "to unite Certified Public Managers®, Public Management Practitioners and strategic partners to encourage the acceptance of management in government as a profession; to promote high professional, educational and ethical standards in public management; to improve communication, cooperation and coordination among public entities; to foster leadership through example and innovation; and to facilitate positive changes which enhance the delivery of public service. Membership benefits include: AACPM Newsletters, networking opportunities with CPM alumni in U.S. and discounted or free webinars and (virtual) events." For more information: [www.cpmconsortium.org/CPM-Academy](http://www.cpmconsortium.org/CPM-Academy).

*"At the time the Certified Public Manager Program was developed, there was a tremendous need to professionalize management. And that need is even greater today. External pressures on leaders in public sector have become so intense that a new style of leadership is required. Leaders must lead through collaboration, integration and alignment. They must think and/or, not either/or. The problem is that many people have been exposed to the content of management and taught the language of leadership. The true value of public leadership, however, is not in knowing management content nor speaking leadership language alone; it is in the putting into practice where Certified Public Managers really can and will make the difference."*

(Quote by Doug Wilson, one of the driving forces in the USA's first Certified Public Manager Program)



## CPM Steering Group

All European partners participating in the programme are represented in the Steering Group. The Steering Group has an advisory role and contributes in terms of content and contacts. The members of the Steering Group co-develop and co-implement (parts of) the programme and are contributing and actively involved in the internal evaluation process of the programme and its different modules. The members of the Steering Group are experienced teachers and programme directors and advice the Leiden CPM Program Team in the process of continuously improvement of the programme.

## CPM in European Partnership

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.

Participating in the venture can:

- Boost international collaboration and profile
- Strengthen networks in the EU and USA
- Become the start of a CPM stream of work and income that partners are free to develop nationally
- Provide an income stream
- Reinvigorate current programmes through the exchange of teaching staff, ideas and learning resources
- Provide an opportunity to shape and contribute to the content of a module (select and prepare cases, develop skills training, host and develop, organise a module and so on)
- Facilitate recognition and accreditation to convene CPM programs

### Interested?

Please contact us at: [cpm@fgga.leidenuniv.nl](mailto:cpm@fgga.leidenuniv.nl)



# Certified Public Manager® Examination and Graduation

The Certified Public Manager® designation will be awarded by the Centre for Professional Learning of Leiden University to successful candidates. Participants must meet all graduation requirements in order to graduate and receive the Certified Public Manager® certificate.

In general, there are three kind of assignments. The case-based assignments are to demonstrate knowledge, insight and understanding and to connect these insights to the participant's working context and experience. The personal learning assignments demonstrate participant's progress on individual growth and development, integrating the 7 CPM Competencies. And the CPM Capstone Project demonstrates the ability to put the learning into practice (applied learning) and includes reflective, inner work on the progress of the Project and its subsequent impact for the public sector organization and/or society at large. For all written assignments, detailed marking schemes ensure consistent and transparent marking. The assessment review standards are specified in the graduate requirements and explained in the Participant Handbook. Grading is the exclusive responsibility of the CPM Program Team, which consists of the CPM Program Director, Academic Director and the Learning Director.

## Participants about the Leiden CPM Program:

*"Facing the leadership's challenges of the XXI Century Public Managers is at the heart of the CPM curriculum. The world around us is complex and in the CPM Program I have experienced the added value of taking the time to think and reflect."*

*"Team work in the CPM Program has been very valuable for me. I have learned: 'Alone I walk faster, together we go further.'"*

*"CPM made me aware that for public leaders, communication and accountability are key! Citizens should feel represented by government because there is clarity about what the public value is of Government intervention."*

*"The CPM Program takes you out of your environment and comfort zone on an experiential leadership journey. CPM made me realise the importance to be open minded."*

*"Setting the example is key when you are trying to change and influence the organization."*



"CPM offers tangible benefits for both the participants and their respective organisations. The CPM Program offers organisations and their strategic management the opportunity to focus on a long term agency project, to add alternative perspectives and to come up with new approaches to current complex challenges."







## 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.

### Eligibility

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. 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 residentials 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.

### Fee

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





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