

**Federal Aviation Administration  
Center for Management and Executive Leadership**

# **COURSE OFFERINGS**

**September 2008**

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Updated schedule information can be found  
on our website [www.cmel.faa.gov](http://www.cmel.faa.gov) under **SCHEDULES**.

Deliveries for standard or customized offerings are provided by request  
through a fee-for-service partnership.

Please contact **Shepherd Curl** at **(386) 446-7132** for availability.

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## Advanced Manager Training for International Participants (AMT)

### COURSE NUMBER    FAA015002

This course is a collaborative delivery between the FAA Academy and Center for Management and Executive Leadership.

For information, contact Program Resource Personnel:  
Sunny Lee Fanning (405) 954-3508 or  
Roberta Sappington, Ph.D. (386) 446-7251

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### DESCRIPTION AND LEARNING STRATEGY

The *Advanced Managers Training for International Participants* course is for middle to upper-level, international managers. Participants will gain an understanding of teamwork, systems thinking, mentoring, organizational communication, strategies to manage workplace change, and the fundamentals of facility air traffic management, quality assurance, and facility training. The course provides participants with opportunities to analyze how leadership style impacts job performance, demonstrate interpersonal skills, and develop an action plan to support continued growth in leadership effectiveness. Instructional methods include reading, videotapes, discussions, and highly interactive exercises to simulate the challenges of the workplace.

### OBJECTIVES

- Analyze effectiveness as a leader.
- Identify management approaches for different cultures.
- Determine potential motivational strategies.
- Identify priorities.
- Identify the basic principles of effective delegation.
- Identify the potential systemic impact of management decisions.
- Identify the stages of change management.
- Practice negotiating a work related situation.
- Describe the key components of an effective team.
- Create strategies to improve communication.
- Identify the impact of stress on leaders and the work environment.
- Demonstrate interpersonal skills in work-related situations.
- Apply procedures to manage performance and conduct.
- Identify strategies for Quality Assurance (QA).
- State the benefit of having a training plan and curriculum.
- Describe, in general, Communication, Navigation, Surveillance/Air Traffic Management (CNS/ATM).
- Develop a draft vision plan for the organization.
- State the benefit collaboration has for team effectiveness.

### KEY COMPETENCIES

- |                                     |   |
|-------------------------------------|---|
| • Accountability and Measurement    | • Developing Talent                     |
| • Building Alliances                | • Interpersonal Relations and Influence |
| • Building Teamwork and Cooperation | • Managing Organizational Performance   |
| • Communication                     | • Strategy Formulation                  |

### CLASS SIZE

16 participants

**LENGTH**    10 days  
(Wednesday, 8:00 a.m.–  
Tuesday, 4:00 p.m.  
of the third week)  
79 hours

### LOCATION

Customer site or  
FAA Center for  
Management and  
Executive Leadership  
Palm Coast, Florida

### UPCOMING DELIVERIES

Call (386) 446-7132.

### WHO SHOULD ATTEND

International aviation  
facility managers or others  
who have supervisory  
responsibilities

### ENROLLMENT

To enroll, contact Ms.  
Eunsook Welsh,  
International Training  
Program Coordinator,  
Office of International  
Aviation, FAA by [email](#)  
or by telephone  
(202) 267-7958, or  
facsimile (202) 267-7172.

You may also arrange  
a **fee-for-service delivery**  
specifically for your  
organization. Call Shep  
Curl at (386) 446-7132.

### PREREQUISITE

None

### PRECOURSE

None

### RELATED COURSES

Strategic Planning  
(FAA01275)

Systems Thinking  
(FAA01277)

## Arbitration Advocacy (ARB)

### COURSE NUMBER    **FAA01297**

For information about this course, contact:  
Pamela Molloy, AHL  
(202) 267-3340

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### DESCRIPTION AND LEARNING STRATEGY

*Arbitration Advocacy* is a comprehensive program designed to provide knowledge and skills for Labor/Employee Relation Specialists to become more effective FAA representatives in an arbitration proceeding.

This highly interactive program features: lecture, facilitated discussion, small group activities, and skill demonstration in a mock arbitration.

Course topics, led by FAA subject matter experts, include selecting an arbitrator, determining arbitrability, composing fact stipulations, identifying facts, developing issues and theories, developing evidence and proof, selection and preparation of witnesses, determining when and how to settle, use of various tools (reference materials and internet), witness questioning (direct, cross-examination, and objections), presenting evidence, opening and closing statements, writing a brief, and filing an exception to an award.

### OBJECTIVES

- Demonstrate effective preparation of a case to present to a third party.
- Demonstrate the ability to effectively present a case before a third party.
- Identify how and when to file an exception to an arbitration award.

### KEY COMPETENCIES

- Building Alliances
- Building Teamwork and Cooperation
- Communication
- Problem Solving

### CLASS SIZE

20 participants

**LENGTH**      4½ days  
(Monday 8:00 a.m. –  
Friday 12:00 noon)  
36 hours

### LOCATION

FAA Center for  
Management and  
Executive Leadership  
Palm Coast, Florida

### UPCOMING DELIVERIES

Future offerings will be  
announced through AHL.

### WHO SHOULD ATTEND

Labor/Employee Relation  
Specialists

### ENROLLMENT

A Point of Contact will  
be identified at time of  
offering.

### PREREQUISITE

None

### PRECOURSE

Precourse assignments will  
be sent upon enrollment.

### RELATED COURSES

Labor Relations for  
Practitioners:  
*Collective Bargaining*  
(FAA14000004)  
Conduct and Discipline:  
*Building a Winning Case*  
(FAA14000003)

## Basic Supervisory Training for International Participants (BST)

### COURSE NUMBER    FAA015001

This is a collaborative delivery between the FAA Academy and Center for Management and Executive Leadership.  
For information, contact Program Resource Personnel:  
Sunny Lee Fanning (405) 954-3508 or  
Roberta Sappington, Ph.D. (386) 446-7251

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### DESCRIPTION AND LEARNING STRATEGY

The *Basic Supervisory Training for International Participants* (BST) course provides foundational knowledge and skills for entry-level, international supervisors to be effective leaders. Participants will gain an understanding of how leadership style impacts job performance, how personal and professional development is a leader's responsibility, strategies for managing workplace change, managing performance, the fundamentals of air traffic management, and opportunities to apply interpersonal skills to workplace scenarios. The fundamentals of quality assurance, training programs, and CNS/ATM are included. Instructional methods include reading, videotapes, discussions and highly interactive exercises to simulate the challenges of the workplace.

### OBJECTIVES

- Analyze effectiveness as a leader.
- Determine potential motivational strategies.
- Identify job priorities.
- Identify the basic principles of effective delegation.
- Describe the components of interest based problem solving.
- Identify operational standards to follow (ICAO, FAA).
- Identify the stages of change management.
- Create strategies to improve communication.
- Identify the impact of stress on leaders and the work environment.
- Demonstrate interpersonal skills in work-related situations.
- Apply procedures to manage performance and conduct.
- Identify strategies for a QA Program.
- Describe the function of a Training Program.
- Describe, in general, CNS/ATM.

### KEY COMPETENCIES

- Building Alliances
- Communication
- Developing Talent
- Interpersonal Relations and Influence
- Managing Organizational Performance
- Problem Solving

### CLASS SIZE

16 participants

**LENGTH**    7 days  
(Wednesday, 8:00 a.m.–  
Thursday, 4:00 p.m.  
of the following week)  
56 hours

### LOCATION

Customer site or  
FAA Center for  
Management and  
Executive Leadership  
Palm Coast, Florida

### UPCOMING DELIVERIES

Call (386) 446-7132.

### WHO SHOULD ATTEND

International supervisors  
or others who have  
supervisory responsibilities

### ENROLLMENT

To enroll, contact Ms.  
Eunsook Welsh,  
International Training  
Program Coordinator,  
Office of International  
Aviation, FAA by [email](#)  
or by telephone  
(202) 267-7958,  
facsimile (202) 267-7172.

You may also arrange  
a **fee-for-service delivery**  
specifically for your  
organization. Call Shep  
Curl at (386) 446-7132.

### PREREQUISITE

None

### PRECOURSE

None

### RELATED COURSES

Managing Change  
(FAA01306)  
Strategic Planning  
(FAA01275)  
Systems Thinking  
(FAA01277)

## Building Effective Agreements (BEA)

### COURSE NUMBER    **FAA01179**

For information about this course, contact:  
FAA Program Manager: Shepherd Curl  
(386) 446-7132

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### DESCRIPTION AND LEARNING STRATEGY

This course is designed to provide participants experience in the use of an interest-based negotiation process to enhance organizational relationships. Participants will be enabled to generate agreements that satisfy the interests of each party that are both efficient and durable.

*BEA* is a three-day course that includes the theory and the model for building effective agreements, as well as a variety of application opportunities. Participants will learn by utilizing an interest-based process to resolve conflicts by progressing through simple interactions to multi-party issues, and then on to more complex scenarios.

The course activities include large and small group discussions, group activities, written exercises, and skill practices. Throughout the application activities, participants will give and receive feedback on their skills.

### OBJECTIVES

- Demonstrate effective communication skills.
- Complete a Negotiation Planner.
- Demonstrate an interest-based process as an effective method of conflict resolution.

### KEY COMPETENCIES

- Building Alliances
- Building Teamwork and Cooperation
- Building a Model EEO Program
- Communication
- Interpersonal Relations and Influence
- Problem Solving

### CLASS SIZE

18 participants

### LENGTH    3 days

(8:00 a.m. – 5:00 p.m.)  
24 hours

### LOCATION

Customer site or  
FAA Center for  
Management and  
Executive Leadership  
Palm Coast, Florida

### UPCOMING DELIVERIES

This course is currently  
available only as a  
fee-for-service delivery.

### WHO SHOULD ATTEND

Individuals, team  
members, team leaders,  
supervisors, and managers  
with a need for conflict  
resolution skills

### ENROLLMENT

To arrange a **fee-for-  
service delivery**,  
call Shep Curl at  
(386) 446-7132.

