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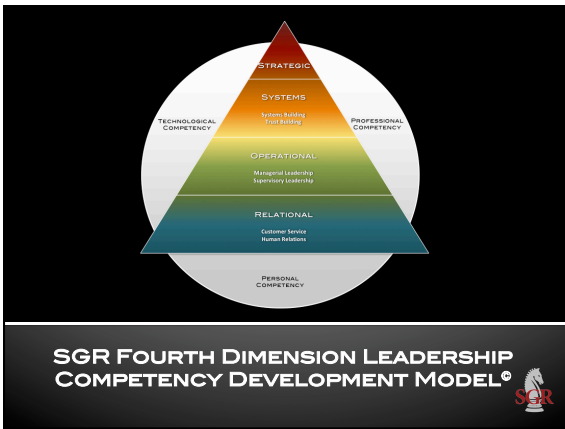
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**SGR FOURTH DIMENSION LEADERSHIP COMPETENCY DEVELOPMENT MODEL®**

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**The Ideal Leadership Development Program Design is...**

- Noble – it recognizes and honors the sense that public service is a calling
- Holistic – it addresses both personal and professional development
- Challenging – it teaches genuine humility, thoughtfulness and a hunger to constantly learn
- Thorough – it covers all major aspects of leadership
- Honest – it deals with brutal reality
- Collaborative – it helps participants learn from many people and sources
- Reformatinal – it inspires and channels a desire to make things better
- Hands on – it lets the participants engage in real world problem solving
- Rigorous – it requires participants to invest to gain the most
- Comprehensive – it addresses all four of the primary leadership roles – technical leader, strategic business leader, change leader and influence leader
- Developmental – it addresses all four leadership dimensions – relational, operational, systems and strategic leadership

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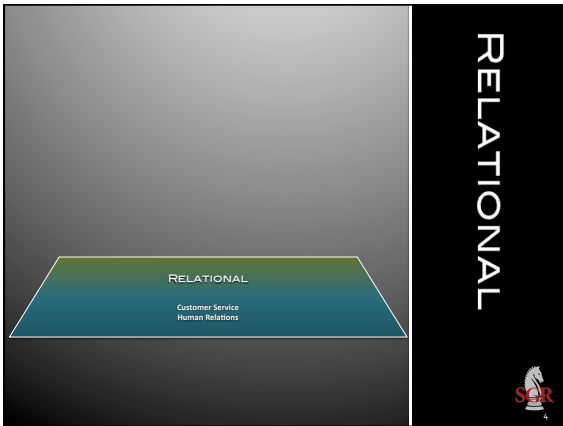
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A slide graphic with a dark background. On the left, a trapezoidal shape with a green-to-blue gradient contains the text "RELATIONAL", "Customer Service", and "Human Relations". On the right, the word "RELATIONAL" is written vertically in white. At the bottom right is a logo featuring a horse head and the letters "SER".

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### Human Relations

- 1. The Heart of Public Service – Ethics Training for Local Government Employees
- 2. Harassment Prevention in the Workplace
- 3. Local Government 101
- 4. Respecting Diversity in the Workplace
- 5. Anger and Stress in the Workplace
- 6. Employee Accountability



A slide graphic with a dark background. The title "Human Relations" is at the top. Below it is a list of six items. At the bottom, a trapezoidal shape with a green-to-blue gradient contains the text "RELATIONAL", "Customer Service", and "Human Relations". At the bottom right is a logo featuring a horse head and the letters "SER".

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### Customer Service

- 7. Understanding Different Personality Styles (using the DISC Assessment)
- 8. Extraordinary Customer Service
- 9. Time Management
- 10. Effective Interpersonal Communication
- 11. Learning the Language of Multiple Generations
- 12. Conflict Resolution
- 13. Pruning Negativity



A slide graphic with a dark background. The title "Customer Service" is at the top. Below it is a list of seven items. At the bottom, a trapezoidal shape with a green-to-blue gradient contains the text "RELATIONAL", "Customer Service", and "Human Relations". At the bottom right is a logo featuring a horse head and the letters "SER".

