

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

Developing/Practicing this Competency	Learning from Others	Sample Developmental Goals
<ul style="list-style-type: none"> • Review the departments strategic plan • Determine how your unit contributes to the organizational vision, mission, and goals • Conduct an environmental scan on your industry trends • Develop a strategic plan for your unit • Align individual with organizational performance • Discuss the organizational vision and mission at staff meetings and when assigning work so employees are clear on their contribution to organizational success • Learn how to conduct a SWOT analysis 	<ul style="list-style-type: none"> • Have a consultant assist with developing a strategic plan for you unit that is aligned with the organizational mission and goals. • Interview someone known to the a visionary thinker and ask for future trends and how they get their ideas • Talk to your manager to ensure your unit goals and objectives are aligned with his/her goals and objectives • Talk to experts in your field to identify external trends and influences 	<ul style="list-style-type: none"> • 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. • By July 30, with the assistance of an internal consultant, I will have the team develop a strategic plan for our unit. • 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.



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](#)



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[Back to Index](#)





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Academic Journals and Articles

[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

Source: *Management Services* 50, no. 2 (Summer 2006): 10-15.

[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

Source: *Leader to Leader* 2006, no. 40 (Spring 2006): 45-50.



[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 strategists through improving their SQ. [ABSTRACT FROM AUTHOR]

Author: Service, Robert W.

Source: *International Journal of Management* 23, no. 1 (March 2006): 61-77.

[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 (Spring 2010): 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

Source: *Harvard Business Review* 85, no. 6 (June 2007): 60-67.

[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

Source: *Innovation Journal* 14, no. 1 (March 2009): 1-16.

[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.

Source: *Leadership Excellence* 28, no. 2 (February 2011): 14-15.

[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.

Source: *Human Resource Development Quarterly* 19, no. 3 (Fall 2008): 217-239..

[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

Source: *Futurist* 40, no. 5 (September 2006): 18-21.

[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.



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Vision and Strategic Thinking Books Available for Check

Book Title	Author	Publisher	Year	Call Number
Becoming a Strategic Leader: Your Role in Your Organization's Enduring Success	Hughes, Richard L.	Jossey-Bass	2005	HD57.7 .H84 2005
Broaden the Vision and Narrow the Focus: Managing in a World of Paradox	Lucas, J. R.	Praeger Publishers	2006	HD57.7.L817 2006
Creating and Implementing Your Strategic Plan: A Workbook for Public and Nonprofit Organizations	Bryson, John M.	Jossey-Bass	2006	HD30.28 .B788 2005
Creating Futures: Scenario Planning as a Strategic Management Tool	Godet, Michel.	Economica	2001	HD30.28.G6313 2001
Creativity and Innovation for Managers	Clegg, Brian.	Butterworth-Heinemann	1999	HD53 .C58 1999
From Baldrige to the bottom line : a road map for organizational change and improvement	Hutton, David W.	ASQ Quality Press	2000	HD62.15 .H887 2000
Inevitable Surprises: Thinking Ahead in a Time of Turbulence	Peter Schwartz.	Gotham Books	2004	HD30.28.S3479 2004



Book Title	Author	Publisher	Year	Call Number
Measuring up 2.0: governing's new, improved guide to performance measurement for geniuses (and other public managers)	Walters, Jonathan	Governing Books	2007	JK2445.P76 W33 2007
Principles and practices of organizational performance excellence	Cartin, Thomas J.	ASQ Quality Press	1999	HD62.15.C3639 1999
Reinventing Strategy: Using Strategic Learning to Create and Sustain Breakthrough Performance	Pietersen, Willie	Wiley	2002	HD58.82.P53 2002
Strategic Business Planning: A Dynamic System for Improving Performance & Competitive Advantage	Reading, Clive	Kogan Page	2001	HD30.28R395 2002
Strategic Management	Philip Sadler	Kogan Page	2003	HD30.28.S224 2003
Strategic Planning for Success: Aligning People, Performance, and Payoffs	Kaufman, Roger A.	Jossey-Bass/Pfeiffer	2003	HD30.28.S73963 2003
Strategic Thinking: A Four Piece Puzzle	William S. Birnbaum	Douglas Mountain Pub	2004	HD30.28.B57 2004
Strategy-Specific Decision Making: A Guide for Executing Competitive Strategy	Forgang, William G.	M.E. Sharpe	2004	HD30.23.F685 2004



Book Title	Author	Publisher	Year	Call Number
The Committed Enterprise: Making Vision, Values, and Branding Work	Hugh Davidson	Elsevier/Butterworth-Heinemann	2005	HD58.9.D375 2005
The Forward-Focused Organization: Visionary Thinking and Breakthrough Leadership to Create Your Company's Future	Harper, Stephen C.	AMACOM	2001	HD57.7.H368 2001
The Four Pillars of High Performance: How Robust Organizations Achieve Extraordinary Results	Light, Paul Charles	McGraw-Hill	2005	HD58.8.L54 2005
The other side of innovation: solving the execution challenge	Govindarajan, Vijay	Harvard Business School Pub.	2010	HD45 .G62 2010
The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment	Robert S. Kaplan, David P. Norton	Harvard Business School Press	2001	HD30.28.K3544 2001
The tipping point : how little things can make a big difference	Gladwell, Malcolm	Back Bay Books	2002	HM1033 .G53 2002
Thinking Strategically In Turbulent Times: An Inside View of Strategy Making	Glassman, Alan M.	M.E. Sharpe	2005	HD30.28 .G58 2005



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](#)

[The AMA Guide to Management Development](#) by Daniel R. Tobin and Margaret S. Pettingell. AMACOM, 2008

[Chapter 3: Knowing and Managing Yourself](#)

[Chapter 5: Knowing and Managing the Business](#)

[Building Strategy and Performance through Time: The Critical Path](#) by Kim Warren. Business Expert Press, 2009.

