# Leadership Competency Development Guide

## Competency Cluster: Creating Organizational Transformation

### Competency: Vision and Strategic Thinking

**Definition:** Supporting, promoting, and ensuring alignment with the organization’s vision and values. Understanding how an organization must change in light of internal and external trends and influences.

**Behavioral Indicators:**
- Communicates the big picture
- Expresses vision to others
- Influences others to translate vision into action

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<th>Developing/Practicing this Competency</th>
<th>Learning from Others</th>
<th>Sample Developmental Goals</th>
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<tbody>
<tr>
<td>• Review the department’s strategic plan</td>
<td>• Have a consultant assist with developing a strategic plan for you unit that is aligned with the organizational mission and goals.</td>
<td>• By June 1, I will have talked with each of my staff to ensure individual goals and assignments are aligned with the departments mission and objectives.</td>
</tr>
<tr>
<td>• Determine how your unit contributes to the organizational vision, mission, and goals</td>
<td>• Interview someone known to the visionary thinker and ask for future trends and how they get their ideas</td>
<td>• By July 30, with the assistance of an internal consultant, I will have the team develop a strategic plan for our unit.</td>
</tr>
<tr>
<td>• Conduct an environmental scan on your industry trends</td>
<td>• Talk to your manager to ensure your unit goals and objectives are aligned with his/her goals and objectives</td>
<td>• At our next staff meeting, I will ask our Deputy Director to address my staff on the department’s mission, goals, objectives, and future trends.</td>
</tr>
<tr>
<td>• Develop a strategic plan for your unit</td>
<td>• Learn how to conduct a SWOT analysis</td>
<td></td>
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<tr>
<td>• Align individual with organizational performance</td>
<td></td>
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<tr>
<td>• Discuss the organizational vision and mission at staff meetings and when assigning work so employees are clear on their contribution to organizational success</td>
<td></td>
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<tr>
<td>• Learn how to conduct a SWOT analysis</td>
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Leadership Competency Development Guide
for Vision and Strategic Thinking

This is not an exclusive list of resources. Please feel free to conduct your own search for more resources related to Vision and Strategic Thinking in civil service.

Resources Index

Definition, Behavioral Indicators, Developmental Activities

Academic Journals and Books
on-line and available for checkout

Videos and Podcasts
on-line and available for checkout

Courses
on-line and for a fee

Webinars

Other Resources
Academic Journals and Articles on Vision and Strategic Thinking

California State Library

Academic Journals and Articles

Books on Vision and Strategic Thinking

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Books Available for Checkout

Safari Books

See a book you are interested in reading? Check to see if the book is available for checkout at the California State Library.

Books Available On-Line

Trouble Accessing Safari?
Videos and Podcasts

Videos on Vision and Strategic Thinking

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Videos Available for Checkout

Podcasts on Vision and Strategic Thinking

Podcasts
Courses for a Fee on Vision and Strategic Thinking

On-Line Courses

Instructor-Led Courses
Coming Soon!!
Other Resource Links

Policy Issues and Statistics

Free Resource Links

Groups and Professional Associations

US Department of Energy (DOE) Six Volume set– Performance Measurement
Linked Documents
Trouble Accessing Safari?

If you work at a state agency, and if you see screen below, click on START USING SAFARI under “Academic License & Public Library Users”

If you are not on a State of California computer, you will need to enter your State Library card number and PIN in order to log-in to Safari. If you still can’t access Safari, please contact the State Library (916-654-0261). The California State Library is open Monday - Friday from 9:30 am - 4 pm.
Competitive Analysis: Thinking Beyond Stage One.

Strategic planning requires give and take of ideas and information. No person sees the total picture at first; what to communicate and why, is ambiguous; mindsets of various individuals have to be adjusted. But this iterative process cannot continue indefinitely. There must be conclusions and decisions, so that detailed planning and action can proceed. Competitive analysis focuses on understanding the environment the firm competes within by developing strategies which allows the firm to build up a sustainable advantage in that industry. This paper focuses on the analytical and structural framework for competitive analysis, including the formulation of mission, objectives and strategic decisions. We also discuss the strategic importance of resources and competencies within the firm.

[ABSTRACT FROM AUTHOR]

Author: McManus, John, and Neil Botten

Creative Strategic Thinking and the Analytical Process: Critical Factors for Strategic Success.