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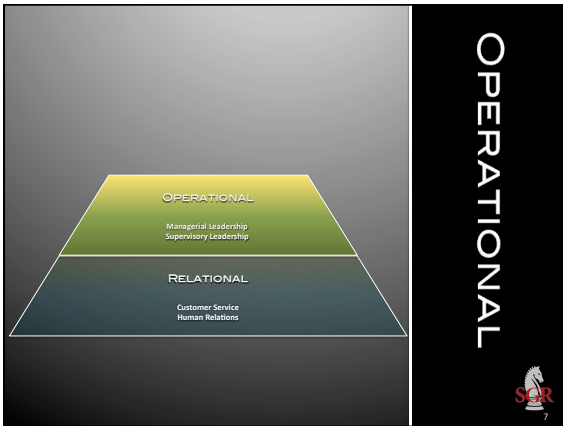
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## Supervisory Leadership

- 14. Now That I'm A Supervisor
- 15. Professional Ethics
- 16. Employment Law and Supervisory Practices
- 17. Instilling Customer Service Values
- 18. Managing Communication Processes
- 19. Understanding and Managing Generations
- 20. Hiring the Right People
- 21. Managing Employee Performance
- 22. Leading Teams
- 23. The Art of Effective Delegation
- 24. Managing Change

OPERATIONAL

Managerial Leadership  
Supervisory Leadership

SER

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## Managerial Leadership

- 27. Tools for Successful Leadership
- 28. Persuasive Communication
- 29. Building and Effective Business Case
- 30. Managing a Budget
- 31. Presentations with an Impact
- 32. Business Writing Skills
- 33. Hitting Your Target: Effective Goal Setting
- 34. Holding Successful Meetings
- 35. Successful Project Planning
- 36. On Your Mark, Get Set, Motivate!
- 37. Understanding and Utilizing Performance Measurements

OPERATIONAL

Managerial Leadership  
Supervisory Leadership

SER

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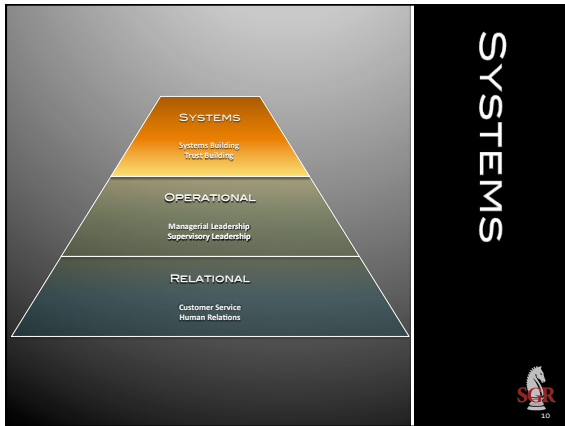
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## Trust Building

- 38. Building Trust in a Diverse Environment
- 39. Honing Your Emotional Intelligence
- 40. Building High Performance Teams
- 41. Coaching and Mentoring
- 42. Managing Relationships
- 43. Political Savvy
- 44. Dealing with the Media

**SYSTEMS**  
Systems Building  
Trust Building

**SQR**

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## Systems Building

- 45. Budget and Finance for Non-Financial Managers
- 46. Strategic Planning
- 47. Problem Solving and Decision Making
- 48. Creating a Culture of Accountability
- 49. Introduction to Lean Government
- 50. Reducing Cost in the Workplace
- 51. Succession Planning