### PREREQUISITE

None

### PRECOURSE

None

### RELATED COURSES

Inquiry, Influence &  
Implications  
(FAA01249)  
Labor Management  
Relations  
(FAA01205)

## Change Agent (CA)

### COURSE NUMBER    **FAA01553**

For information about this course, contact:  
FAA Program Manager: Shepherd Curl  
(386) 446-7132

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### DESCRIPTION AND LEARNING STRATEGY

Change Agent is designed for those within the FAA who serve as internal consultants. The course provides participants an opportunity to enhance their effectiveness in supporting groups in resolving complex problems and facilitating systemic organizational change. Through classroom simulations, video, and application exercises, participants will practice skills in forming a consulting relationship, working with a customer organization, and terminating the customer relationship when appropriate. The Change Agent course is designed for experienced facilitators who have completed the Facilitator Training Course (01523) and are actively engaged with working groups.

### OBJECTIVES

- Identify roles and values and self-assess current abilities as a change agent.
- Receive and give feedback.
- Recognize that values, attitudes, biases, and prejudices impact decision making and effectiveness of teams.
- Model behaviors that are appropriate as change agents.
- Understand Organization Development dynamics and intervention models.
- Evaluate and prescribe an appropriate problem solving strategy and/or conflict resolution intervention.
- Develop strategies for influencing groups.
- Explore the Dynamics of Change Theory; identify barriers to change develop strategies to overcome them.

### KEY COMPETENCIES

- |                                     |   |
|-------------------------------------|---|
| • Agility                           | • Innovation                            |
| • Building Teamwork and Cooperation | • Integrity and Honesty                 |
| • Building a Model EEO Program      | • Interpersonal Relations and Influence |
| • Communication                     | • Managing Organizational Performance   |
| • Developing Talent                 | • Problem Solving                       |

### CLASS SIZE

18 participants

**LENGTH**    4½ days  
(Monday. 8:00 a.m. –  
Friday, 12:00 noon)  
36 hours

### LOCATION

Customer site or  
FAA Center for  
Management and  
Executive Leadership  
Palm Coast, Florida

### UPCOMING DELIVERIES

This course is currently  
available only as a  
fee-for-service delivery.

### WHO SHOULD ATTEND

Individuals who are  
actively involved in the  
role of supporting  
organizational change

### ENROLLMENT

To arrange a **fee-for-  
service delivery**,  
call Shep Curl at  
(386) 446-7132.

### PREREQUISITE

Facilitator Training Course  
(01523)

### PRECOURSE

None

### RELATED COURSES

Inquiry, Influence &  
Implications  
(FAA01249)  
Managing Change  
(FAA01306)

## Communicating Effectively (CE)

**COURSE NUMBER**    **FAA14000002**

For information about this course, contact:  
FAA Program Manager: Shepherd Curl  
(386) 446-7132

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### DESCRIPTION AND LEARNING STRATEGY

This skill-based workshop is designed to enhance the communication skills of participants and their ability to work together and to serve internal and external customers. Participants gain practical experience in the strategies, format, style, procedures, and processes of communicating effectively.

Methodologies include lecture, discussion, large and small group activities, self-assessment, and skill practices.

### OBJECTIVES

- Assess communication problems.
- Apply effective verbal and nonverbal communication skills.
- Direct, inform, and persuade others.
- Use inquiry and active listening techniques.
- Turn feedback into action and results.

### KEY COMPETENCIES

- Building Alliances
- Communication
- Customer Focus
- Interpersonal Relations and Influence

### CLASS SIZE

20 participants

**LENGTH**    2 days  
(9:00 a.m. – 4:00 p.m.)  
12 hours

### LOCATION

Customer site or  
FAA Center for  
Management and  
Executive Leadership  
Palm Coast, Florida

### UPCOMING DELIVERIES

This course is currently  
available only as a fee-for-  
service delivery.

### WHO SHOULD ATTEND

Employees who need  
to improve beginning  
and intermediate  
communication skills.

### ENROLLMENT

To arrange a *fee-for-  
service delivery*,  
call Shep Curl at  
(386) 446-7132.

### PREREQUISITE

None

### PRECOURSE

None

### RELATED COURSES

Effective Media  
Communications  
(FAA14000001)

Facilitator Training Course  
(FAA01523)

Presentation Techniques  
(FAA01263)

## **Conduct and Discipline: Building a Winning Case (CAD)**

**COURSE NUMBER     FAA14000003**

For information about this course, contact:  
Candide Cavanagh, AHL-001  
(202) 267-8857

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### **DESCRIPTION AND LEARNING STRATEGY**

*Conduct and Discipline: Building a Winning Case* is a comprehensive program designed to provide knowledge and skills for Labor/Employee Relation Specialists to enable effective representation in disciplinary case development and presentation.

This highly interactive program features: lecture, facilitated discussion, small group activities, and skill demonstration in a case presentation.

Course topics, led by FAA subject matter experts, include roles and responsibilities, Personnel Management System, preparing a case file, conducting investigations, charge writing, determining penalty, writing proposals, conducting an oral reply, writing decision letters, and settlement.

### **OBJECTIVES**

- Conduct a thorough investigation.
- Compile a solid disciplinary file.
- Apply the Douglas Factors correctly.
- Ensure consistent penalties.
- Accomplish successful charge writing.
- Ensure appropriate use of progressive discipline.
- Communicate effectively with manager when recommending appropriate corrective action while maintaining the standard of "Starting From Yes."
- Analyze a case for settlement potential.

### **KEY COMPETENCIES**

- Building Alliances
- Building Teamwork and Cooperation
- Communication
- Problem Solving

### **CLASS SIZE**

20 participants

**LENGTH**     4½ days  
(Monday 8:00 a.m. –  
Friday 12:00 noon)  
36 hours

### **LOCATION**

FAA Center for  
Management and  
Executive Leadership  
Palm Coast, Florida

### **UPCOMING DELIVERIES**

Future offerings will be  
announced through AHL.

### **WHO SHOULD ATTEND**

Labor/Employee Relation  
Specialists

### **ENROLLMENT**

A Point of Contact will  
be identified at time of  
offering.

### **PREREQUISITE**

None

### **PRECOURSE**

Precourse assignments will  
be sent upon enrollment.

### **RELATED COURSES**

Arbitration Advocacy  
(FAA01297)  
Labor Relations for  
Practitioners  
*Collective Bargaining*  
(FAA14000004)

## Constructive Conflict Management: *The Choices We Make (CCM)*

### COURSE NUMBER    **FAA01318**

For information about this course, contact:  
FAA Program Manager: Roberta Sappington, Ph.D.  
(386) 446-7251

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### DESCRIPTION AND LEARNING STRATEGY

Constructive Conflict Management: *The Choices We Make* is designed for participants to learn the theory behind conflict management strategies and gain practical experience in managing conflict through collaboration.

Methodologies include lecture, discussion, small and large group activities, self-assessment, and skill practices.

### OBJECTIVES

- Recognize your conflict management style and the styles of others.
- Practice collaborating with others to address and resolve conflict.
- Practice communicating effectively during conflict situations.
- Employ techniques to proactively approach conflict.
- Employ techniques to diffuse conflict when it begins to escalate.
- Employ techniques to learn from conflict.
- Practice behaviors that promote effective, collaborative work relationships.

### KEY COMPETENCIES

- Building Teamwork and Cooperation
- Communication
- Integrity and Honesty
- Interpersonal Relations and Influence
- Problem Solving

This course may be customized for your organization in a **fee-for-service delivery**. Call **(386) 446-7132** to discuss options.

### CLASS SIZE

15 participants

**LENGTH**    2 days  
(Class times vary.)  
12 hours

### LOCATION

Customer site or  
FAA Center for  
Management and  
Executive Leadership  
Palm Coast, Florida

### UPCOMING DELIVERIES

(see [FY09 Schedule](#))

### WHO SHOULD ATTEND

FAA Managers

### ENROLLMENT

To enroll, contact your line organization's training coordinator.

### PREREQUISITE

None

### PRECOURSE

None

### RELATED COURSES

Frontline Manager Course-  
Phase 3 (FAA01292)

Labor Management  
Relations (FAA01205)

Managerial Coaching and  
Mentoring (FAA01299)

Middle Manager Course  
(FAA01291)

Systems Thinking  
(FAA01277)

## Decision-Making for Senior Managers (DSM)

### COURSE NUMBER    **FAA30200028**

For information about this course, contact:  
FAA Program Manager: Roberta Sappington, Ph.D.  
(386) 446-7251

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### DESCRIPTION AND LEARNING STRATEGY

This course is designed to improve the ability of senior FAA managers to make and execute strategic decisions. It was designed using current research on decision processes and in collaboration with executive business school faculty from Cornell University, University of Southern California, and Jacksonville University. Learning activities will include lecture-discussion, case studies, and application exercises. It specifically address the leadership challenges facing senior managers in provmoting a culture of data-driven descion-making and execution.

NOTE: Completion of this course meets mandatory training requirements for newly appointed Senior Managers.

### OBJECTIVES

- Identify root causes and take into account a variety of complex factors.
- Analyze the potential effects of different options and determine appropriate courses of action.
- Identify and resolve barriers that impede success.
- Apply the steps of a decision-making process.
- Build and sustain commitment to decisions.
- Evaluate and apply lessons learned.

### KEY COMPETENCIES

- Business Acumen
- Problem Solving
- Interpersonal Relations and Influence
- Strategy Formulation

### CLASS SIZE

24 participants

**LENGTH**    5 days  
(Monday, 8:00 a.m. –  
Friday, 12:00 p.m.)  
36 hours

### LOCATION

FAA Center for  
Management and  
Executive Leadership  
Palm Coast, Florida

**UPCOMING DELIVERIES**  
(see [FY09 Schedule](#))

### WHO SHOULD ATTEND

The course is geared to Senior Managers (K/L/M-band or MSS-4 level managers who report directly to an executive, or in a large organization, an executive's deputy.

**Frontline and Middle Managers are not eligible to attend.**

### ENROLLMENT

To enroll, contact your line organization's training coordinator.

### PREREQUISITE

None

### PRECOURSE

Assignments will be sent to enrolled participants 3-4 weeks in advance of the class start date. These assignments must be completed prior to your arrival at CMEL.

## Effective Media Communications (EMC)

### COURSE NUMBER    **FAA14000001**

For information about this course, contact:  
FAA Program Manager: Shepherd Curl  
(386) 446-7132

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### DESCRIPTION AND LEARNING STRATEGY

This skill-based workshop, which replaced *Effective Communication Skills – ECS 01186*, is designed to enhance the communication skills of professionals who communicate directly with the public. The course focuses on effectively presenting the facts of a given situation, and your organization's position relative to those facts. Emphasis is placed on understanding strategies, format, style, procedures, and processes necessary to communicate in the public affairs arena. Delivering messages with credibility is paramount to course success.

