



STATE OF NEBRASKA  
**LEADERSHIP**  
C E R T I F I C A T E

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*Designed and delivered by state government, for state government.*

Personnel expenses are often the largest expenditure made by state agencies, in many cases millions of taxpayer dollars. An effective leader can leverage the significant dollars spent on our people into astounding results. However, to realize these results we must first invest in the leaders themselves. The Nebraska State Government Leadership Certificate is unlike any other leadership program. We have built a custom learning experience combining the knowledge of the most reputable national professionals and our own internal experts to deliver curriculum that is both practical and immediately useful. Candidates stay connected online to instructors and each other continuously throughout the year, affording the highest retention rates of material while building a professional network that will continue to support their growth and development for the life of their careers at the State of Nebraska. At less than one-fifth the market price of equivalent courses and with the added value of constant support from the learning professionals in State Personnel, the Nebraska State Government Leadership Certificate offers a return on investment without measure.

*Cohort VIII orientation will be March 22, 2017.*

# Program Design

**Who should participate?** State employees recently promoted to a supervisory role or experienced managers desiring to increase leadership effectiveness.

**How long is the program?** The Leadership Certificate involves one year of continuous learning with a completion ceremony at the conclusion to recognize the successful candidates.

**How do I sign up?** Registration and administration will be through the Employee Development Center. Contact among the group will be maintained throughout the education period through the Connect environment in the EDC, which is a social collaboration feature that already exists in the system. A private group will be formed and maintained by the training team at State Personnel, providing engagement, enrichment and reinforcement.

**Do I need to attend everything?** Attendance is required for the entire time at all scheduled events. Events will not be recorded for later viewing as this significantly diminishes the learning experience. Completion of all program elements is required for graduation.

**How will each candidate's success be supported?** At the time of approval, the candidate's direct supervisor will agree to support his/her participation, allowing time to attend and complete training. If desired the direct supervisor, the candidate, and a member of the State Personnel training team will meet prior to the start of the program to discuss roles and responsibilities, answer any questions and assist to enter program goals and deadlines into the candidate's Performance section of the Employee Development Center. To best support the learning and growth of the candidate, it is strongly recommended that the direct supervisor will meet with the candidate at least quarterly to update progress toward goals and deadlines both verbally and in the EDC; this will be monitored and supported by the State Personnel training team. Additionally, each candidate will be exposed to experienced state government leaders who have volunteered to be Subject Matter Experts. The candidates and SMEs will be encouraged to interact on the Connect forums.

**How will success be measured?** A baseline assessment will be provided to the candidate to determine strengths, areas of need, and desired outcomes. Formal and informal assessments will be present throughout the learning year to capture and reteach any knowledge gaps.

**What is the cost?** \$1,499. This fee is all-inclusive; there are never additional charges for books, supplies, etc.

**Isn't that very expensive?** While the investment of time and agency dollars is not small, the return on that investment is exceptional. The retail cost of equivalent courses is \$8,849, which is more than five times the cost of the Leadership Certificate to agencies. Additionally, outside programs do not offer the customization for the nuances of state government, the support provided by the training professionals at State Personnel, or the opportunity to network with other state leaders.

**How much training is included?** Candidates will receive approximately 82 hours of Instructor-led training and an estimated 72 hours of available online and self-paced learning, for a total of 154 hours. That is a cost of fewer than ten dollars per hour of instruction.

**I have more questions!** Please contact Renae Prieto, Training and Development Manager, at 402-471-4113 or [renae.prieto@nebraska.gov](mailto:renae.prieto@nebraska.gov).

# Curriculum

## Building Team Morale

**Provider:** Brian Svik, State Personnel

**Delivery Method:** Instructor-led

**Description:** According to sociologist Alexander Leighton, "Morale is the capacity of a group of people to pull together persistently and consistently in pursuit of a common purpose."

One of the most important roles as a leader is to build and maintain the morale of the team. Teams with high morale experience higher productivity and staff engagement. They also experience lower employee turnover and absenteeism, and they have a happier workforce. This in turn makes it easier to attract and retain the best talent.

During this class, candidates will learn about why team morale is vital to a team's success, why morale suffers, and practical steps to build and maintain the morale of their teams.



## Computer Skills Suite

**Provider:** State Personnel

**Delivery Method:** Online

**Description:** Acknowledging that candidates will enter the certification curriculum with a wide range of expertise in this content area, for the duration of the program, unlimited lynda.com online courses of each candidate's choice through the Employee Development Center is granted. This structure provides a customized training plan for each candidate and prevents the technically savvy from sitting through redundant material. The training professionals in State Personnel are available to work with each candidate and his or her direct supervisor to diagnose gaps in existing technology knowledge and create an individualized plan for coursework and follow-up.



## Cultivating Positive Culture *New Course!*

**Provider:** David Weisser

**Delivery Method:** Instructor-led

**Description:** Many think "engaging cultures" are reserved for young, hip tech start-ups that were just "born lucky". Others feel stuck with their company culture because "it's always been this way". A sense of inevitability leads some to chase quick fixes. Some try gimmicky programs. Others apply bloggy pseudo-science. These tactics rarely work as intended. In many cases, they cause cultural damage that is particularly hard to undo.