**SYSTEMS**  
Systems Building  
Trust Building

**SQR**

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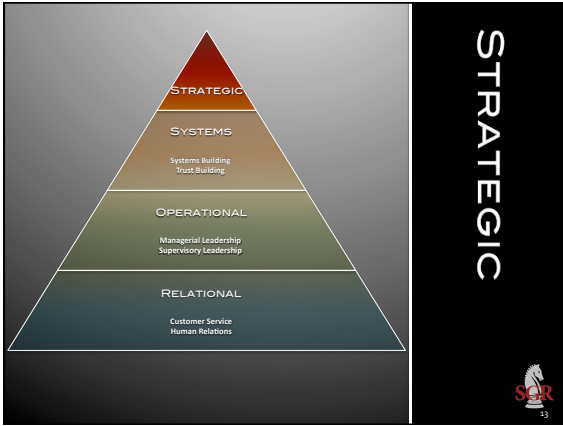
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### Competency Based Executive Book Briefings at Strategic Level

- Personal, Professional and Organizational Integrity
- Diversity Management
- Interpersonal Communications
- Citizen Service
- Citizen Participation
- Mediation and Negotiation
- Team Leadership
- Empowerment and Delegation
- Coaching and Mentoring
- Facilitative Leadership
- HR Systems Management
- Performance Measurement Management and Quality Assurance
- Change Management
- Strategic Planning
- Financial Analysis
- Vision, Creativity and Innovation
- Presentation Skills
- Media Relations
- Budgeting
- Personal Development

STRATEGIC

SOR

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### Strategic Leadership Cascading Learning Plan

- 90 minute live Executive Book Briefing on each topic, once per month for Executive Team over lunch (20 month recurring cycle of same competencies but with new book each cycle)
- Each participant receives a handout with a 2 page outline of the book, three pages of salient quotes, and a discussion guide
- Live briefing is recorded and produced as a pod cast
- Executive Team asks their direct reports (Division Directors) to listen to the podcast, and then uses the discussion guide to lead a half hour discussion of the book and how it applies to their organization at their next staff meeting
- Division Directors repeat the process with their Managers, who repeat it with their Supervisors who repeat it with their employees

STRATEGIC

SOR

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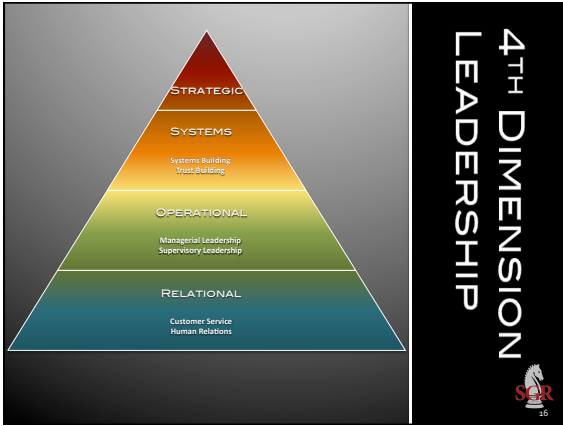
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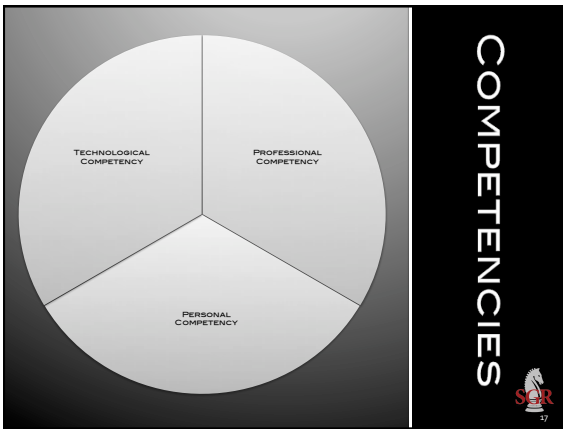
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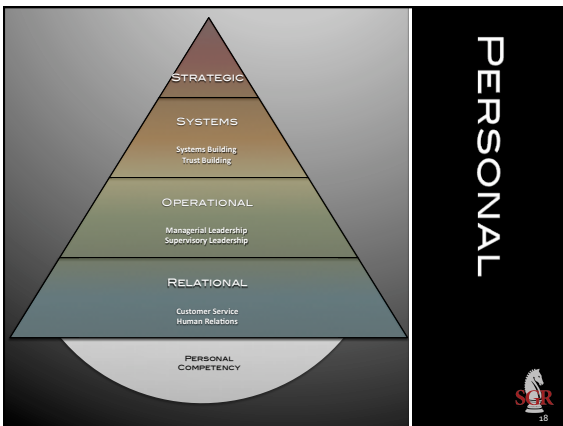
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### Personal Competency Examples

