



Management and Leadership Programs 2018

Making Big Things Possible



"Learning and inspiration exist all around us, regardless of where people are in their life experiences. I encourage all of you, myself included, to never stop learning from each other. Often a fresh, questioning perspective can unlock new, innovative approaches."

— John Wasson

President and Chief Operating Officer, ICF

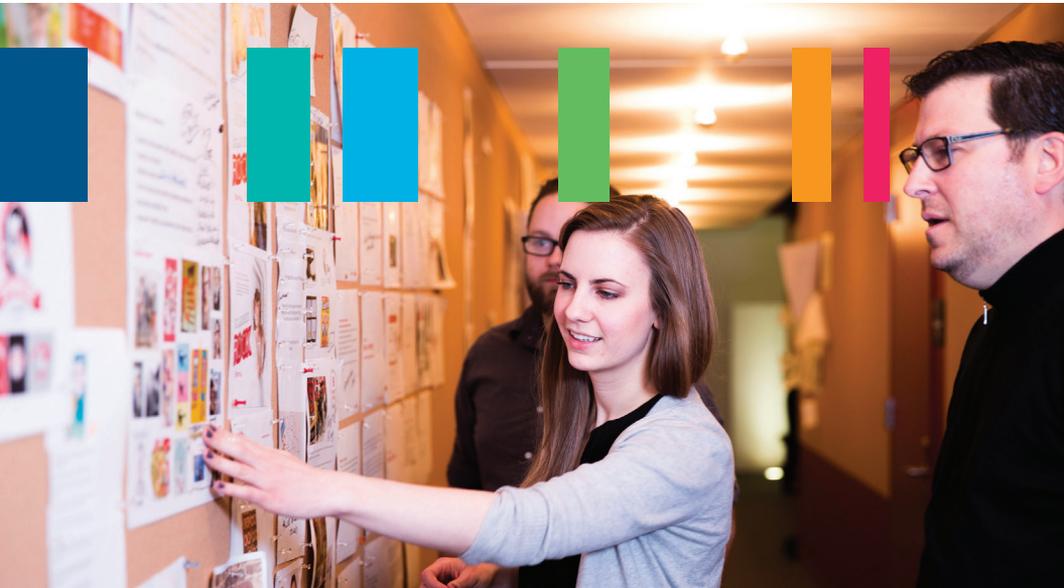




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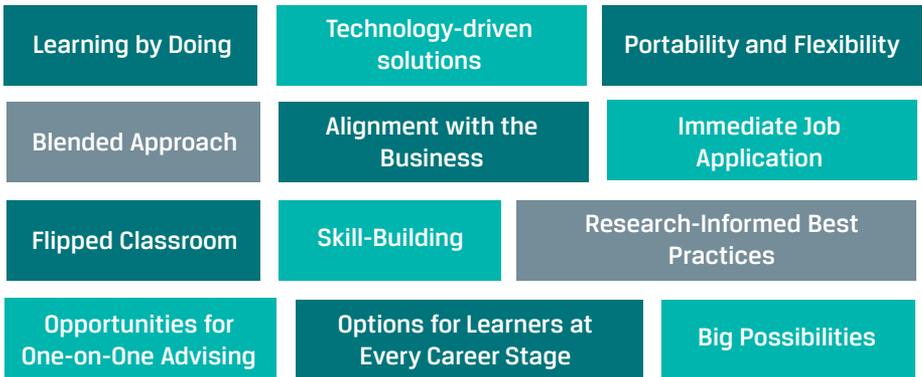
The ICF Way

Our Management and Leadership programs fuse industry best-practices with ICF processes to create thoughtful, yet practical programs to meet our learners precisely where they are. Our content is informed by respected sources, such as the Harvard Business Review and immediately links to real challenges informed by our own business leaders and HR partners. As our organization evolves, so do our learning programs.

Rediscover what learning really looks like. Our programs are innovative, engaging, and relevant with a clear focus on helping you accelerate your own skill development and career growth. ICF Learning and Development offers Big Possibilities to our employees!