A review of the literature makes it clear. For better or for worse, organizations earn their cultures. This course details the pillars of organizational culture. Leaders, managers and employees alike will use introspective methods to evaluate cultural consensus across their organizations. Identifying both the strongest and softest elements culture, and how they came to be the way they are, will help to elucidate strategies to change even the most intransigent among them.

## Customer-Centered Government through Meaningful Process Improvement

**Provider:** Bill Bott, Change & Innovation Agency

**Delivery Method:** Interactive workshop

**Description:** As pressure mounts on government agencies to be more customer-focused or citizen-centered, agency managers are struggling to find the right methods to respond to the challenge. Unfortunately, traditional private sector approaches to customer satisfaction rarely succeed when adopted by government; they fail to address the real challenges government managers face:



- It is not always clear who the actual customer is, and in many cases multiple customers have competing interests.
- We don't manufacture widgets. What we do is squishy and hard to get your arms around. Consequently it is difficult to measure what we do and even harder to improve.
- We don't have customers – we have hostages. They didn't choose us, they have to use us, and there is nowhere else they can go. Therefore, there is no incentive to improve customer satisfaction.
- What the customer says they want may not be what they actually need. In addition, government organizations often face immense bureaucracies, counterproductive measurement systems and conflicting stakeholder interests. All of these issues are compounded when the agency is of a regulatory or compliance nature

This fast paced, hands-on workshop delves right into these issues and presents proven techniques government managers can use to dramatically improve customer satisfaction. In this engaging presentation the candidates will discover:

- The technique that forever eliminates the "we don't make widgets" problem
- How to identify the most important customer in any situation
- How to balance competing customer interests
- Why most surveys are generally suitable for wrapping fish
- The magic questions to ask customers to always find out what they want
- How to measure customer satisfaction without surveys
- A systematic way to develop innovative solutions for your customers
- A strategic deployment method that will allow you to see radical improvements in customer satisfaction in less than six months..

**About Bill Bott:** Bill started his career in public service volunteering at an Air Force Youth Center, but quickly found himself submersed in the world of government improvement initiatives. A survivor of TQM, Zero Defects, and Six Sigma, Bill has dedicated his professional life to helping make elements of these square pegs fit into the round holes that make up the work we do. In 1999, he left the federal government and went to work for the State of Missouri and in his time there worked with some amazing people who saved the state over half a billion dollars in real costs in less than 10 years.

**About Bill Bott (continued):** Best known for his work consolidating the IT functions and staff in the state, he was recognized as a GOVERNING Public Official of the Year in 2007, and one of Government Technology's 2008 Doers, Dreamers, and Drivers. He also received accolades from the American Business Awards for his innovative approach to IT management and was chosen to represent the United States as a young leader by the American Council on Germany.

Bill joined the Change and Innovation Agency in 2009 and now works with public servants across the country. A regular speaker on IT Consolidation and Project Management, his message of true process improvement before automation is a frequent theme in his writings and in his workshops.

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## Effective Communication for Leaders

**Provider:** Southeast Community College

**Delivery Method:** Instructor-led

**Description:** Cutting edge leadership thinkers and practitioners agree that what constitutes effective leadership has changed radically in the last two decades. Traditional, top-down, command-and-control approaches are ineffective in eliciting what is needed most in a social and economic climate characterized by limited resources and relentless change: innovation and employee engagement. Managers must now adopt new, more positive approaches to leadership – approaches that favor coaching, collaboration, and meaningful employee recognition. To succeed, managers attempting these more positive approaches to leadership require advanced training in several domains including interpersonal communication.



### Interpersonal Communication for Leaders

- A practical model of communication
- Active listening
- Body language for leaders
- Positive verbal communication

### Employee Development Best Practices

- The art and science of employee motivation
- Coached to perfection
  - Setting realistic performance, behavior and attendance expectations
  - Praising employees when expectations are met
  - Coaching employees when expectations can't be met
  - Disciplining employees when expectations won't be met

### Resolving Organizational Conflicts

- Understanding your conflict resolution style
- Using the best resolution style for a given situation
- Negotiation tactics for leaders
  - Deciding when to negotiate
  - Collaborating on the creation of a criterion by which the fairness of a compromise can be judged
- When and how to get involved in employee conflicts

# Curriculum

## Effective Performance Management

**Provider:** Renae Prieto, Training and Development Manager, State Personnel

**Delivery Method:** Instructor-led

**Description:** Course will touch upon how to navigate the performance section of the Employee Development Center, however the heavy emphasis is philosophy behind and execution of high-quality performance appraisals.



Candidates will explore the following topics:

- Cost of neglecting performance management
- Setting goals for maximum achievement
- Utilizing universal performance dimensions and essential job duties
- How to evaluate performance fairly and honestly
- Getting the most from a five point rating system
- Mastering the behavior results matrix
- Effective strategies for conducting the actual performance review for all types of employees

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## Emergenetics Meeting of the Minds Workshop

**Provider:** Dr. Mary Case, Emergenetics International

**Delivery Method:** Instructor-led

**Description:** Meeting of the Minds Workshop is a full-day program developed to reveal your thinking and behavioral preferences through experiential learning in order to realize greater individual and team potential. Conducted by a leading neuroscientist, this workshop has been delivered around the world in a multitude of languages.