Strategic Change 10, no. 4 (June 2001): 201-213.
This article looks at the interrelationship of analysis and creative thinking, which are two of the five factors previously identified as critical for strategic success. Shows how a deficiency of either factor can lead to defective strategies. Suggests that analysis is not always objective, and that it can be heavily influenced by behavioral considerations. Examines other issues in analysis and the role of techniques.

Author: Hussey, David
Source: Strategic Change 10, no. 4 (June 2001): 201-213.

Developing Visionary Leaders.

The article discusses the balance between what literature says and what managers do with intuition that is intensified by the understanding of strategic thinking. It states that people, decision makers, and managers take in combinations of strategic and intuitive thinking almost all the time. Managers should recognize that their intuition brings an important role in comprehending and reacting to business problems. It mentions that a more beneficial understanding of the procedures and how they may be amended will permit managers to advance to turn more qualified and capable gut thinkers.

Author: Korngold, Alice
The Development of Strategic Intelligence: A Managerial Perspective.

The notion of Strategic Intelligence (SQ) leads to strategic excellence. Strategy is a journey of planning, implementing, evaluating and adjusting while paying attention and focusing on the right things. We must progress from strategic planning to strategic thinking to ultimately strategic leadership through developing better SQ. Strategy in the past has been too much of a mechanical process. It must shift from a process to a people centered way of thinking. This paper is intended to help individuals become better strategist through improving their SQ.

[ABSTRACT FROM AUTHOR]

Author: Service, Robert W.

How Drucker Taught Me to Focus.

Shao Ming Lo recounts discussions with Peter Drucker which marked the first time someone pointed out to him his problem of not being able to focus when developing his business. “Strategy is in fact the art of focusing,” Shao says. Once we identify our key activities we should commit our resources to them in order to produce outstanding results. This is strategic thinking and the essence of the strategic planning process. This may sound simple, but it is easier said than done. This article offers 3 strategies executives can use to improve their ability to focus.

[ABSTRACT FROM AUTHOR]

Author: Shao Ming, Lo.
Source: Leader to Leader 2010, no. 56 (Spring2010): 48-51.

How Successful Leaders Think.

In search of lessons to apply in our own careers, we often try to emulate what effective leaders do. Roger Martin says this focus is misplaced, because moves that work in one context may make little sense in another. A more productive, though more difficult, approach is to look at how such leaders think. After extensive interviews with more than 50 of them, the author discovered that most are integrative thinkers—that is, they can hold in their heads two opposing ideas at once and then come up with a new idea that contains elements of each but is superior to both. Martin argues that this process of consideration and synthesis (rather than superior strategy or faultless execution) is the hallmark of exceptional businesses and the people who run them. To support his point, he examines how integrative thinkers approach the four stages of decision making to craft superior solutions. First, when determining which features of a problem are salient, they go beyond those that are obviously relevant. Second, they consider multidirectional and nonlinear relationships, not just linear ones. Third, they see the whole
problem and how the parts fit together. Fourth, they creatively resolve the tensions between opposing ideas and generate new alternatives. According to the author, integrative thinking is an ability everyone can hone. He points to several examples of business leaders who have done so, such as Bob Young, cofounder and former CEO of Red Hat, the dominant distributor of Linux open source software. Young recognized from the beginning that he didn't have to choose between the two prevailing software business models. Inspired by both, he forged an innovative third way, creating a service offering for corporate customers that placed Red Hat on a path to tremendous success. [ABSTRACT FROM PUBLISHER]

Author: Martin, Roger  

Implications of Intuition for Strategic Thinking: Practical Recommendations for Gut Thinkers.

The article discusses the balance between what literature says and what managers do with intuition that is intensified by the understanding of strategic thinking. It states that people, decision makers, and managers take in combinations of strategic and intuitive thinking almost all the time. Managers should recognize that their intuition brings an important role in comprehending and reacting to business problems. It mentions that a more beneficial understanding of the procedures and how they may be amended will permit managers to advance to turn more qualified and capable gut thinkers.

Author: Kutschera, Ida, and Mike H. Ryan  
Source: SAM Advanced Management Journal (07497075) 74, no. 3 (Summer 2009): 12-20

Leadership and Organizational Strategy.