- Workplace 2011
- Etiquette in the Workplace
- Organization-specific personal competencies



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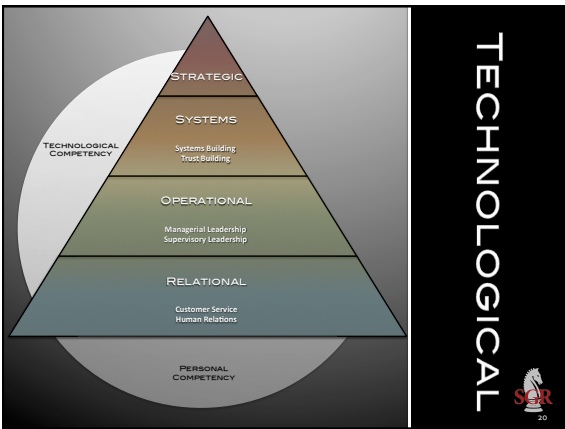
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### Technological Competency Examples

GENERAL TECHNOLOGY	SPECIFIC TECHNOLOGY
<ul style="list-style-type: none"><li>▪ Microsoft Word</li><li>▪ Microsoft Outlook</li><li>▪ Microsoft Excel</li><li>▪ Microsoft Access</li><li>▪ Microsoft PowerPoint</li><li>▪ Microsoft Publisher</li><li>▪ Organization-specific technological competencies</li></ul>	<ul style="list-style-type: none"><li>▪ Radar Units</li><li>▪ In Car Camera Units</li><li>▪ Portable Ticket Writers</li><li>▪ Online Investigative Techniques</li><li>▪ In Car Computers</li><li>▪ Radio Operations</li><li>▪ Etc.</li></ul>



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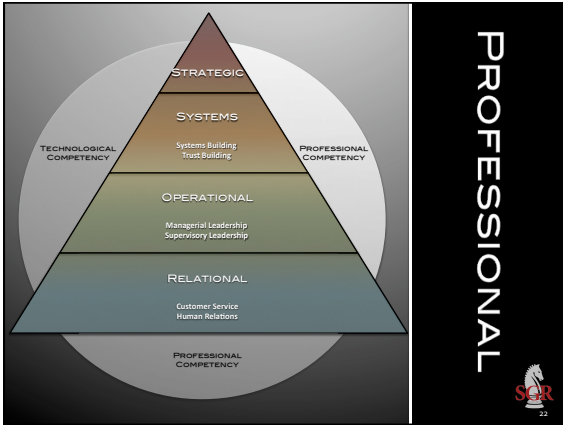
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- ### Professional Competency, cont'd
- Investigative Techniques
  - Patrol Strategies
  - Community Oriented Policing
  - Accident Investigation
  - Etc.

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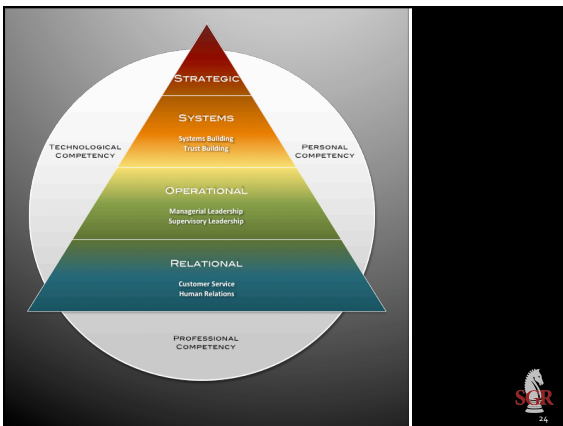
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