Our Approach

Our Management and Leadership programs are designed with approximately 6,000 geographically dispersed, multi-lingual, interdisciplinary, time-strapped learners in mind. We do not embrace a one-size-fits-all perspective when designing or deploying our programs. We believe that the best learning emphasizes:

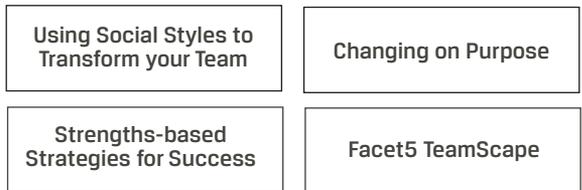
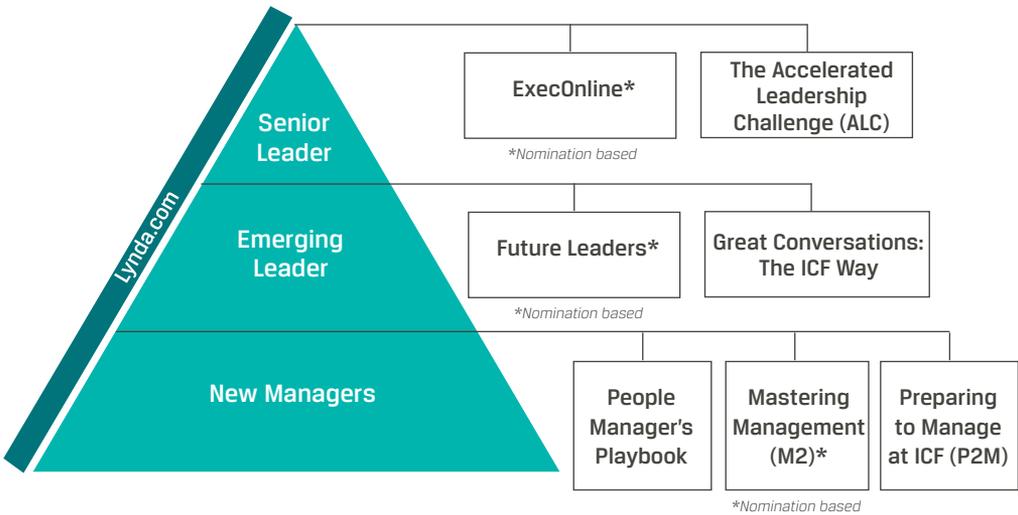




Core Programs and Resources

Whether you are contemplating becoming a manager, were just assigned your first employee, or are an experienced ICF executive, we have a program for you.

Click on each of the programs to learn more.



"Leadership is about making others better as a result of your presence and making sure that impact lasts in your absence."

– Sheryl Sandberg
Chief Operating Officer, Facebook





People Manager's Playbook

Program Name People Manager's Playbook

Career Level All Levels

Description This interactive "playbook" offers users a centralized, easy-to-navigate, interactive guide that follows all of the key activities occurring during "a year in the life of a people manager". You will gain access to ICF-specific information, processes, tools and best practices (overviews, timelines, sample meeting agendas, videos, articles, and more) to support your work in the following areas:

- Goal-Setting
- Career Growth and Development
- Employee Engagement
- Performance Management
- Compensation
- Great Conversations (3D)

Audience Current or aspiring people managers

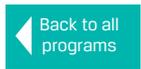
Focus Goal Setting, Development Planning, Employee Engagement

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Mastering Management: The ICF Way (M2)

Program Name	Mastering Management: The ICF Way (M2)
Career Level	M1-M2
Description	A comprehensive, cohort-based experiential learning program that integrates industry-leading best practices with ICF processes to prepare employees for managerial success.
Audience	People managers with three months to two years of experience at ICF
Focus	Managing Self; Managing Others; Managing Teams; Managing the Business; Identify personality type, strengths and growth areas and leverage assets into targeted areas; Develop an intentional, ICF-informed approach to all activities occurring during "A Year in the Life of a People Manager" including Goal-Setting, Employee Development, Compensation, Performance Management, and Employee Engagement; Discover and leverage individual and employee Social Styles to produce healthy, diverse, and productive teams; Cultivate an actionable awareness of ICF structure and strategy and its approach to Innovation
Format	Virtual: 8 scheduled classes, weekly coursework, two advising sessions
Duration	16 Weeks
PDU's	24
Nomination	Yes