Strategic planning, an umbrella term used to include and summarize such activities as planning, performance measurement, program budgeting, and the like, has proven to be very useful but limited. It is a technical fix that gets at only part of the question of organizational effectiveness and only deals with some of the dilemmas organizations face. The efforts of public administrators to control organizational endeavors are essential, necessary, and aligned with current best practices. But the control mechanisms ultimately prove to be only part of the puzzle. In the face of such realities, the notion of strategic thinking emerges to fill the gaps and overcome the limitations that experience with strategic planning has proven to exhibit. This paper presents an integration of leadership ideas, strategic thinking and traditional planning activities in an effort to make important connections and important distinctions. The result is an outline of the foundations of strategic thinking.

Author: Fairholm, Matthew R  
Mastering Strategy

The article discusses strategic thinking which refers to a leadership competency characterized by skills which set effective leaders apart. It states that such distinguishing skills take various forms such as being responsive to market trends, ability to view competition realistically and having good foresight. Discussed are ten fundamental principles recommended to attain proficiency in strategic thinking, which include identifying the specific customer target, and executing a plan through a simple process with measurable standards.

Author: Hannum, Mark.

The Power of Work Experiences: Characteristics Critical to Developing Expertise in Strategic Thinking.

The ability to think strategically is an increasingly important requirement for managers at all organizational levels. HRD professionals have attempted to help develop this ability through work experiences. However, research identifying which work experiences are most beneficial is limited. As a result, HRD efforts may be weakened. This paper presents findings indicating the importance of nine categories of work experiences to developing the ability to think strategically, and specifies their required characteristics. The characteristics vary with the experience but do follow some general themes. [ABSTRACT FROM AUTHOR]

Author: Goldman, Ellen F.

Quality Management Journal

Provides objective evidence concerning actual quality management practice & its effectiveness.

Publisher Information: American Society for Quality

Strategic Digest

Concerned with the development of strategic concepts and practice around the world.

Publisher Information: Emerald Group Publishing Limited
Strategic Foresight: The State of the Art.

This article provides a framework that will help business analysts successfully apply strategic foresight in their organizations. These are the key ideas that one needs to think about in doing strategic foresight in the challenging environment. The framework that emerges from the experiences of professional futurists focuses on what would be most critical to an organization's success in futuring: framing, scanning, forecasting, visioning, planning, and acting. Framing helps analysts to scope problems that require strategic foresight. Forecasting involves creating alternative futures. Planning is the bridge between the vision and action.

Author: Hines, Andy

Strategic Planning: An Executive's Aid for Strategic Thinking, Development and Deployment.

The article discusses tools that help executives in their strategic planning. It states that strategic planning is an ongoing process that provides direction to all factors in a company. It mentions the four primary elements of a strategic planning process, including strategic deployment, integration with other processes and monitoring and evaluation. It further states that driving force is the most important in an organization.

Author: Palmatier, George
Source: Outsourced Logistics 1, no. 5 (October 2008): 30.

Strategy and Leadership

Articles, special reports, case studies and thematic issues on all aspects of strategic management and planning aimed at board directors, CEOs, line and staff executives, academics and consulting firms.

Publisher Information: Emerald Group Publishing Limited

Thinking Strategically.

The article provides insight on strategic thinking in business, including the definition of the term "strategy." A traditional approach to strategic planning is examined, exemplified by such companies as Dow Chemical, General Electric, and Bank of America. The characteristics of leaders who practice and stimulate strategic thinking within their organizations are discussed.

Author: Gunn, Bob
Source: Strategic Finance 82, no. 2 (August 2000): 12-16.
**Total Quality Management and Business Excellence**

Designed to encourage interest in all matters relating to total quality management and is intended to appeal to both the academic and professional community working in this area.

**Publisher Information:** Routledge

**Total Quality Management**

An international periodical which aims to encourage thought and research in all areas of total quality management and to provide a forum for discussion and distribution of research results.

**Publisher Information:** Carfax Publishing Company

**TQM Magazine**

Aims to improve quality by bringing ideas, case studies, reviews and techniques to working managers and the scholars and research sectors.

