

**CERTIFIED PUBLIC MANAGER PROGRAM
FLORIDA CENTER FOR PUBLIC
MANAGEMENT
THE FLORIDA STATE UNIVERSITY**

LEVEL 7 ASSIGNMENT

YOUR EXECUTIVE GROWTH

February, 2008

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INTRODUCTION

Executive growth is a natural evolution through the following stages:

- (1) the individual work stage where technical skills are mastered and accountability lies with the individual;
- (2) the supervisory stage where technical skills must be tempered with influencing others in face-to-face situations;
- (3) the middle management stage where leadership skills emerge to influence organizational operations and programs; and
- (4) the executive stage where the balance is between directing the primary internal organizational policies and representing the organization's programs externally to constituents.

However, natural evolution or maturation (essentially *outside of your control*) can also be influenced through individual choice (primarily *under your control*) in each stage of executive growth and will manifest in the adjustments you make from learning.

The Level 7 Assignment, *Your Executive Growth*, is your opportunity to examine your accomplishments within the context of your recent training in the Florida Certified Public Manager Program, your present organization, and its external environment. By examining patterns, and projecting into the future, you will be in a position to consciously adapt to changing conditions in your organization and its environment. This is a chance to take a practical inventory of your professional assets: to know your strengths and your goals so that you will be better able to realize your full potential.

The Level 7 Assignment provides you with a systematic procedure for reviewing and assessing your learning and the adjustments you are making in relation to current projections about Florida's future.

PROCEDURES

1. Create a title page showing your name, email address, phone number, and date.
2. Cut and paste the questions, then type your answers to each question.
3. When completed, submit response through our website: www.fcpm.fsu.edu.

A tutorial for submitting homework is on the homepage of our website and provides step by step instructions. Click on the “Submit Assignments” tab, which will bring up a log-on screen. Enter your email address on the first line. Your password is the last four digits of your Social Security Number. This will take you to your Transcript. Click on “Submit Assignment” for the particular assignment or exam you wish to submit. Click “Browse” and then locate the file on your hard drive (usually stored in “My Documents”), and click “Open.” If you are submitting a Group Assignment, you need to enter the names of all group members. Once you have attached the file, click “Submit File.”

Your submission will be automatically entered into the database. It will show on your transcript as “Being Graded.” You will also receive an automated email notifying you of that. If you have any questions or encounter problems submitting your homework, please ask your CPM instructor for help, or contact Dan Vicker (Student Liaison) at dvicker@fsu.edu or 850-597-1084.

Once your assignment is graded, you should receive an email showing the results. If your sub-mission passes, the email will indicate that the assignment is “Completed.” If your submission does not pass, the email will indicate that you must “Resubmit” the assignment. You will be told what you need to do to make the assignment acceptable. Your work will be graded within 60 days, at the latest, although CPM instructors typically grade assignments sooner than that.

Projects submitted to the CPM Program Office will become a part of the permanent records of the CPM Program. Participants should keep a copy of their projects for their own files and future reference. A project is considered confidential and will be discussed only with the submitting participant.

Questions On Your Executive Growth

Part I. Review And Assessment Of Accomplishments

- 1.1 Provide a copy of your current resumé (showing all of your relevant work experience, education, and related accomplishments).
- 1.2 Consider the organizations in which you have worked or are working. Which organization(s) did you intuitively like the most? Explain your answers. (Note: names of organizations are not necessary).
- 1.3 Reflect on all the jobs you have held during your professional career and your accomplishments in those jobs. Describe the one experience you feel has contributed most to your career development.

Part II. Personal And Organizational Adjustments

In CPM Levels I - VI, you participated in activities and discussions designed to increase your self awareness on a wide range of management issues and behaviors. We have provided a list of the program highlights below.

• Level I:	• Level IV:
Personal Style Inventory	Power Base Inventory and Influence Styles
Lead Self	Ethics: Decision Rules
Delegation	Culture: Personal Achievement Formula
Motivation	Change: Force Field Analysis
Appraising Performance	• Level V:
Coaching and Counseling	Societal Change And Its Impact On Management
• Level II:	Values and Culture Change
Desert Survival Situation	Planning And Budgeting
The Blue Green Game	Organizational Structure And Design
Thomas Kilmann Conflict Mode Inst.	Organizational Dynamics
Process Improvement Tools	• Level VI:
• Level III:	Systems Thinking
Measurement Of Productivity And Quality	Systems Modeling
Emotional Intelligence	Developing Organizations
The Self Fulfilling Prophecy (Label Game)	Seven S Model
Technology Advancements	ABC's Of Behavior Modification
Project Management	

After reflecting on everything you have learned about yourself and about management from this program, write a narrative describing what adjustments you have made to your view and practice of management. You do not have to address each topic above, rather, consider the program in total and address the major changes or transformations that you have made.

Part III. Implications For The Future Of Florida

Read and reflect on any resources you can find about the future of Florida, both statewide and regional. Pay attention to trends or patterns that your research suggests may continue over the next five to ten years. Resources may come from your agency, journal articles, trade magazines, the Internet, interviews of top managers in your organization or experts in the field, etc. The following Internet websites may be useful, but are only suggestions. We expect you to rely on outside sources you find in your research.

Some suggested Internet sources for Part III:

<http://www.workforceflorida.com/news/forums.htm>

<http://www.floridafuturesforum.org/>

<http://www.floridatrend.com/>

<http://www.flcities.com/>

<http://www.floridamayors.org/>

<http://www.fl-counties.com/>

<http://www.stateofflorida.com/Portal/DesktopDefault.aspx>

- 3.1 Based on your readings and reflections, what are some major challenges you predict your organization will face in the next 10 years? Please reference your research sources in your response.
- 3.2 What steps must your organization take to prepare for those upcoming challenges? How should your organization's management prepare for these changes?
- 3.3 If your predictions about the future are correct, outline the changes you will need to make, professionally, to prepare for the challenges and opportunities that lie ahead?

Part IV. Your Resume For Professional Growth

- 4.1 In terms of long-range development, write a narrative description of the kind of position you would ultimately like to hold and of your time range for achieving it (i.e., in 5 years, 10 years, etc). Describe how this targeted position would encompass the need for the changes you described above.
- 4.2 Describe the improvements or developments you will need to make to prepare for this future opportunity.
- 4.3 Outline a plan for your professional development over the next 5 years. In this plan, be sure to describe the concrete steps you will take to meet these future challenges, including any involvement in higher education, certification programs, workshops, professional organizations, mentoring, and readings etc.