Methodologies include interactive lecture/discussion, individual and collaborative development of communication pieces using case studies, simulated scenarios using extensive videotaping followed by critique sessions.

### OBJECTIVES

- Articulate your organization's message(s) appropriately by preparation and execution.
- Communicate critical issues, facts, and agency philosophy to the general public.
  - Formulate and deliver clear, concise, and accurate messages.
  - Express technical information in a manner understandable to the general public.
  - Effectively participate in radio, video, remote, and print interviews.
  - Develop/sustain your organization's image as open, forthcoming, and committed to the public's right to know.

### KEY COMPETENCIES

- |                                     |   |
|-------------------------------------|---|
| • Agility                           | • Integrity and Honesty                 |
| • Building Alliances                | • Interpersonal Relations and Influence |
| • Building Teamwork and Cooperation | • Managing Organizational Performance   |
| • Communication                     | • Strategy Formulation                  |
| • Developing Talent                 |   |

### CLASS SIZE

20 participants

**LENGTH**    2 days  
(8:00 a.m. – 5:00 p.m.)  
16 hours

### LOCATION

FAA Center for  
Management and  
Executive Leadership  
Palm Coast, Florida

### UPCOMING DELIVERIES

This course is currently  
available only as a  
fee-for-service delivery.

### WHO SHOULD ATTEND

Senior managers in a  
public affairs environment

### ENROLLMENT

To arrange a **fee-for-service delivery**,  
call Shep Curl at  
(386) 446-7132.

### PREREQUISITE

None

### PRECOURSE

None

### RELATED COURSES

Facilitator Training Course  
(FAA01523)  
Presentation Techniques  
(FAA01263)

## FAA Basic Real Estate Course

### COURSE NUMBER    **FAA01320**

For information about this course, contact:  
Susan Freericks, ALO-200  
(202) 267-8374

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### DESCRIPTION AND LEARNING STRATEGY

The FAA Real Estate Course is a comprehensive program covering the real estate acquisition lifecycle and processes. The course is designed to provide knowledge and skills to enhance your effectiveness as FAA representatives when acquiring real property. Methodologies for this course include lecture, facilitated discussions, small group activities, and skill demonstration in case studies.

### OBJECTIVES

Using and in accordance with reference documents and course materials, participants will:

- Identify **Authorities** that govern real estate acquisition.
- Use the **Acquisition Management System** information contained in the FAA Acquisition System Toolset.
- Follow procedures **on-airport MOA/leasing**.
- Use a **legal description** of land or a land survey to determine acceptability for FAA contracting purposes.
- Identify types and sources of **title** evidence which are acceptable for FAA actions
- Define terminology used in **appraisals**, and factors considered in whether to obtain an appraisal.
- Follow procedures for **off-airport land** acquisition.
- Identify procedures for **land condemnation**.
- Identify procedures for **disposal** of excess FAA real estate.
- Follow standards and special considerations and the procedures for leasing FAA **administrative and technical space**.
- Identify procedures for **utilities** contracting.
- Identify procedures for **outgrants**.
- Identify procedures for leasing **housing** for FAA employees.

### KEY REAL ESTATE COMPETENCIES

- |                                   |                         |
|-----------------------------------|-------------------------|
| • Federal/State/Local Authorities | • Requirements          |
| • Agency Requirements             | • Appraisal             |
| • Documentation                   | • Surveying             |
| • Purchase/lease of Real Property | • Property Usage        |
| • Space Lease                     | • Condemnation          |
| • Disposal Obligation             | • Utilities Contracting |

### CLASS SIZE

20 participants

**LENGTH**    7.5 days  
(Tuesday, 8:00 a.m.  
through Thursday,  
12:00 p.m.)  
60 hours

### LOCATION

FAA Center for  
Management and  
Executive Leadership  
Palm Coast, Florida

### UPCOMING DELIVERIES

See eLMS schedule for  
future class dates.

### WHO SHOULD ATTEND

Intermediate level and  
advanced entry level  
RECOs or for senior level  
refresher training

**Required** for all levels of  
Real Estate Contracting  
Officers

**Recommended** for all  
DOT modes and FAA  
contractors involved in  
Federal real estate  
acquisition

### ENROLLMENT

To enroll, contact  
Maryanne Fallar, CMEL,  
[maryanne.ctr.fallar@faa.gov](mailto:maryanne.ctr.fallar@faa.gov)  
(386) 446-7261

### PREREQUISITE

None

### PRECOURSE

None

## **FAA Customer Real Estate Course:** *What is FAA Real Estate?*

### **COURSE NUMBER     FAA01200002**

For information about this course, contact:  
Susan Freericks, ALO-200  
(202) 267-8374

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### **DESCRIPTION AND LEARNING STRATEGY**

The FAA Customer Real Estate Course: *What is FAA Real Estate?* provides an insight into the FAA's real estate process from the perspective of customers. The course is designed to enhance awareness and understanding that will increase your effectiveness as you participate in the process of acquiring, managing, and disposing of real property. Methodologies for this course include lecture, facilitated discussions, case study, PPT presentations, demonstrations, and individual/small group activities.

### **HOW YOU WILL BENEFIT**

- Learn how space acquisition and utilization affect you.
- Discover how you can optimize time, money, and resources.
- Find out how to interface with key real estate contacts.
- Identify real estate requirements.
- Learn how you can comply with the congressional mandate to reduce real property inventory.

### **OBJECTIVES**

Upon completion of the course, participants will understand:

- The role they play in the process of acquiring land.
- The role they play in the process of leasing space.
- How Real Estate is organized, and how working collaboratively helps achieve FAA goals.
- How the Acquisition Management System (AMS) supports real property acquisition, management, and disposal.
- The FAA's outgrant process and the processes to acquire, modify, and terminate utilities.

### **KEY COMPETENCIES**

- |                                     |                   |
|-------------------------------------|-------------------|
| • Building Alliances                | • Communication   |
| • Building Teamwork and Cooperation | • Customer Focus  |
| • Business Acumen                   | • Problem Solving |

### **CLASS SIZE**

20 participants

### **LENGTH**

3 days  
(Tuesday, 8:00 a.m. –  
Thursday, 5:00 p.m.)  
24 hours

### **LOCATION**

FAA Center for  
Management and  
Executive Leadership  
Palm Coast, Florida

### **UPCOMING DELIVERIES**

See eLMS schedule for  
future class dates.

### **WHO SHOULD ATTEND**

This course is open to all with a role in the real estate process, such as project leads and project managers, engineers, logistics management specialists, SSC managers, general counsels, FAA contractors, and all DOT modes.

### **ENROLLMENT**

To enroll, contact  
Maryanne Fallar, CMEL,  
[maryanne.ctr.fallar@faa.gov](mailto:maryanne.ctr.fallar@faa.gov)  
(386) 446-7261

### **PREREQUISITE**

None

### **PRECOURSE**

None

## Facilitator Training Course (FTC)

### COURSE NUMBER    **FAA01523**

For information about this course, contact:  
FAA Program Manager: Shepherd Curl  
(386) 446-7132

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### DESCRIPTION AND LEARNING STRATEGY

This course is intended for those employees who have or are expected to have responsibilities as facilitators in the Agency. Methodologies in the course are a combination of theory presentation/large group discussion and skill practice. Students are given several opportunities to apply their learning as facilitators, during videotaped sessions. They will give and receive feedback with other participants and instructors.

### OBJECTIVES

- Manage group processes towards the desired outcome.
- Implement and reinforce the use of operating guidelines.
- Utilize group memory techniques.
- Develop strategies for moving groups through the stages of group development.
- Utilize effective intervention techniques.
- Participate in bringing a discussion to productive conclusion.
- Develop methods to reduce individual stress reactions associated with facilitation.
- Identify effective preparation strategies for facilitating.

### KEY COMPETENCIES

- Agility
- Building Teamwork and Cooperation
- Building a Model EEO Program
- Communication
- Developing Talent
- Interpersonal Relations and Influence
- Problem Solving

### CLASS SIZE

18 participants

**LENGTH**      4½ days  
(Monday, 8:00 a.m. –  
Friday, 12:00 noon)  
36 hours

### LOCATION

Customer site or  
FAA Center for  
Management and  
Executive Leadership  
Palm Coast, Florida

### UPCOMING DELIVERIES

This course is currently  
available only as a  
fee-for-service delivery.

### WHO SHOULD ATTEND

Individuals responsible  
for facilitating meetings  
including, but not limited  
to, those associated with  
Quality Programs

### ENROLLMENT

To arrange a **fee-for-  
service delivery**,  
call Shep Curl at  
(386) 446-7132.

### PREREQUISITE

None

### PRECOURSE

None

### RELATED COURSES

Inquiry, Influence &  
Implications  
(FAA01249)

## Forum for Executive Excellence (FEE)

### COURSE NUMBER    **FAA01289**

For information about this course, contact:  
Assistant Administrator for Human Resources Management  
Executive Resources Staff  
Jeff DePeiza  
(202) 267-3403

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### DESCRIPTION AND LEARNING STRATEGY

The *Forum for Executive Excellence* addresses an important phase of development for FAA executives: understanding and carrying out responsibilities in the context of today's workplace reality.

Participants receive tangible tools, and experience opportunities to make influential connections within their peer group. Methods include lectures, case studies, videos, group discussions, and networking.

Course topics, led by FAA executives and external consultants, include leadership styles, the legal context of being a federal executive, external relations, communications, financial management, international priorities, and labor management relations. The interactive format encourages thinking strategically, communicating powerfully, and interacting positively.

### OBJECTIVES

- Recognize the expectations and obligations of top leaders in a complex federal context.
- Demonstrate the skills required of effective federal executives.

### KEY COMPETENCIES

- Accountability and Measurement
- Business Acumen
- Communication
- Innovation
- Managing Organizational Performance

### CLASS SIZE

20 participants

### LENGTH    2½ days

Wednesday and Thursday,  
8:00 a.m.–5:00 p.m.;  
Friday, 7:30 a.m.-1:00 p.m.  
20 hours

### LOCATION

FAA Center for  
Management and  
Executive Leadership  
Palm Coast, Florida

### UPCOMING DELIVERIES

Delivery is scheduled through the Assistant Administrator for Human Resources Management. For schedule, call (202) 267-3403.