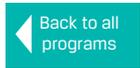
**Mastering
Management** The
ICF Way





Preparing to Manage - The ICF Way

Program Name	Preparing to Manage - The ICF Way
Career Level	I2-I3, M1-M2
Description	The program offers a series of professionally designed videos and supplementary material designed to give you a clear understanding of what's expected of people managers at ICF, and a foundation of information and knowledge for management success.
Audience	This program is directed towards our employees who are interested in managing others, or those who are just starting out as a people manager with ICF.
Focus	Foundation for Success; Developing Your Team; Managing Performance; Motivation and Rewards
Format	Virtual: Self-paced
Duration	3 months (12 hours)
PDUs	Several of the individual online courses provide PDUs.
Nomination	No

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Future Leaders

Program Name Future Leaders

Career Level M3-4, I4-6

Description A group-based, development experience designed to build leadership and management effectiveness

Audience High performing managers with 3-8 years of management experience

Focus Leading Self: Awareness, Agility; Leading Others: Team Dynamics, Engage and Mobilize Employees; Leading the Business: Strategic Thinking, Change Management, Building Networks

Duration 3.5 days+ pre/post work

PDUs No

Nomination Yes

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Great Conversations: The ICF Way

Description

Presented by ICF's Director of Learning & Development, Dr. Tony Marchese, Great Conversations is delivered in two formats: a series of 2 90-minute interactive virtual sessions and a half-day, interactive face-to-face option offered in Fairfax (3 hours). It's based on the 3D Framework used in Mastering Management (M2) and is open to all people and project managers.

During the program, you will:

- Increase your confidence to communicate with employees
- Discover the value of a structured approach to employee conversations
- Gain experience applying the approach to important employee conversations, like: Performance, Employee Development, and Performing Under Pressure (using role-plays based upon relevant ICF scenarios)
- Enjoy access to our Great Conversations Yammer Group to continue learning and sharing best practices

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ExecOnline

Program Name	ExecOnline: Leading Strategic Growth at ICF
Career Level	M4-M5, I4-I6
Description	Offered by the Columbia School of Business, this program enables students to gain greater command of their company's needs and the skill to identify and execute new growth opportunities in a fast-moving and competitive landscape.
Audience	This course is designed for ICF leaders (post-ALC) who want to improve their strategic thinking within their organization and make faster, better, and more effective decisions.
Focus	Understand your company's competitive environment and current strategy; Better understanding your company's strategic process by applying Columbia's four-phase planning cycle; Identify strategic challenges and where to focus efforts; Define key organizational priorities and current gaps within your "span of control"
Duration	6 weeks (30 hours to complete requirements & 10 hours of on-demand, HD lectures)
PDUs	After successfully finishing the program, participants will receive a Certificate of Completion from Columbia University.
Nomination	Yes

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The Accelerated Leadership Challenge (ALC)

Program Name	Accelerated Leadership Challenge (ALC)
Career Level	M4-M5, I4-I5
Description	An intensive leadership development program that broadens perspective on the company, builds alignment for ICF's strategic growth priorities, and prepares participants to stretch and lead for greater impact.
Audience	Senior employees (principal and above)
Focus	Leading Self; Leading Others; Leading the Business
Duration	3 days in FFX+ pre-work assessments, advising sessions, and final projects
PDUs	No
Nomination	Yes



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Lynda.com

Description

Hundreds of management and leadership-related videos to support your own learning or that of your team. Consider creating a targeted playlist to support development. As of Fall 2018, over 3600+ ICF employees have utilized Lynda as a project resource or as a catalyst for professional development.

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Using Social Styles to Transform your Team

Description

Face-to-face or virtual program to help existing teams:

- Identify individual Social Styles (assessment)
- Leverage strengths and address challenges for each style
- Examine how each Social Style" performs under pressure"
- Practice flexing one's own style to improve communication and to manage conflict
- Explore ongoing development strategies to sustain growth

This program can be delivered during a half-day session or two, two-hour sessions

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Facet5 TeamScape

Description

TeamScape is an interactive program that combines Facet5 team member profiles for development purposes. The combination of individual data sets and a team collaboration methodology means TeamScape demonstrates team dynamics powerfully and succinctly. It clearly shows the culture of the team, how relationships are likely to work, and how the work will be managed and delivered. TeamScape also provides the unique ability to gather 360 feedback to greatly add to the effectiveness of any team's development. This external view, over and above that inferred by Facet5, provides participants with evidence of how their behaviors present in a work context.

TeamScape is beneficial when:

- Forming new or reforming teams
- Supporting teams through change
- Integrating new team members
- Forming coalitions across business areas
- Strengthening team or individual relationships and understanding
- Working through issues or barriers to team performance
- Identifying the culture of the team and its strengths

Delivery

TeamScape can be conducted virtually or onsite.