**Publisher Information:** Emerald Group Publishing Limited

**Zoom In, Zoom Out.**

Zoom buttons on digital devices let us examine images from many viewpoints. They also provide an apt metaphor for modes of strategic thinking. Some people prefer to see things up close, others from afar. Both perspectives have virtues. But they should not be fixed positions, says Harvard Business School's Kanter. To get a complete picture, leaders need to zoom in and zoom out. A close-in perspective is often found in relationship-intensive settings. It brings details into sharp focus and makes opportunities look large and compelling. But it can have significant downsides. Leaders who prefer to zoom in tend to create policies and systems that depend too much on politics and favors. They can focus too closely on personal status and on turf protection. And they often miss the big picture.

When leaders zoom out, they can see events in context and as examples of general trends. They are able to make decisions based on principles. Yet a far-out perspective also has traps. Leaders can be so high above the fray that they don't recognize emerging threats. Having zoomed out to examine all possible routes, they may fail to notice when the moment is right for action on one path. They may also seem too remote and aloof to their staffs. The best leaders can zoom in to examine problems and then zoom out to look for patterns and causes. They don't divide the world into extremes--idiosyncratic or structural, situational or strategic, emotional or contextual. The point is not to choose one over the other but to learn to move across a continuum of perspectives. [ABSTRACT FROM AUTHOR]

**Author:** Kanter, Rosabeth Moss

**Source:** Harvard Business Review 89, no. 3 (March 2011): 112-116.
<table>
<thead>
<tr>
<th>Book Title</th>
<th>Author</th>
<th>Publisher</th>
<th>Year</th>
<th>Call Number</th>
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<tr>
<td>Success</td>
<td></td>
<td></td>
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<td>2005</td>
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<td>Broaden the Vision and Narrow the Focus: Managing in a World of Paradox</td>
<td>Lucas, J. R.</td>
<td>Praeger Publishers</td>
<td>2006</td>
<td>HD57.7.L817</td>
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<tr>
<td>Nonprofit Organizations</td>
<td></td>
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<td>From Baldrige to the bottom line: a road map for organizational change</td>
<td>Hutton, David W.</td>
<td>ASQ Quality Press</td>
<td>2000</td>
<td>HD62.15 .H887</td>
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<td>and improvement</td>
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Books Available On-Line

Business Reengineering

Innovation

Quality Management

Strategy Business Planning

The ACE of Soft Skills: Attitude, Communication and Etiquette for Success by Gopalaswamy Ramesh and Mahadevan Ramesh, Pearson Education India 2010

Chapter 3: Vision


Chapter 3: Knowing and Managing Yourself
Chapter 5: Knowing and Managing the Business


Chapter 23: The Power and Creativity of a Transforming Vision
Chapter 24: Finding the Right Vision
Chapter 25: Developing Strategy: The Serious Business of Play

Collaborative Leadership: How to Succeed in an Interconnected World – by David Archer; Alex Cameron

A Complete and Balanced Service Scorecard: Creating Value Through Sustained Performance Improvement – by Rajesh K. Tyag and Praveen Gupta


Chapter 4: Thinking about Thinking


Decision Support Systems for Business Intelligence, Second Edition – by Vicki L. Sauter

Chapter 2: The Process Creating a Strategic Plan


The Handbook of High-Performance Virtual Teams: A Tool Kit for Collaborating Across Boundaries – by Jill Nemiro, Michael M. Beyerlein, Lori Bradley, and Susan Beyerlein

The Jazz Process: Collaboration, Innovation, and Agility – by Adrian Cho


Chapter 10: Create and Share Your Vision


Chapter 2: The Power of Vision

The Lean Six Sigma Guide to Doing More With Less: Cut Costs, Reduce Waste, and Lower Your Overhead – by Mark O. George

The New How – By Nilofer Merchant


Chapter 3: Demonstrating Strategic Skills

Visual Six Sigma: Making Data Analysis Lean – by Ian Cox, Marie A. Gaudard, Philip J. Ramsey, Mia L. Stephens, and Leo Wright


Chapter 7: Think Strategically
## California State Library
### Vision and Strategic Thinking Videos Available for Checkout