[Business Leadership: A Jossey-Bass Reader](#) by Joan V. Gallos. John Wiley & Sons, 2008

[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

[Culturally Intelligent Leadership: Essential Concepts to Leading and Managing Intercultural Interactions](#) by Mai Moua. Business Expert Press, 2010

[Chapter 4: Thinking about Thinking](#)

[Dealing with Dilemmas: Where Business Analytics Fall Short](#) by Frank Buytendijk. John Wiley & Sons, 2010.

[Decision Support Systems for Business Intelligence, Second Edition](#) – by Vicki L. Sauter

[Chapter 2: The Process Creating a Strategic Plan](#)

[Back to Academic Journals and Books](#)

[Next Page](#)



[**The Financial Times Guide to Strategy: How to Create and Deliver a Winning Strategy, Third Edition**](#) by Richard Koch. FT Press, 2009

[**Future Savvy: Identifying Trends to Make Better Decisions, Manage Uncertainty, and Profit from Change**](#) by Adam Gordon. AMACOM, 2008

[**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

[**Know What You Don't Know: How Great Leaders Prevent Problems Before They Happen**](#) by Michael A. Roberto. Pearson Prentice Hall, 2009

[**The Leader's Guide to Storytelling: Mastering the Art and Discipline of Business Narrative**](#) by Stephen Denning. Jossey-Bass, 2011.

[Chapter 10: Create and Share Your Vision](#)

[**Leading at a Higher Level: Blanchard on Leadership and Creating High Performing Organizations**](#) by Ken Blanchard. FT Press, 2009

[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

[**Quality Function Deployment and Six Sigma: A QFD Handbook, Second Edition**](#) – by Joseph P. Ficalora; Louis Cohen

[**Strategic Management**](#) by Kevan Williams. Dorling Kindersley Limited, 2009.

[**The Unwritten Rules: The Six Skills You Need to Get Promoted to Executive Level**](#) by John Beeson. Jossey-Bass, 2010.

[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

[**Why Should the Boss Listen to You?: The Seven Disciplines of the Trusted Strategic Advisor**](#) by Lukaszewski James E. John Wiley & Sons, 2008.

[Chapter 7: Think Strategically](#)



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Vision and Strategic Thinking Videos Available for Checkout

Video Title	Description	Format/ Length	Year	Call Number
A Case of Working Smarter Not Harder	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.	VHS/15 min	1985	HD50 .C37 1985
Business of Paradigms	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	VHS/38 min	1989	HD30.27 B87 1989
Creating Our Future through Creativity	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.	VHS/80 min	1993	HM1201 C73 1993
Focus your Vision	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.	VHS/20 min	2004	BF 367 F63 2004
Joel Barker's Leadershift	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. <i>Leadershift: Five Lessons for Leaders in the 21st Century</i> explores these shifts and offers five	VHS/29 min	1999	HD 57 7 J63 1999



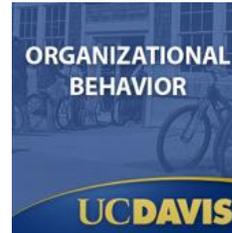
Video Title	Description	Format/ Length	Year	Call Number
	concepts that will improve the performance of any leader. Using bridge-building as a metaphor, futurist <i>Joel Barker</i> teaches us that, more than anything else, the 21st century leader will build bridges, built of hope and ideas and opportunities. Using inspiring locations and vivid stories, <i>Joel Barker's Leadershift</i> motivates every leader, and aspiring leader, to develop the skills needed to lead his or her organization into the 21st century.			
Joel Barker's the New Business of Paradigms	Two versions. Discusses the role of paradigms (problem-solving systems) in resisting change and paradigm shifts in relation to effecting change.	DVD/46 min	2001	HD30.27.B 87 2001
Joel Barker's The New Business Of Paradigms	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.	VHS & DVD/46 min	2001	HD30.27 .B87 2001
Leading in a Time of Change: A Conversation with Peter F. Drucker & Peter M. Senge.	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.	VHS/42 min	2001	HD58.8.L2 1 2001
NASA strategic planning: charting a course for the future	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.	VHS/19 min	1996	NAS 1.86:ST 8/Video
Strategic Planning in Government: Not Business as Usual	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).	VHS/22 min	1998	Hd30.28.S 7348 1998
Time Management: Getting Control of Your Life and Work	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.	DVD/26 min	2004	HD69 T54 T56 2004

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and Valuation**



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Marketing**



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Six Keys to Achieving
Disciplined Execution
Mark W. Womack
Management & Marketing**

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/>

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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, 1day

[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 Unmeasurable: 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](#)

Phone Number: (916) 608-6687

Online Contact: 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](#)