Duration

TeamScape is a 4-hour program delivered by a certified facilitator.

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Strengths-Based Strategies for Success

Description

Face-to-face program designed to help existing teams:

- Identify individual strengths
- Gain awareness of each strength: benefits, shadow side
- Consider the benefits of a strengths-based worldview
- Discover the interactivity of strengths among the team
- Conduct a strengths-maturity assessment
- Complete a planning exercise to align individual strengths to existing tasks

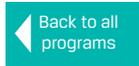
This program can be delivered during a half-day session or two, two-hour sessions

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Changing on Purpose

Description	<p>Cohort-based program for sponsors and agents of change:</p> <ul style="list-style-type: none">• Increase knowledge of sponsor's role in leading change to desired business outcomes• Develop skills to communicate, model and recognize desired behaviors of change• Increase ability to manage and mitigate resistance to change• Increase understanding of change management tools, including sponsor alignment, stakeholder analysis, engagement planning and resistance management
Design	<p>The blended learning program utilizes instructor-led training and Curatr for classroom assignments. The program is most effectively delivered when it's built into the project plan. Project teams and sponsors will complete pre-work and participate in periodic check-in meetings after the course with coaches for continued growth and progress toward desired outcomes.</p>
Duration	<p>8-hour course instructor-led course (could be split up between multiple sessions); sponsors and leaders of change will only be required to complete two hours of training</p>



What Our Learners Say

"I've used the ICF Way as a guideline when doing and performing annual assessments. It made me feel comfortable when speaking with my employee in an area otherwise would have been "foreign" territory for me without the training."

M2

"My employee has become much more aware of how to build his professional network internally at ICF and through outside contacts."

M2

"With elaborately produced learning courses on the basis of practical ground, what I learned in M2 is not only the skill of management, but also the mindset on the more effective business operation. Apart from knowledge, I also got into so many fabulous classmates who are also my colleagues in various locations under "One ICF", and will be my team partners someday."

M2

"I loved Social Styles! It really helped me to understand how I communicate with others and how others might see me. I have shared this assessment with the team leaders and managers on our contract, and encouraged them to take it with their teams, which was really well received."

Social Styles

"We have long needed to invest in soft skills. I felt that the social styles program was a wonderful program and was truly engaging. I think focusing on how others perceive you and being self aware if a must, and then to know how styles other possess is greatly beneficial. It allows you to "put yourself in their shoes."

Social Styles

"My employee has improved in his ability to have conversations with his direct reports about areas where they could improve."

Great Conversations



"My learnings have led to immediate action: 1- I trust more in myself and my leadership 2- I am aware of my tendency to problem solve on my own and will instead engage others 3- I use the 3-Box approach during team meetings to discuss what is working, what needs to change, and what would be innovative..."

ALC

"Day 1 really challenged me to think bigger, beyond what I'm tasked to do each day."

ALC

"The evaluations and the self-assessment component are invaluable. This is the one part of the program that the participant can completely own when they leave the session, and can have an immediate impact."

ALC

"I thought the content of this program was exceptional. I truly enjoyed and appreciated the information provided and I enjoyed the format. I definitely think I learn better when the material is interactive and this was an interesting and effective way to do it."

ExecOnline

"I came away with a much clearer picture of the ICF strategy, my role in it, and how it all fits together. I will devote more time to proactively think about and act upon improving the business and engaging my team members."

ALC

"The program was evidence based, anecdotal, and engaging. The concepts were delivered clearly, the tools and assignments helped guide my thinking in a structured and well-paced manner."

ExecOnline

"We need to be nimble and agile to adapt to change, help our clients succeed and continue to make big things possible around the world."

— **Sudhakar Kesavan**
Chairman & Chief Executive Officer, ICF





Interested in Learning More?

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About ICF

ICF (NASDAQ:ICFI) is a global consulting services company with over 5,000 specialized experts, but we are not your typical consultants. At ICF, business analysts and policy specialists work together with digital strategists, data scientists and creatives. We combine unmatched industry expertise with cutting-edge engagement capabilities to help organizations solve their most complex challenges. Since 1969, public and private sector clients have worked with ICF to navigate change and shape the future. Learn more at [icf.com](https://www.icf.com).