The Meeting of the Minds workshop is used as a talent development platform in an organizational environment by empowering individuals and setting the tone for a positive culture. This workshop has been customized to meet government organizational development needs including, leadership, personal development, team building and communication.

Through the Meeting of the Minds Workshop, you will

- Understand self and others
- Communicate more effectively
- Understand others' perception of you
- Make better decisions
- Value your gifts
- And more . . .

# Curriculum

## Emotional and Social Intelligence *New Course!*

**Provider:** Creighton University

**Delivery Method:** Instructor-led

**Description:** Efforts to develop emotional intelligence have shown that EQ skills significantly correlate with improved leadership performance and more successful recruiting. This session offers a way to understand our emotions and those of others. With that understanding, we can control our emotions, influence others, and achieve greater success.

Creighton  
UNIVERSITY

Heider  
College of Business

## Ethics in Government

**Provider:** State Personnel

**Delivery Method:** Panel Discussion

**Description:** A panel discussion of ethics in government, with a mixture of questions & answer from the audience and short keynote speeches.



## Hiring Right

**Provider:** State Personnel

**Delivery Method:** Instructor-led

**Description:** In today's fiercely competitive human resource marketplace, hiring and retaining quality employees is a must for all top leaders. During this session, you will learn the importance of hiring right and creating an environment in which employees can thrive. We will also explore Nebraska State Government's automated hiring procedures, the follow-up necessary and touch on the compensation system that currently exists.



## Leading Change *New Course!*

**Provider:** Creighton University

**Delivery Method:** Instructor-led

**Description:** Creating and fostering innovation within the organization requires understanding the stakeholders and the environment. Being comfortable with analyzing complex systems and interactions will enhance the understanding of the adaptive "law". The strong are not guaranteed survival, the adaptable increase their odds. This session builds on a framework that can be easily explained and used in a variety of settings. It fosters diverse inputs and chances for strong organizational change.

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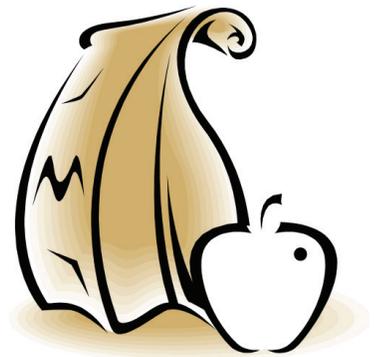
# Curriculum

## Lunchtime Learning

**Provider:** State Personnel

**Delivery Method:** Varies

**Description:** Lunchtime Learning is an informal, optional addition to the required curriculum of the Leadership Certificate. Shorter, keynote speakers will be invited to present on topics that are relevant and timely. These sessions are scheduled over a typical lunchtime to minimize adverse effect on participants' daily commitments. Input from the group is encouraged, and will be used to determine events.



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## Personnel Rules and Contracts

**Provider:** Josh Stafursky and William Wood

**Delivery Method:** Instructor-led

**Description:** An overview of the Personnel Rules and Labor Contracts with emphasis on frequently confusing or misunderstood issues with ample opportunity for questions and discussion. New for this cohort is an additional section on the discipline and grievance process.



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## Planning for Succession *New Course!*

**Provider:** Bellevue University

**Delivery Method:** Instructor-led

**Description:** Beyond headcount planning and beyond workforce planning, a need has been identified to build better succession planning. We'll help you focus on the roles that are critical to achieving the goals of the organization. You'll discover how to initiate a succession planning process from the conceptualization of the problem to developing an action plan. Together, we'll tackle the challenges of developing a healthy bench of ready-and-willing talent, who will improve business continuity and help transform your workplace into a place of great opportunity and great job fit.



## Project Management

**Provider:** FranklinCovey, presented by Nebraska State Personnel



**Delivery Method:** Instructor-led

**Description:** FranklinCovey's Project Management Essentials for the Unofficial Project Manager will help participants consistently complete projects successfully by teaching them to implement a disciplined process to execute projects and to master informal authority.

People + Process = Success

Project management isn't just about managing logistics and hoping the project team is ready to play to win. The skills of "informal authority" are more important than ever before, so team members are inspired to contribute to the project's success!

### Objectives:

#### Foundation

- Understand that consistent project success depends on processes and people
- Implement Four Foundational Behaviors that inspire their team members to execute with excellence

#### Initiate

- Identify a project's stakeholders
- Establish clear and measurable project outcomes
- Create a well-defined project scope statement

#### Plan

- Identify, assess, and manage project risks
- Create a realistic and well-defined project schedule

#### Execute

- Hold team members accountable to project plans
- Conduct consistent team-accountability sessions

#### Monitor & Control

- Create a clear communication plan around their project that includes regular project status reports and project changes

#### Close

- Reward and recognize the contributions of project team's members
- Formally close projects by documenting lessons learned