### WHO SHOULD ATTEND

All executives who wish to make meaningful changes in their everyday work and leadership habits

### ENROLLMENT

Call Jeff DePeiza at  
(202) 267-3403.

### PREREQUISITE

None

### PRECOURSE

None

### RELATED COURSES

Inquiry, Influence &  
Implications  
(FAA01249)  
Strategic Planning  
(FAA01275)  
Systems Thinking  
(FAA01277)

## Frontline Manager Course-Phase 2: *Managing for Results (FMC-2)*

### COURSE NUMBER    **FAA01288**

For information about this course, contact:  
FAA Program Manager: Roberta Sappington, Ph.D.  
(386) 446-7251

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### DESCRIPTION AND LEARNING STRATEGY

*Frontline Manager Course-Phase 2* is designed for new, first time frontline managers. Participants develop practical skills through application of basic supervisory policies and procedures covered in FMC-1. The focus is on maintaining operational effectiveness, achieving organizational results, and stepping up to the challenge of management. Learning activities include simulations, business skills practice, case studies, application exercises, and evening assignments.

### OBJECTIVES

- Justify resource requirements with hard data and business cases.
- Communicate organizational direction and priorities clearly.
- Set clear individual and unit or organizational performance objectives.
- Effectively address individual and unit or organizational performance issues.
- Provide feedback to employees to support their development.
- Recognize and reward high performance.
- Communicate openly and honestly.
- Lead with consistency, dignity, compassion, and integrity.
- Use feedback to identify and close one's own managerial skill gaps.

### KEY COMPETENCIES

- Accountability and Measurement
- Building a Model EEO Program
- Business Acumen
- Communication
- Integrity and Honesty
- Managing Organizational Performance

This course may be customized for your organization in a **fee-for-service delivery**. Call **(386) 446-7132** to discuss options.

### CLASS SIZE

20 participants

### LENGTH

9 days  
(Monday, 8:00 a.m.  
through following  
Thursday, 5:00 p.m.)  
72 classroom hours plus  
assignments

### LOCATION

FAA Center for  
Management and  
Executive Leadership  
Palm Coast, Florida

### UPCOMING DELIVERIES

(see [FY09 Schedule](#))

### WHO SHOULD ATTEND

Newly selected  
frontline managers

**Required** for all  
probationary managers  
in their first 6 months on  
the job

**Not Recommended** for  
veteran managers

Non-managers are **not  
eligible** to attend.

### ENROLLMENT

To enroll, contact your line  
organization's training  
coordinator.

### PREREQUISITE

Frontline Manager Course-  
Phase 1 (FAA30200099)

### PRECOURSE

Approximately four weeks  
prior to class start, you will  
receive an email detailing  
several assignments that  
must be completed prior to  
your arrival at CMEL.

### RELATED COURSES

Frontline Manager Course-  
Phase 3 (FAA01292)  
Managerial Coaching and  
Mentoring (FAA01299)

## Frontline Manager Course-Phase 3: *Managing for High Performance (FMC-3)*

### COURSE NUMBER    **FAA01292**

For information about this course, contact:  
FAA Program Manager: Roberta Sappington, Ph.D.  
(386) 446-7251

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### DESCRIPTION AND LEARNING STRATEGY

Frontline Manager Course-Phase 3 provides development for the experienced frontline manager. The goal of the course is for each participant to assess and analyze current performance against the characteristics of high performance organizations and develop strategies for improvement. Learning activities include using multi-rater feedback on competencies from the FAA Managerial Success Profile to enhance personal performance, practicing business skills, case studies, and application exercises.

### OBJECTIVES

- Establish a “line of sight” from individual performance plans up to the President’s Management Agenda.
- Analyze potential causes of current performance gaps and barriers in your organization that inhibit becoming a high performing organization and develop strategies for improvement.
- Build and maintain multiple alliances as resources to achieve high performance.
- Analyze your current relationships and the associated power bases.
- Develop methods to improve the quality and quantity of your relationships and alliances.
- Translate your critical customers’ expectations into specific performance goals for your organization.
- Develop methods for measuring customer satisfaction.
- Create strategies for coaching employees and teams to achieve high performance.
- Allocate and optimize resources to meet changing conditions and requirements.

### KEY COMPETENCIES

- |                                     |                      |
|-------------------------------------|----------------------|
| • Accountability and Measurement    | • Building Alliances |
| • Building Teamwork and Cooperation | • Business Acumen    |
|                                     | • Customer Focus     |
|                                     | • Vision             |

This course may be customized for your organization in a **fee-for-service delivery**. Call **(386) 446-7132** to discuss options.

### CLASS SIZE

18 participants

**LENGTH**    4½ days  
(Monday, 8:00 a.m. -  
Friday, 12:00 noon)  
36 hours

### LOCATION

FAA Center for  
Management and  
Executive Leadership  
Palm Coast, Florida

### UPCOMING DELIVERIES

(see [FY09 Schedule](#))

### WHO SHOULD ATTEND

Frontline managers with  
12-18 months of experience

**Required** for all first time  
frontline managers hired  
after 1/1/05. Take course  
between 12 and 18 months  
on the job

**Recommended** for  
experienced frontline  
managers

Non-managers are **not  
eligible** to attend.

### ENROLLMENT

To enroll, contact your line  
organization’s training  
coordinator.

### PREREQUISITE

Frontline Manager Course-  
Phase 2: *Managing for  
Results*

### PRECOURSE

Approximately four weeks  
prior to class start, you will  
receive an email detailing  
several assignments,  
including the **Multi-Rater  
Feedback Assessment**,  
that must be completed prior  
to your arrival at CMEL.

### RELATED COURSES

Strategic Planning  
(FAA01275)

Managerial Coaching and  
Mentoring (FAA01299)

## **Influence, Inquiry & Implications: A Leader's Path to the Future (I<sup>3</sup>)**

### **COURSE NUMBER     FAA01249**

For information about this course, contact:  
FAA Program Manager: Roberta Sappington, Ph.D.  
(386) 446-7251

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### **DESCRIPTION AND LEARNING STRATEGY**

Participants select specific opportunities to improve their organization and develop plans and influence strategies to make those improvements. They examine how they can more effectively use their interpersonal skills to influence managers, peers, employees, and customers. The course allows for participants to identify, share, and expand their existing positive influencing strategies, identify gaps between their intent to influence and the actual outcomes of those attempts, explore implications of their actions, and practice communication, inquiry, feedback, and conflict management approaches that lead to their increased capacity to influence.

Instructional methods include multi-rater feedback, leadership skills assessments, case studies, skill-based workshops, group dialogue, group problem-solving, individual and group work and action planning sessions, evening assignments, and opportunities to reflect.

### **OBJECTIVES**

- Influence organizational performance.
- Integrate cultural awareness and systems thinking strategies in resolving organizational issues.
- Select specific opportunities and develop plans to influence their workplace.
- Identify and develop strategies for integrating leadership skills.
- Assess the impact of perceptions, assumptions, and actions on workplace effectiveness.
- Use effective feedback, inquiry, and networking skills.
- Apply conflict management and interpersonal skills.

### **KEY COMPETENCIES**

- |                                  |   |
|----------------------------------|---|
| • Accountability and Measurement | • Interpersonal Relations and Influence |
| • Building Alliances             | • Problem Solving                       |
| • Innovation                     | • Strategy Formulation                  |

### **CLASS SIZE**

18 participants

**LENGTH**     6½ days  
(Tuesday, 8:00 a.m. –  
Wednesday, 12:00 noon  
of the following week)  
52 hours

### **LOCATION**

FAA Center for  
Management and  
Executive Leadership  
Palm Coast, Florida

### **UPCOMING DELIVERIES**

(see [FY09 Schedule](#))

### **WHO SHOULD ATTEND**

Middle or senior managers

### **ENROLLMENT**

To enroll, contact your line organization's training coordinator. To arrange a **fee-for-service delivery**, call Shep Curl at (386) 446-7132.

### **PREREQUISITE**

None

### **PRECOURSE**

Approximately four weeks prior to class start, you will receive an email detailing assignments, including the **Multi-Rater Feedback Assessment**, that must be completed prior to your arrival at CMEL.

### **RELATED COURSES**

Managing Change  
(FAA01306)  
Middle Manager Course  
(FAA01291)  
Strategic Planning  
(FAA01275)  
Systems Thinking  
(FAA01277)

## Labor Management Relations (LMR)

### COURSE NUMBER    **FAA01205**

For information about this course, contact:  
FAA Program Manager: Roberta Sappington, Ph.D.  
(386) 446-7251

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### DESCRIPTION AND LEARNING STRATEGY

In order for managers to achieve positive outcomes in a complex bargaining unit work environment, they must know and apply LMR principles and law. Managers will learn to create effective labor management relations in the workplace through understanding the rights and responsibilities of management and bargaining units as defined by the law and collective bargaining agreements. The methodologies used in this highly interactive course include case studies, lecture/discussion, and small/large group activities and video scenario.

This course is targeted primarily at first-time managers. Those in need of an LMR refresher to continue leading effectively in a changing work environment may find the course valuable as well.

### OBJECTIVES

- Apply knowledge of Statutes and collective bargaining agreements to workplace situations.
- Distinguish between various types of problem-solving processes to resolve differences between labor and management.
- Apply knowledge of FAA policy on Conduct and Discipline to workplace situations.
- Demonstrate knowledge of the rights and responsibilities that promote effective work relationships.
- Explain the systemic impact of management decisions in a bargaining unit environment.
- Demonstrate knowledge of all management rights specified in 7106a (Labor Law) and how they are applied in various case studies.

### KEY COMPETENCIES

- Agility
- Building Alliances
- Communication
- Integrity and Honesty
- Interpersonal Relations and Influence
- Problem Solving

### CLASS SIZE

24 participants –  
Residential  
12 or 24 participants  
Off-site/field deliveries

**LENGTH**    4½ days  
(Monday, 8:00 a.m. –  
Friday, 12:00 noon)  
36 hours

### LOCATION

Customer site or  
FAA Center for  
Management and  
Executive Leadership  
Palm Coast, Florida

**UPCOMING DELIVERIES**  
(see [FY09 schedule](#))

### WHO SHOULD ATTEND

FAA managers who need a thorough understanding of LMR principles and law in order to achieve positive outcomes in a bargaining unit work environment.