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<th>Video Title</th>
<th>Description</th>
<th>Format/Length</th>
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<tbody>
<tr>
<td><strong>A Case of Working Smarter Not Harder</strong></td>
<td>This film focuses on one manager's development from an overworked, compulsive problem-solver to an innovator whose unique system draws public attention. Key management issues: decision making, coaching, planning, controlling, employee development, team development, and time management.</td>
<td>VHS/15 min</td>
<td>1985</td>
<td>HD50 .C37</td>
</tr>
<tr>
<td><strong>Business of Paradigms</strong></td>
<td>Joel Barker says people shoot down good ideas because they assume that the future is merely an extension of the past. People resist change when they operate within old paradigms. These paradigms establish boundaries and provide the rules for success. People tend to filter out information that doesn't fit the paradigm. Barker calls this the ‘paradigm effect.’ This can block creative solutions to problems and the ability to see the future. Film makes people aware that we view and understand the world through our paradigms. This is a crucial step toward breaking through barriers to innovation and unlocking resistance to change.</td>
<td>VHS/38 min</td>
<td>1989</td>
<td>HD30.27 B87 1989</td>
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<tr>
<td><strong>Creating Our Future through Creativity</strong></td>
<td>This high-energy presentation defines the visionary thinking necessary to develop mastery on personal and professional levels. Designed to help deal with change, challenges and obstacles, James Mapes captures the energy each of us needs to discover within and points a path to success.</td>
<td>VHS/80 min</td>
<td>1993</td>
<td>HM1201 C73 1993</td>
</tr>
<tr>
<td><strong>Focus your Vision</strong></td>
<td>How can we find our direction, our purpose? When we combine our energy and passion with our focused visions, we give ourselves direction and power. Dewitt Jones's newest release, Focus Your Vision, encourages us to develop our visions and turn them into reality. When we connect with our vision, and in doing so, release our passion, we have a better understanding of who we are, what we stand for, and where we are going.</td>
<td>VHS/20 min</td>
<td>2004</td>
<td>BF 367 F63 2004</td>
</tr>
<tr>
<td><strong>Joel Barker’s Leadershift</strong></td>
<td>More than anything else, leaders build bridges that help us move from where we are to where we want to be. The concept of leadership is changing. <em>Leadershift: Five Lessons for Leaders in the 21st Century</em> explores these shifts and offers five</td>
<td>VHS/29 min</td>
<td>1999</td>
<td>HD 57 7 J63 1999</td>
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HR Modernization Project  
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<th>Call Number</th>
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<tbody>
<tr>
<td>Joel Barker's the New Business of Paradigms</td>
<td>Two versions. Discusses the role of paradigms (problem-solving systems) in resisting change and paradigm shifts in relation to effecting change.</td>
<td>DVD/46 min</td>
<td>2001</td>
<td>HD30.27.B87 2001</td>
</tr>
<tr>
<td>Joel Barker’s The New Business Of Paradigms</td>
<td>For more than a decade, futurist Joel Barker has helped organizations deal with change. His training program has been reinvented to meet the demands of today’s changing world. We all know the rules for success in our professions. We all know that these rules, or paradigms, can change at any time.</td>
<td>VHS &amp; DVD/46 min</td>
<td>2001</td>
<td>HD30.27.B87 2001</td>
</tr>
<tr>
<td>Leading in a Time of Change: A Conversation with Peter F. Drucker &amp; Peter M. Senge.</td>
<td>Drucker and Senge highlight key issues and share their wisdom and insight into change leadership. The principal themes are anticipating change, identifying mental models, planning for abandonment, choosing creativity versus problem solving, dealing with unexpected opportunities, linking opportunities to resources, preserving trust, and motivating knowledge workers.</td>
<td>VHS/42 min</td>
<td>2001</td>
<td>HD58.8.L2 1 2001</td>
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<tr>
<td>NASA strategic planning: charting a course for the future</td>
<td>Briefly relates some of NASA’s history, particularly the space program in the 1960s and the effort to reach the moon, its current challenges in the changed budgetary environment, and the use of strategic planning in planning a new future.</td>
<td>VHS/19 min</td>
<td>1996</td>
<td>NAS 1.86:ST8/Video</td>
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<tr>
<td>Strategic Planning in Government: Not Business as Usual</td>
<td>By dramatically taking you through the same frustrations, discussions and breakthroughs any team drafting a strategic plan is likely to encounter, this film gives you and your team not just the facts, but the confidence needed to draft a plan that complies with Government Performance and Results Act (GPRA).</td>
<td>VHS/22 min</td>
<td>1998</td>
<td>Hd30.28.S7348 1998</td>
</tr>
<tr>
<td>Time Management: Getting Control of Your Life and Work</td>
<td>This program will help you learn to make each day more productive – and more satisfying – by controlling your time. As a manager, goals help you prioritize and plan, delegating appropriate tasks that also help your employees grow. You’ll learn to base the actions you take in the present upon how they will affect the future, so that you can get more of what you want out of life.</td>
<td>DVD/26 min</td>
<td>2004</td>
<td>HD69 T54 T56 2004</td>
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Podcasts

iTunes University Free Podcast Downloads

- Wharton School Publishing
- Organizational Behavior
- UC Davis Management
- The Center for Strategy, Execution, and Valuation
- Strategic view of performance - for iBooks
- The Open University Business
- Manager Tools
- Thought Leadership: The Six Keys to Achieving Disciplined Execution
- Management & Marketing
- Mark W. Womack
- Management & Marketing

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On-Line Courses for a Fee on Vision and Strategic Thinking

**California Virtual Campus**

The California Virtual Campus is an online site to help individuals find long distance learning throughout California. Their course catalog helps individuals find online courses that are available at the various California Schools.

Phone Number: (530) 879-4085
Online Contact: [http://www.cvc.edu/contact/](http://www.cvc.edu/contact/)

**OTech - Training & Event Center, HALO (High Achievement Learning Organization) “Office Desk Courses”**

HALO offers thousands of online training courses and resources for employees in a connected and collaborative environment. HALO Desk assists our workforce in gaining skills and refreshing the skills employees hone.

Phone Number: (916) 464-7547
Email: training@state.ca.gov
Instructor Led Courses for a Fee on Vision and Strategic Thinking

**American River College**

American River College offers instructor-led and on-line classes that help people prepare for new careers and enhance with current job skills.

Phone Number: (916) 484-8011  
Email: info@arc.losrios.edu

**Centre For Organizational Effectiveness**

The Centre For Organizational Effectiveness provides academies and programs on management, organizational development, specialized leadership development, and training programs.

Phone Number: (858) 534-9119  
Online Contact: http://www.tcfoe.com/contact.html  
Email: info@tcfoe.com

- Slimming Down: Taking Time and Cost out of Everyday Work (4 hours)  
- Measuring Success: Why is this Happening and How Will I Show Improvement? (4 hours)  
- Keeping Your Head Up: Managing Motivation and Morale (4 hours)  
- The Changing Role of Supervisors (4 hours)  
- Managing Change (4 hours)

**College of Continuing Education, California State University Sacramento (CSUS)**

The College of Continuing Education at CSUS provides workshops, courses, training programs, and seminars to help adults enhance their careers and improve their job skills.

Phone Number: (916) 278-4433  
On-line contact: http://www.cce.csus.edu/general_info/contactus.htm

- Strategic Thinking and Innovation, 1 day  
- Strategic Planning, 1 day

**Cooperative Personnel Services (CPS)**

CPS specializes in training public sector employees and meeting staff needs for each organization. CPS offers certificate programs to help employees advance in their careers.

Phone Number: (916) 263-3614 Option 3  
Email: trainingcenter@cps.ca.gov

- Introduction to Continuous Improvement (1 day)
- Engaged Employees Make a Difference (1 day)
- Measuring Your Organization's Performance (2 days)
- Measuring the Unmeasureable: Justifying Budget and Personnel Needs (1 day)
- Strategic Planning Overview (1 day)
- Strategic Foresight (1 day)

**Folsom Lake College**

Folsom Lake College has been developing Career Technology Programs that are designed to help individuals use real world skills and utilize those skills in the workplace.

Website: [Career Technology Programs](http://www.flc.losrios.edu/Contact_Us.htm)
Phone Number: (916) 608-6687
Online Contact: [http://www.flc.losrios.edu/Contact_Us.htm](http://www.flc.losrios.edu/Contact_Us.htm)

**Los Rios Community College District, Business and Economic Development Center (BEDC)**

BEDC offers training at their worksite in Sacramento and at the employer’s worksite. BEDC will customize training to meet the employer’s needs.