### ENROLLMENT

To enroll, contact your line organization's training coordinator. To arrange a **fee-for-service delivery**, call Shep Curl at (386) 446-7132.

### PREREQUISITE

None

### PRECOURSE

None

### RELATED COURSES

Constructive Conflict  
Management  
(FAA01318)  
Frontline Manager Course-  
Phase 3 (FAA01292)  
Managerial Coaching and  
Mentoring (FAA01299)  
Systems Thinking  
(FAA01277)

## **Labor Relations for Practitioners (LRfP)** ***Collective Bargaining***

**COURSE NUMBER**     **FAA14000004**

For information about this course, contact:  
Thomas Valenti, AHL-300  
(202) 267-7631

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### **DESCRIPTION AND LEARNING STRATEGY**

*Labor Relations for Practitioners: Collective Bargaining* is a comprehensive program designed to enable Labor/Employee Relation Specialists to provide advice and prepare briefs and/or contractual language through Memorandum of Agreements and settlements.

This highly interactive program features lectures, facilitated discussions, small group activities, and skill demonstrations in a case presentation.

Course topics, led by FAA subject matter experts, include Roles and Responsibilities, Personnel Management System, Legal Writing, Statute, Information Requests, Contract Interpretation/Administration, Duty to Bargain, Scope of Bargaining, and the Negotiation Process.

### **OBJECTIVES**

- Demonstrate the ability to negotiate and write effective contractual language.
- Communicate effectively with supervisors/managers/employees and union officials.
- Effectively demonstrate ability to perform tasks (e.g., negotiations, contract interpretation/administration, and application of LMR statute).

### **KEY COMPETENCIES**

- Building Alliances
- Building Teamwork and Cooperation
- Communication
- Problem Solving

### **CLASS SIZE**

20 participants

**LENGTH**     4½ days  
(Monday 8:00 a.m. –  
Friday 12:00 noon)  
36 hours

### **LOCATION**

FAA Center for  
Management and  
Executive Leadership  
Palm Coast, Florida

### **UPCOMING DELIVERIES**

Future offerings will be  
announced through AHL.

### **WHO SHOULD ATTEND**

Labor/Employee Relation  
Specialists

### **ENROLLMENT**

A Point of Contact will  
be identified at time of  
offering.

### **PREREQUISITE**

None

### **PRECOURSE**

Precourse assignments will  
be sent upon enrollment.

### **RELATED COURSES**

Arbitration Advocacy  
(FAA01297)

Conduct and Discipline:  
*Building a Winning  
Case*  
(FAA14000003)

## Leadership Development and Labor Relations (LDLR)

### COURSE NUMBER    **FAA01183**

For information about this course, contact:  
FAA Program Manager: Shepherd Curl  
(386) 446-7132

### DESCRIPTION AND LEARNING STRATEGY

*Leadership Development and Labor Relations* is intended for newly selected supervisors who require the foundational knowledge and skills of supervision and who would also benefit from a more in-depth knowledge of labor management relations. In *LDLR*, participants will recognize their supervisory roles and responsibilities; examine their leadership style and interpersonal skills; apply coaching and conflict resolution techniques to workplace situations; understand the rights and responsibilities of management and unions as defined by law, contracts, and executive orders; and practice the principles of interest-based communication to build collaborative relationships with unions. Methodologies include lecture/discussion, videotapes, small group work, skill practices, case studies, student presentations, indoor/outdoor action-based learning initiatives and leadership simulations.

### OBJECTIVES

- Analyze how leadership style impacts job performance.
- Give and receive feedback in work-related situations.
- Demonstrate interpersonal communication skills in various work-related scenarios.
- Apply recommended procedures to resolve performance and conduct issues.
- Apply knowledge of FAA policies and programs in supervisory situations.
- Apply knowledge of the Statute, collective bargaining agreements, and Executive Orders to workplace situations.
- Apply rights and responsibilities to promote effective, collaborative work relationships.
- Explain the systemic impact of management decisions in a labor relations environment.
- Develop an action plan to support continued growth in supervisor/leadership effectiveness.

### KEY COMPETENCIES

- Accountability and Measurement
- Agility
- Building Alliances
- Building Teamwork and Cooperation
- Building a Model EEO Program
- Communication
- Developing Talent
- Innovation
- Integrity and Honesty
- Interpersonal Relations and Influence
- Managing Organizational Performance
- Problem Solving

### CLASS SIZE

20 participants

### LENGTH

8 days  
(Tuesday, 8:00 a.m. –  
following Thursday,  
4:00 p.m.)  
63 hours

### LOCATION

FAA Center for  
Management and  
Executive Leadership  
Palm Coast, Florida

### UPCOMING DELIVERIES

This course is currently  
available only as a  
fee-for-service delivery.

### WHO SHOULD ATTEND

Newly selected supervisors  
and team leaders working  
with bargaining unit  
employees

### ENROLLMENT

To arrange a **fee-for-  
service delivery**,  
call Shep Curl at  
(386) 446-7132.

### PREREQUISITE

None

### PRECOURSE

None

### RELATED COURSES

Managing Change  
(FAA01306)  
Strategic Planning  
(FAA01275)  
Systems Thinking  
(FAA01277)

## Leadership Development Program *Foundations of Leadership (LDP-I)*

### COURSE NUMBER    FAA01210

For information about this course, contact:  
FAA Program Manager: Shepherd Curl  
(386) 446-7132

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### DESCRIPTION AND LEARNING STRATEGY

This segment of the *Leadership Development Program* is intended for newly selected supervisors who are not managing in a bargaining unit environment. (For those who need in-depth knowledge of labor management relations, see *Leadership Development and Labor Relations*). This course expands and integrates foundational knowledge and skills for new supervisors to be effective leaders. Participants will recognize their supervisory roles and responsibilities; examine leadership styles; apply policy information in work situations using interpersonal communication skills, coaching and conflict resolution techniques; and develop action plans.

Instructional methods include videotapes, readings, skill assessment instruments, skill practices, and highly interactive exercises to simulate the challenges of the workplace.

### OBJECTIVES

- Analyze how leadership style impacts job performance.
- Give and receive feedback in work-related situations.
- Demonstrate interpersonal communication skills in various work-related scenarios.
- Apply recommended procedures to resolve performance and conduct issues.
- Apply knowledge of FAA policies and programs in supervisory situations.
- Develop an action plan for supporting continued growth in supervisor/leadership effectiveness.

### KEY COMPETENCIES

- Accountability and Measurement
- Agility
- Building Alliances
- Building Teamwork and Cooperation
- Building a Model EEO Program
- Communication
- Developing Talent
- Innovation
- Integrity and Honesty
- Interpersonal Relations and Influence
- Managing Organizational Performance
- Problem Solving

### CLASS SIZE

20 participants

**LENGTH**    4½ days  
(Monday, 8:00 a.m. –  
Friday, 12:00 noon)  
36 hours

### LOCATION

FAA Center for  
Management and  
Executive Leadership  
Palm Coast, Florida

### UPCOMING DELIVERIES

This course is currently  
available only as a  
fee-for-service delivery.

### WHO SHOULD ATTEND

Newly selected supervisors  
of non-bargaining unit  
employees and all others  
with supervisory  
responsibilities

### ENROLLMENT

To arrange a **fee-for-  
service delivery**,  
call Shep Curl at  
(386) 446-7132.

### PREREQUISITE

None

### PRECOURSE

None

### RELATED COURSES

Managing Change  
(FAA01306)

Strategic Planning  
(FAA01275)

Systems Thinking  
(FAA01277)

## **Leadership Development Program** ***Becoming Effective Leaders (LDP-II)***

### **COURSE NUMBER     FAA01211**

For information about this course, contact:  
FAA Program Manager: Roberta Sappington, Ph.D.  
(386) 446-7251

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### **DESCRIPTION AND LEARNING STRATEGY**

*Leadership Development Program* is designed for supervisors or frontline managers who have 12-18 months of experience in their current position or have completed a basic supervisory or leadership course. During this course, participants will apply the basic concepts of dealing with changes in the current public sector environment. Participants will increase their self-insight, enhance their ability to be self-directed, develop additional skills, and build effective work relationships.

This course provides an opportunity for participants to engage in a wide range of activities, each designed to challenge current assumptions, increase behavioral options, and provide enhanced skills. Interactive activities include challenges simulating the current work environment, small group analysis of work-related issues, and facilitated discussion of concepts presented through a series of videos. Personal reflection activities include examining results of a "360°" Leadership Assessment and Personal Stress Management, completing a series of workbook exercises, and planning effective application of learnings back in the workplace.

### **OBJECTIVES**

- Apply innovative and creative leadership strategies to identify and take advantage of opportunities in a changing environment.
- Identify areas to improve their effectiveness as leaders through expanded self knowledge.
- Prioritize work based on its importance and the ability to influence outcomes.
- Create a climate of teamwork and trust where individuals are valued and encouraged to work collaboratively.
- Model effective leadership behaviors such as adapting to change, networking, trusting, and earning the trust of others.

### **KEY COMPETENCIES**

- |                                     |   |
|-------------------------------------|---|
| • Agility                           | • Developing Talent                     |
| • Building Alliances                | • Integrity and Honesty                 |
| • Building Teamwork and Cooperation | • Interpersonal Relations and Influence |
| • Building a Model EEO Program      | • Problem Solving                       |

### **CLASS SIZE**

24 participants

**LENGTH**     4½ days  
(Monday, 8:00 a.m. –  
Friday, 12:00 noon)  
36 hours

### **LOCATION**

Customer site or  
FAA Center for  
Management and  
Executive Leadership  
Palm Coast, Florida

### **UPCOMING DELIVERIES**

This course is currently  
available only as a  
fee-for-service delivery.

### **WHO SHOULD ATTEND**

Supervisors or frontline  
managers with 12-18  
months of experience  
in their current position

### **ENROLLMENT**

To arrange a **fee-for-**  
**service delivery**,  
call Shep Curl at  
(386) 446-7132.