Phone Number: (916) 563-3230
Email: WinnerB@losrios.edu

- Supervising for Performance: Series delivered in 1-3 day modules - 80 hour series
- Leadership Series, custom models available – (most 40-64 hours)
- Change Management, (2 days)
- Making it Happen: The Application and Enhancement of Supervisory Skills (2 ½ days) - part of the 80 hours series
- Intergovernmental Relations and Public Policy Development (2-3 days)
- Inspire a Shared Vision, (1/2 to 1 day) part of Leadership Skills Workshop

**O Tech Training Center**

The Office of Technology Services (OTech) Training & Event Center provides professional low-cost information systems, business professional development and management training to state, federal, and local government agencies.

Phone Number: (916) 739-7502
Email: Training@state.ca.gov

**State Personnel Board (SPB)**

State Personnel Board offers training courses that range from Supervisory Training, Equal Opportunity Academy, and more.

Phone Number: (916) 653-2085
Email: ttp@spb.ca.gov
Policy Issues and Statistics

**Studies in the News** - Studies in the News (SITN) is a current compilation of policy-related items significant to the Legislature and Governor's Office.

**Statistics**

- California Statistical Abstract (California Department of Finance)
- RAND California (economic and public policy statistics) ([Details](#))
- STAT-USA (business, economics and trade)
- Statistical Abstracts (United States Bureau of the Census)
- Statistical Insight (LexisNexis) ([Details](#))
- UNdata (United Nations) ([Details](#))
- USA Trade Online ([Details](#))
Free Resource Links

Performance Measurement

"Case Study - Department of Toxics Substances Control (DTSC) and the use and implementation of Performance Measurement" DTSC's performance management program began in 2007 and combines the management concepts of strategic planning and performance measurement, based on the guidelines, handbook and training modules set up by the California Performance Review and approved by the Governor's Office. DTSC works to provide the highest level of safety, and to protect public health and the environment from toxic harm. DTSC, located within the California Environmental Protection Agency, is responsible for brownfields and environmental restoration through the cleaning up of existing contamination; enforcement and emergency response services through the regulation of hazardous waste, investigating cases, and responding to spills of toxic materials; and pollution prevention by working with businesses to reduce their hazardous waste and toxic materials use. DTSC also is a leader in identifying potential new pollutants that may harm the public or the environment. Click here for optimized 6MB version

Organizational Performance Management 101- These concise articles present some of the issues considered key for the organizational performance management discipline. To access the information you have to be a registered member of smartKPIs.com which is free. Once logged in, click on the KPIs101 tab at the top of the page.

Performance Measurement: Guidelines, Myths, and Examples

Performance Management in California State Government: "What gets measured gets done" - This advisory report provides a 2010 snapshot of California's efforts to incorporate performance management strategies into state operations, and discusses the ongoing importance and benefits of adopting a performance management culture throughout state government.

State of California Best Practices

State of California Organizational Performance Measurement Staff Handbook

The IBM Center for The Business of Government – Connects public management research with practice. Since 1998, we have helped public sector executives improve the effectiveness of government with practical ideas and original thinking. We sponsor independent research by top minds in academe and the non-profit sector, and we create opportunities for dialogue on a broad range of public management topics.
Political Awareness/Acumen

**California State Agencies, Departments, Boards and Commissions** - A list and description of State of California Constitutional Officers

**California State Government Organization Chart (Executive Branch)**

**Constitutional Officers** - The Org Chart of the departments in the Executive Branch (under the Governor) of the State of California

**LegiSchool Youtube Channel** - The LegiSchool Project is a civic education collaboration between California State University, Sacramento, and the California State Legislature, administered by the Center for California Studies. A Video Curriculum Library comprised of short videos produced by the California Channel and LegiSchool on basic functions of state government (e.g., *How A Bill Becomes Law, The Initiative Process, and Checks & Balances: The Three Branches of Government*) is on you tube.

Strategic Planning Resources

**Free Management Library - All About Strategic Planning**

**MindTools - Strategy Tools - Mapping out a clear and correct direction**

**Strategic Planning Guidelines Published by Department of Finance**
Groups and Professional Associations

- American Society of Public Administration
- California State Agency Directory
- Malcolm Baldrige Criteria
  - California Council for Excellence
- Quality Digest