### **PREREQUISITE**

**Recommended** that  
participants complete a  
basic supervisory or  
leadership course prior to  
attending this course

### **PRECOURSE**

Approximately four weeks  
prior to class start, you will  
receive an email detailing  
several assignments that  
must be completed prior to  
your arrival at CMEL.

### **RELATED COURSES**

Leadership Development  
and Labor Relations  
(FAA01183)  
Strategic Planning  
(FAA01275)

## Managerial Coaching and Mentoring (MCM)

### COURSE NUMBER    **FAA01299**

For information about this course, contact:  
FAA Program Manager: Roberta Sappington, Ph.D.  
(386) 446-7251

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### DESCRIPTION AND LEARNING STRATEGY

This highly interactive three-day coaching course covers the full spectrum of managerial coaching activities. It begins by providing foundational coaching skills for managers who must coach and mentor subordinates, then moves on to apply these skills to common managerial coaching scenarios like:

- supporting a new manager's transition into management
- addressing ineffective performance
- preparing a manager to take on new challenges
- dealing with managerial burnout.

Participants also learn to distinguish coaching from mentoring and counseling, determine readiness of a coaching candidate, and select the best coaching or mentoring approach.

### OBJECTIVES

- Coach, mentor, and guide development of employees and subordinate managers.
- Provide constructive feedback to employees and subordinate managers to facilitate their development.
- Listen effectively and communicate understanding.
- Effectively interpret intent, influence, and non-verbal elements of communication.
- Fulfill coaching responsibilities outlined in MWP policy guidance.

### KEY COMPETENCIES

- |                                  |   |
|----------------------------------|---|
| • Accountability and Measurement | • Interpersonal Relations and Influence |
| • Communication                  | • Managing Organizational Performance   |
| • Developing Talent              |   |

This course may be customized for your organization in a **fee-for-service delivery**. Call **(386) 446-7132** to discuss options.

### CLASS SIZE

16 participants

**LENGTH**    3 days  
(Tuesday, 8:00 a.m. –  
Thursday, 5:00 p.m.)  
24 hours

### LOCATION

FAA Center for  
Management and  
Executive Leadership  
Palm Coast, Florida

### UPCOMING DELIVERIES

(see [FY09 Schedule](#))

### WHO SHOULD ATTEND

Open to all managers;  
priority given to managers  
of probationary managers

### ENROLLMENT

To enroll, contact your line  
organization's training  
coordinator.

### PREREQUISITE

None

### PRECOURSE

Approximately four weeks  
prior to class start, you will  
receive an email detailing  
assignments that must be  
completed prior to your  
arrival at CMEL.

### RELATED COURSES

Constructive Conflict  
Management  
(FAA01318)

Frontline Manager Course-  
Phase 3 (FAA01292)

Influence, Inquiry &  
Implications  
(FAA01249)

Middle Manager Course  
(FAA01291)

Systems Thinking  
(FAA01277)

## Managing Change (MC)

### COURSE NUMBER    **FAA01306**

For information about this course, contact:  
FAA Program Manager: Shepherd Curl  
(386) 446-7132

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### DESCRIPTION AND LEARNING STRATEGY

*Managing Change* is designed for managers, supervisors, and others who are impacted by current organizational change initiatives or are responsible for implementing change in their organization. The course provides participants opportunities to increase individual awareness about their attitudes, approaches, perspectives, and possible reactions to change.

This learning is accomplished through a variety of exercises, videos, and discussions related to individual and organization major change initiatives. Participants provide feedback to each other and contribute to the learning experience by discussing the impact and effectiveness of their previously-held and newly-formed perspectives. As perspectives shift, students create strategies designed to increase their ability to contribute effectively in a changing environment.

### OBJECTIVES

- Identify concepts, skills, and tools for the effective management of change.
- Evaluate personal effectiveness in response to change.
- Apply concepts, skills, and tools to support themselves and others during organizational change.

### KEY COMPETENCIES

- Agility
- Building Teamwork and Cooperation
- Communication
- Innovation
- Interpersonal Relations and Influence

### CLASS SIZE

18 participants

**LENGTH**    3 days  
(Tuesday, 8:00 a.m. –  
Thursday, 5:00 p.m.)  
24 hours

### LOCATION

Customer site or  
FAA Center for  
Management and  
Executive Leadership  
Palm Coast, Florida

### UPCOMING DELIVERIES

This course is currently under revision. Scheduled deliveries are expected in 4<sup>th</sup> Quarter FY09.

### WHO SHOULD ATTEND

Managers engaged in managing change in the workplace

### ENROLLMENT

To enroll, contact your line organization's training coordinator. To arrange a **fee-for-service delivery**, call Shep Curl at (386) 446-7132.

### PREREQUISITE

None

### PRECOURSE

None

### RELATED COURSES

Change Agent Workshop  
(FAA01553)  
Strategic Planning  
(FAA01275)  
Systems Thinking  
(FAA01277)

## Measuring Organizational Performance (MOP)

### COURSE NUMBER    **FAA01254**

For information about this course, contact:  
FAA Program Manager: Shepherd Curl  
(386) 446-7132

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### DESCRIPTION AND LEARNING STRATEGY

*Measuring Organizational Performance* is intended for managers and staff personnel who are involved in the organizational and work unit performance measurement process. An intensive learner-centered skill-building course, *MOP* will guide participants through the identification of common terminology, drivers for instituting performance measurement, and organizational implications of implementing performance metrics to designing metrics, collecting data, and utilizing information for continuous improvement. Instructional methods include discussions, readings, written skill practices, and highly interactive exercises to simulate the challenges of the workplace.

### OBJECTIVES

- Explain how organizational performance measurement supports an agency's cost and performance management system.
- Examine the life cycle of the metrics development process to include design, data collection, compilation, analysis, usage, and standardization.

### KEY COMPETENCIES

- |                                  |   |
|----------------------------------|---|
| • Accountability and Measurement | • Interpersonal Relations and Influence |
| • Business Acumen                | • Managing Organizational Performance   |
| • Communication                  | • Problem Solving                       |
| • Customer Focus                 | • Strategy Formulation                  |
| • Integrity and Honesty          | • Vision                                |

### CLASS SIZE

20 participants

**LENGTH**    4 days  
(Monday, 8:00 a.m. –  
Thursday, 4:00 p.m.)  
31 hours

### LOCATION

Customer site or  
FAA Center for  
Management and  
Executive Leadership  
Palm Coast, Florida

### UPCOMING DELIVERIES

This course is currently  
available only as a  
fee-for-service delivery.

### WHO SHOULD ATTEND

Managers and staff  
personnel involved in the  
organizational and work  
unit performance  
measurement process

### ENROLLMENT

To enroll, contact your line  
organization's training  
coordinator, or to arrange  
a **fee-for-service delivery**,  
call Shep Curl at  
(386) 446-7132.

### PREREQUISITE

None

### PRECOURSE

None

### RELATED COURSES

Inquiry, Influence &  
Implications  
(FAA01249)  
Strategic Planning  
(FAA01275)  
Systems Thinking  
(FAA01277)

## Mediation Techniques for Conflict Resolution (MTC)

### COURSE NUMBER    **FAA01236**

For information about this course, contact:  
FAA Program Manager: Shepherd Curl  
(386) 446-7132

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### DESCRIPTION AND LEARNING STRATEGY

This course is designed to give participants experience in the use of mediation techniques to increase/enhance workplace productivity, relationships, and morale. Participants will learn to assist others to resolve workplace conflicts by asking effective questions, clarifying interests, developing options and minimizing or eliminating non-productive behaviors.

*Mediation Techniques for Conflict Resolution* includes both a Distance Learning component and a classroom component. To prepare for the classroom portion, participants will be required to complete a one-hour Distance Learning module "Introduction and Self-Assessment." This component provides a basic overview of the course and gives participants the opportunity to assess their current conflict management styles.

The classroom portion of the course includes large and small group discussions, group activities, written exercises, videotaped skill practices, and giving and receiving of peer and instructor feedback.

### OBJECTIVES

- Assess conflict resolution behaviors.
- Recognize alternative methods for managing conflict.
- Describe a five-step mediation process.
- Demonstrate effective mediation techniques.
- Demonstrate techniques to minimize non-productive behaviors.
- Give and receive feedback on effectiveness of mediation skills and techniques.

### KEY COMPETENCIES

- Building Teamwork and Cooperation
- Building a Model EEO Program
- Communication
- Interpersonal Relations and Influence
- Problem Solving

### CLASS SIZE

14 participants

**LENGTH**    2 days  
(8:00 a.m. – 5:00 p.m.)  
16 hours

### LOCATION

Customer site or  
FAA Center for  
Management and  
Executive Leadership  
Palm Coast, Florida

### UPCOMING DELIVERIES

This course is currently  
available only as a  
fee-for-service delivery.

### WHO SHOULD ATTEND

Supervisors and managers  
who have **NOT** had  
previous mediation training

### ENROLLMENT

To arrange a **fee-for-**  
**service delivery**,  
call Shep Curl at  
(386) 446-7132.

### PREREQUISITE

None

### PRECOURSE

Distance learning  
module "Introduction and  
Self-Assessment"

### RELATED COURSES

Labor Management  
Relations  
(FAA01205)  
Systems Thinking  
(FAA01277)

## **Mentoring for Labor Relations Practitioners: *Practicing Before the Authority (PBA)***

**COURSE NUMBER**     **FAA01200004**

For information about this course, contact:  
Michael Herlihy, AHL-200  
(202) 267-3421

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### **DESCRIPTION AND LEARNING STRATEGY**

*Mentoring for Labor Relations Practitioners: Practicing Before the Authority* is designed to enable experienced Labor/Employee Relation Specialists to coach and mentor less experienced peers. This course also provides advice and practice in preparing position statements for presentation before the Federal Labor Relations Authority.

Course topics led by FAA subject matter experts include the ULP process, statutory references for ULP's, settlement, conducting an investigation in response to a ULP, and writing effective position statements.

This highly interactive program features lectures, facilitated discussions, small group activities, and skill demonstration in coaching and case position statement presentations.

### **OBJECTIVES**

- Demonstrate effective coaching and mentoring behaviors.
- Increase understanding of Title 5 of the Civil Service Reform Act Chapter 71.
- Differentiate between a charge and a complaint.
- Demonstrate how to formulate an effective position statement.

### **KEY COMPETENCIES**

- Building Alliances
- Building Teamwork and Cooperation
- Communication
- Problem Solving

### **CLASS SIZE**

16 participants

**LENGTH**     4½ days  
(Monday 8:00 a.m. –  
Friday 12:00 noon)  
36 hours

### **LOCATION**

FAA Center for  
Management and  
Executive Leadership  
Palm Coast, Florida

### **UPCOMING DELIVERIES**

Future offerings will be  
announced through AHL.

### **WHO SHOULD ATTEND**

Experienced Labor/  
Employee Relation  
Specialists

### **ENROLLMENT**

A Point of Contact will  
be identified at time of  
offering.

### **PREREQUISITE**

None

### **PRECOURSE**

None

### **RELATED COURSES**

Arbitration Advocacy  
(FAA01297)

Conduct and Discipline:  
*Building a Winning  
Case*  
(FAA14000003)

Labor Relations for  
Practitioners:  
*Collective Bargaining*  
(FAA14000004)

## Middle Manager Course (MMC)

### COURSE NUMBER    **FAA01291**

For information about this course, contact:  
FAA Program Manager: Roberta Sappington, Ph.D.  
(386) 446-7251

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### DESCRIPTION AND LEARNING STRATEGY

*Middle Manager Course* focuses on the skills required to manage the unique challenges and responsibilities of middle and senior management, including aligning resources and developing employees to achieve Agency performance targets, identifying or building processes to meet organizational objectives, and creating implementation plans to deliver organizational results based on strategic goals. Methodologies include lecture, coaching and feedback from instructors, discussion, simulation, case study, skill practice, and group activities.

### OBJECTIVES

- Adopt new management procedures and available technology to improve quality and productivity.
- Anticipate the impact and consequences of decisions.
- Balance a long-term view of mission and purpose with short-term requirements.
- Coach, mentor, and guide development of subordinate managers.
- Make appropriate resource adjustments in collaboration with other managers to achieve critical objectives.

### KEY COMPETENCIES

- |                                  |                                       |
|----------------------------------|---------------------------------------|
| • Accountability and Measurement | • Innovation                          |
| • Business Acumen                | • Managing Organizational Performance |
| • Developing Talent              | • Strategy Formulation                |

This course may be customized for your organization in a **fee-for-service delivery**. Call **(386) 446-7132** to discuss options.

### CLASS SIZE

20 participants

### LENGTH    5 days

(Monday, (8:00 a.m. –  
Friday, 5:00 p.m.)  
40 hours

### LOCATION

FAA Center for  
Management and  
Executive Leadership  
Palm Coast, Florida

### UPCOMING DELIVERIES

(see [FY09 Schedule](#))

### WHO SHOULD ATTEND

**Required** for all first time  
middle managers

**Recommended** for all  
middle and senior managers

Non-managers are **not  
eligible** to attend.

### ENROLLMENT

To enroll, contact your line  
organization's training  
coordinator.

### PREREQUISITE

None

### PRECOURSE

Approximately four weeks  
prior to class start, you will  
receive an email detailing  
several assignments,  
including the **Multi-Rater  
Feedback Assessment**,  
that must be completed  
prior to your arrival at  
CMEL.

### RELATED COURSES

Managerial Coaching and  
Mentoring (FAA01299)

Strategic Planning  
(FAA01275)

Systems Thinking  
(FAA01277)

## Negotiating Effectively (NE)

### COURSE NUMBER    **FAA01285**

For information about this course, contact:  
FAA Program Manager: Shepherd Curl  
(386) 446-7132

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### DESCRIPTION AND LEARNING STRATEGY

This three-day course focuses on developing participants' skills in negotiating workplace issues. The skills include application exercises concerning FAA workplace scenarios. Participants will practice effective negotiation techniques during the application exercises.

Methodologies for this course include highly interactive exercises to simulate the challenges of the workplace, interactive lecture/discussion, and issue analysis using case studies. Providing feedback to colleagues and receiving feedback enhances the learning experience and allows in-the-moment coaching.

### OBJECTIVES

- Identify negotiating opportunities in FAA scenarios.
- Develop negotiation strategies consistent with FAA Orders.
- Demonstrate effective negotiation skills.

### KEY COMPETENCIES

- Business Acumen
- Communication
- Interpersonal Relations and Influence
- Problem Solving
- Strategy Formulation

This course may be customized for your organization in a **fee-for-service delivery**. Call **(386) 446-7132** to discuss options.

### CLASS SIZE

16 participants

**LENGTH**      3 days  
(8:00 a.m. – 4:00 p.m.)  
24 hours

### LOCATION

Customer site or  
FAA Center for  
Management and  
Executive Leadership  
Palm Coast, Florida

### UPCOMING DELIVERIES

This course is currently  
available only as a  
fee-for-service delivery.

### WHO SHOULD ATTEND

Supervisors and managers  
who work with unions

### ENROLLMENT

To arrange a **fee-for-service delivery**,  
call Shep Curl at  
(386) 446-7132.

### PREREQUISITE

None

### PRECOURSE

None

### RELATED COURSES

Labor Management  
Relations  
(FAA01205)

## Performance Planning and Budget Integration (PBI)

### COURSE NUMBER    **FAA01271**

For information about this course, contact:  
FAA Program Manager: Shepherd Curl  
(386) 446-7132

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### DESCRIPTION AND LEARNING STRATEGY

*Performance Planning and Budget Integration* is a three-day course designed for managers, supervisors, and staff personnel involved in developing performance measures for their organization and linking them to the budgeting process. Participants will explain how organizational performance measurement supports organizational performance management and examine the life cycle of the budget development process.

Upon completion of the course, participants should be able to develop effective performance goals for both outcomes and outputs and integrate them with the budgeting process. Instructional methods include guided discussions, readings, written skill practices, and interactive exercises that explore the challenges of the workplace.

### OBJECTIVES

- Develop effective performance goals for both outcomes and outputs.
- Integrate performance goals with the budgeting process.

### KEY COMPETENCIES

- Accountability and Measurement
- Business Acumen
- Managing Organizational Performance

### CLASS SIZE

20 participants

**LENGTH**      3 days  
(8:00 a.m. – 5:00 p.m.)  
23 hours

### LOCATION

Customer site  
or FAA Center for  
Management and  
Executive Leadership,  
Palm Coast, Florida

### UPCOMING DELIVERIES

This course is currently  
available only as a  
fee-for-service delivery.

### WHO SHOULD ATTEND

Managers, supervisors,  
and staff personnel

### ENROLLMENT

To arrange a **fee-for-service delivery**,  
call Shep Curl at  
(386) 446-7132.

### PREREQUISITE

None

### PRECOURSE

None

### RELATED COURSES

Measuring Organizational  
Performance  
(FAA01254)  
Strategic Planning  
(FAA01275)  
Systems Thinking  
(FAA01277)

## Policy Dynamics for Senior Managers (PDSM)

### COURSE NUMBER    **FAA30200067**

For information about this course, contact:  
Sheila White  
Corporate Development Programs Division (AHD-100)  
(202) 267-3417

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### DESCRIPTION AND LEARNING STRATEGY

*Policy Dynamics for Senior Managers* develops insights into the external factors that shape FAA's operations, resources, and management agenda. Conducted in Washington, DC, the course focuses on the interaction of Administration and Congressional processes, the interests of key stakeholders, and the role of the media. Participants will hear first hand the perspectives of DOT, GAO, and OMB officials, members of Congress and key committee staffers, representatives from major industry groups, and aviation specialists from the national press. Dialogue with senior FAA executives will afford participants an opportunity to analyze these briefings in the context of FAA strategic objectives and leadership challenges.

### OBJECTIVES

- Take into account the organization's impact on stakeholders.
- Build and maintain external stakeholder trust and confidence.
- Represent FAA and organizational positions effectively.
- Anticipate changes that will impact mission (e.g., economic, technological, political, etc.).
- Plan for changing trends that can affect operations.

### KEY COMPETENCIES

- Building Alliances
- Strategy Formulation
- Customer Focus
- Vision

### CLASS SIZE

25 participants

### LENGTH    5 days

(Monday. 8:30 a.m. –  
Friday, 5:00 p.m.)  
40 hours

### LOCATION

FAA Headquarters  
Washington, DC

### UPCOMING DELIVERIES

Under Development

### WHO SHOULD ATTEND

**Recommended** for all  
senior managers and  
executives

**Frontline and Middle  
Managers are not eligible  
to attend.**

Nominations of senior staff  
specialists (e.g., Special  
Assistants to Associate or  
Assistant Administrators)  
will be considered on an  
exceptional basis.

### ENROLLMENT

Contact your line  
organization's training  
coordinator.

### PREREQUISITE

None

### PRECOURSE

Assignments will be sent  
to enrolled participants  
3-4 weeks in advance of  
the class start date.  
These assignments must  
be completed prior to your  
arrival at CMEL.

## Presentation Techniques (PT)

### COURSE NUMBER    **FAA01263**

For information about this course, contact:  
FAA Program Manager: Shepherd Curl  
(386) 446-7132

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### DESCRIPTION AND LEARNING STRATEGY

*Presentation Techniques* is a three-day program that prepares content experts to deliver information and skill-building activities effectively and confidently. The course provides strategies for handling challenging situations; ways to encourage learner involvement; along with how to use classroom technology, field questions, and gauge how well learning is progressing. The class uses videotaping, discussion, and application exercises.

### OBJECTIVES

- Identify the characteristics of today's adult learners.
- Demonstrate the use of tools and techniques to create a non-threatening and bias-free learning environment.
- Identify ways to deal with difficult people and situations.
- Practice overcoming resistance to learning.

### KEY COMPETENCIES

- Agility
- Communication
- Developing Talent
- Managing Organizational Performance
- Problem Solving

### CLASS SIZE

23 participants

**LENGTH**      3 days  
(8:00 a.m. - 5:00 p.m.)  
24 hours

### LOCATION

Customer site or FAA  
Center for Management  
and Executive Leadership,  
Palm Coast, Florida

### UPCOMING DELIVERIES

This course is currently  
available only as a  
fee-for-service delivery.

### WHO SHOULD ATTEND

Subject matter experts  
who provide briefings,  
presentations, or training

### ENROLLMENT

To arrange a *fee-for-*  
*service delivery*,  
call Shep Curl at  
(386) 446-7132.

### PREREQUISITE

None

### PRECOURSE

None

### RELATED COURSES

Facilitator Training Course  
(FAA01523)

## Staff Study Fundamentals (SSF)

### COURSE NUMBER    **FAA01259**

For information about this course, contact:  
FAA Program Manager: Shepherd Curl  
(386) 446-7132

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### DESCRIPTION AND LEARNING STRATEGY

Most public sector organizations are experiencing the impact of downsizing, budget cuts, and demands for more effective resource allocation. One increasingly visible impact is the need for decisions to be made with reliable data provided by staff studies. The importance of a good staff study has increased exponentially during this time of change.

Participants will examine the major components of a staff study and identify methods to increase their effectiveness when doing a study. The course consists of mini-lectures, interactive discussion, and small group work. Participants will gain a clear and consistent understanding of suggested skills and processes through opportunities to practice those skills and to expand their awareness of available resources. A specific case situation, which can be a current issue provided by the participant, will be worked through the course.

Through these activities, participants will develop skills in dealing with data and presenting information, understand the value of specific processes and work flow model, and become more comfortable operating independently to execute projects requiring effective staff work.

### OBJECTIVES

- Demonstrate the procedures to conduct an effective staff study.
- Write a purpose statement that meets provided criteria.
- Demonstrate the techniques for gathering, organizing, and analyzing data.
- Demonstrate generating, narrowing, and analyzing options.
- Demonstrate the procedures for selecting a recommendation.
- Demonstrate a staff study briefing.

### KEY COMPETENCIES

- |                                     |   |
|-------------------------------------|---|
| • Agility                           | • Honesty and Integrity                 |
| • Building Alliances                | • Innovation                            |
| • Building Teamwork and Cooperation | • Interpersonal Relations and Influence |
| • Business Acumen                   | • Problem Solving                       |
| • Communication                     | • Strategy Formulation                  |

### CLASS SIZE

14 participants

**LENGTH**      3 days  
(8:00 a.m. - 5:00 p.m.)  
24 hours

### LOCATION

Customer site or  
FAA Center for  
Management and  
Executive Leadership  
Palm Coast, Florida

### UPCOMING DELIVERIES

This course is currently  
available only as a  
fee-for-service delivery.

### WHO SHOULD ATTEND

Administrative support staff  
and others responsible for  
executive research and  
recommendations

### ENROLLMENT

To arrange a *fee-for-  
service delivery*,  
call Shep Curl at  
(386) 446-7132.

### PREREQUISITE

None

### PRECOURSE

None

### RELATED COURSES

Facilitator Training Course  
(FAA01523)  
Strategic Planning  
(FAA01275)  
Systems Thinking  
(FAA01277)

## Strategic Planning (SP)

### COURSE NUMBER    FAA01275

For information about this course, contact:  
FAA Program Manager: Roberta Sappington, Ph.D.  
(386) 446-7251

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This course is also offered as a **fee-for-service delivery** under FAA01274, ***Strategic Planning Through the Power of Vision***.

### DESCRIPTION AND LEARNING STRATEGY

This course is designed for FAA managers and leaders who have facility, program, or project responsibilities. It provides the skills and knowledge necessary to maximize leadership effectiveness. Participants practice skills that help them set the vision, strategies, and measures for their facility, program, or project, and enables them to articulate a clear strategic plan. Instructional approaches used are: self-assessment, individual and group work sessions, videos, action-based learning, and a case study. Participants and their co-workers complete a computer-based feedback assessment instrument prior to attending.

### OBJECTIVES

- Gain understanding of DOT and FAA future directions, and identify where to find this information.
- Develop a vision of a more desirable future (one to three years) for his/her area(s) of responsibility.
- Communicate a strategic plan that enrolls stakeholders in working toward a shared vision.
- Develop strategies and implementation plans that will enhance the organization's progress toward the shared vision.
- Develop measures that can be used to assess the status of plan implementation.
- Develop strategies to create an environment where diversity, teamwork, collaboration and a shared vision promote commitment to an organizational strategic plan.

### KEY COMPETENCIES

- |                                  |   |
|----------------------------------|---|
| • Accountability and Measurement | • Interpersonal Relations and Influence |
| • Building Alliances             | • Strategy Formulation                  |
| • Customer Focus                 | • Vision                                |
| • Innovation                     |   |

### CLASS SIZE

18 participants

**LENGTH**    4½ days  
(Monday, 8:00 a.m. –  
Friday, 12:00 noon)  
36 hours

### LOCATION

Customer site or  
FAA Center for  
Management and  
Executive Leadership  
Palm Coast, Florida

**UPCOMING DELIVERIES**  
(see [FY09 Schedule](#))

### WHO SHOULD ATTEND

FAA managers and leaders  
who have facility, program,  
or project responsibilities

### ENROLLMENT

To enroll, contact your line  
organization's training  
coordinator. To arrange  
a **fee-for-service delivery**,  
call Shep Curl at  
(386) 446-7132.

### PREREQUISITE

None

### PRECOURSE

Approximately four weeks  
prior to class start, you will  
receive an email detailing  
assignments, including the  
**Multi-Rater Feedback  
Assessment**, that must be  
completed prior to your  
arrival at CMEL.

### RELATED COURSES

Inquiry, Influence &  
Implications  
(FAA01249)  
Managing Change  
(FAA01306)  
Systems Thinking  
(FAA01277)

## Systems Thinking (SYT)

### COURSE NUMBER    FAA01277

For information about this course, contact:  
FAA Program Manager: Roberta Sappington, Ph.D.  
(386) 446-7251

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### DESCRIPTION AND LEARNING STRATEGY

*Systems Thinking* is designed to provide public sector leaders and problem-solvers with the knowledge and skills necessary to analyze specific organizational issues within the context of the larger organizational system. Participants enhance their problem solving skills by: (a) applying systems thinking to analyze issues and design strategic interventions, (b) engaging in effective inquiry and advocacy, and (c) identifying individual assumptions and organizational patterns that influence individual and organizational effectiveness. Methodologies include systems simulations on the computer and in the classroom, videos, worksheets, case studies, and lecture/discussion.

### OBJECTIVES

- Use System Thinking concepts to identify individual and organizational assumptions that influence work-related situations.
- Identify and analyze how the interaction among system components influences outcomes.
- Use inquiry skills to clarify assumptions and to explore how assumptions limit organizational learning and innovation.
- Use systems thinking principles, concepts, and tools to design alternative ways of addressing specific organizational issues.
- Use tools and techniques to generate and explore possible implications of systemic problems or issues.

### KEY COMPETENCIES

- |                      |                        |
|----------------------|------------------------|
| • Agility            | • Problem Solving      |
| • Building Alliances | • Strategy Formulation |
| • Communication      | • Vision               |
| • Innovation         |                        |

### CLASS SIZE

18 participants

### LENGTH    4 days

(Monday, 8:00 a.m. –  
Thursday, 5:00 p.m.)  
32 hours

### LOCATION

Customer site or  
FAA Center for  
Management and  
Executive Leadership  
Palm Coast, Florida

### UPCOMING DELIVERIES

(see [FY09 Schedule](#))

### WHO SHOULD ATTEND

Course is appropriate for anyone who deals with complex issues and needs to apply analytical tools that address the "bigger picture." The course is adaptable for intact groups or cross-organizational classes.

### ENROLLMENT

To enroll, contact your line organization's training coordinator. To arrange a **fee-for-service delivery**, call Shep Curl at (386) 446-7132.

### PREREQUISITE

None

### PRECOURSE

None

### RELATED COURSES

Inquiry, Influence &  
Implications  
(FAA01249)  
Strategic Planning  
(FAA01275)

## Working Together Effectively/Collaborative Team Process (WTE/CTP)

### COURSE NUMBER    FAA01255

For information about this course, contact:  
FAA Program Manager: Shepherd Curl  
(386) 446-7132

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### DESCRIPTION AND LEARNING STRATEGY

The *Working Together Effectively using Collaborative Team Processes* (WTE/CTP) course is designed to enhance the collaborative skills of work team members. This 4½-day course focuses on the attitudes, strategies, and tools needed for effective communication and teamwork. Participants will also learn to define team problems, analyze causes and potential solutions, reach collaborative decisions, and manage conflict situations appropriately.

The course uses interactive lecturettes and class discussions, case studies, structured experiences, and style preference instruments. Significant time is also spent in workshop skill practices where real team issues are addressed using the skills and tools provided.

### OBJECTIVES

- Enhance trust and mutual respect among team members.
- Apply collaborative communication techniques to team activities.
- Promote active involvement in accomplishing team goals.
- Give and receive feedback in a manner which enhances individual and team productivity and product quality.
- Identify team problems and apply problem-solving methods.
- Apply decision-making techniques to team problems.
- Define individual and/or team conflict situations and apply appropriate conflict management strategies.

### KEY COMPETENCIES

- |                                     |   |
|-------------------------------------|---|
| • Agility                           | • Communication                         |
| • Building Alliances                | • Developing Talent                     |
| • Building Teamwork and Cooperation | • Interpersonal Relations and Influence |
| • Building a Model EEO Program      | • Problem Solving                       |

### CLASS SIZE

24 participants

**LENGTH**    4½ days  
(Monday, 8:00 a.m. –  
Friday, 12:00 noon)  
36 hours

### LOCATION

Customer site or  
FAA Center for  
Management and  
Executive Leadership  
Palm Coast, Florida

### UPCOMING DELIVERIES

This course is currently  
available only as a  
fee-for-service delivery.

### WHO SHOULD ATTEND

Work team members

### ENROLLMENT

To arrange a **fee-for-service delivery**,  
call Shep Curl at  
(386) 446-7132.

### PREREQUISITE

None

### PRECOURSE

None

### RELATED COURSES

Managing Change  
(FAA01306)  
Systems Thinking  
(FAA01277)  
Working Styles and  
Team Effectiveness  
(FAA01282)

Federal Aviation Administration  
**Center for Management and Executive Leadership**  
4500 Palm Coast Parkway, SE  
Palm Coast, FL 32137

For information, contact

**Shepherd Curl**  
Program Manager  
**(386) 446-7132**  
[shepherd.curl@faa.gov](mailto:shepherd.curl@faa.gov)

Visit our website  
[www.cmel.faa.gov](http://www.cmel.faa.gov)