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# ACCELERATOR SERIES

*CSIS EXECUTIVE EDUCATION*



CSIS

| CENTER FOR STRATEGIC &  
INTERNATIONAL STUDIES

# ACCELERATOR SERIES OVERVIEW

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The CSIS Accelerator Series offers training opportunities for rising professionals who wish to accelerate their career growth. Today's complex and fast-paced policy environment requires that professionals have the right tools to manage diverse teams, cross-sector programs, and transnational challenges. Courses will focus on four thematic modules: **Leadership**, **Management**, **Data Analysis**, and **Communication**. Participants will be expected to complete a total of 14 classes throughout the duration of the course to receive a certificate of achievement.

Participants may be nominated by their supervisors or apply directly to the program. Applicants should meet the following criteria:

- Undergraduate degree and 3-8 years of professional experience, or advanced degree and 2+ years of professional experience
- Be proficient in English
- Potential to serve in a leadership or management role

Participants learn from CSIS policy experts and top-flight leadership coaches. They also learn from each other, a select network of professionals from different sectors in Washington and gain unique insights on how to navigate the D.C. ecosystem. As a cohort, participants will complete a rigorous series of experiential seminars and workshops, and learn to be strategic, ethical, and effective leaders.

If you or someone you know would be a good fit for this program, please visit our website for the nomination and application forms: [www.csis.org/accelerator](http://www.csis.org/accelerator).

*For questions or more information, please contact:*

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## SAMPLE AGENDA

DATE	TIME	SESSION TITLE
APRIL 16	3 PM - 6 PM	<i>Leveraging Temperament and Motivation: Self-Awareness and Team-Building</i>
APRIL 30	3 PM - 6 PM	<i>How to Write a Policy Brief Pt. 1</i>
MAY 7	3 PM - 6 PM	<i>How to Write a Policy Brief Pt. 2</i>
MAY 14	9 AM - 5 PM	<i>Leadership Frameworks &amp; Mindful Leadership</i>
JUNE 4	2 PM - 5 PM	<i>Design Thinking</i>
JUNE 18	2 PM - 6 PM	<i>On-Camera Media Training</i>
JULY 9	2:30 PM - 5 PM	<i>Grant Proposal Writing</i>
JULY 16	3 PM - 5 PM	<i>Moderating Panels Pt. 1</i>
JULY 23	3 PM - 6 PM	<i>Moderating Panels Pt. 2</i>
AUGUST 6	3 PM - 5 PM	<i>D.C. Power Structures</i>
AUGUST 13	3 PM - 5 PM	<i>Personal Financial Management</i>
AUGUST 20	3:30 PM - 5 PM	<i>Data Visualization</i>
ONLINE	ONLINE COURSE	<i>Quantitative Data Management</i>
AUGUST 27	3 PM - 5 PM	<i>Project Management</i>
SEPTEMBER 10	3 PM - 5 PM	<i>Etiquette and Networking Techniques</i>
SEPTEMBER 17	3 PM - 5 PM	<i>How to Conduct a Policy Brief</i>
SEPTEMBER 24	3 PM - 5:30 PM	<i>Qualitative Data Collection and Research Methods</i>
OCTOBER 1	2 PM - 5 PM	<i>Public Speaking and Presentation Development Pt. 1</i>
OCTOBER 8	3 PM - 5 PM	<i>Public Speaking and Presentation Development Pt. 2a</i>
OCTOBER 15	3 PM - 5 PM	<i>Public Speaking and Presentation Development Pt. 2b</i>
OCTOBER 29	3 PM - 5:30 PM	<i>Recognizing and Managing Polarities</i>
NOVEMBER 5	3 PM - 5 PM	<i>Social Media Trends and Engagement Strategy</i>
NOVEMBER 12	2 PM - 6 PM	<i>Negotiation Strategies Pt. 1</i>
NOVEMBER 19	2 PM - 6 PM	<i>Negotiation Strategies Pt. 2</i>
DECEMBER 3	3 PM - 6 PM	<i>Cross-Cultural Communication</i>
ONLINE	ONLINE COURSE	<i>Organizational Budget Management</i>
DECEMBER 10	2 PM - 5 PM	<i>Change Management</i>

# COURSE DESCRIPTIONS

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## LEADERSHIP

### **Understanding Different Leadership Frameworks**

Using self-assessment and case studies, this session focuses on how to become an emotionally intelligent manager and leader by developing interpersonal communication skills essential for mentoring, accountability, and managing conflict. Participants will develop an understanding of the psychological blocks to communicating across teams and techniques to overcome them (listening, advocacy and inquiry, reflective listening, and feedback/assertion).

#### **OBJECTIVES**

- *Adopt techniques for coaching team members – up, down, or across*
- *Learn how to leverage different working styles*
- *Deliver and receive constructive feedback*
- *Solve problems using different leadership frameworks and approaches*

### **Leveraging Temperament and Motivation: Self-Awareness and Team-Building**

Participants will take the Keirsey Temperament Sorter, a personality assessment used widely by major organizations, to discover how their individual habits of behavior and communication affect their work within teams and their leadership style. This tool is critical for understanding personal strengths and identifying how to harness the greatest potential within others.

#### **OBJECTIVES**

- *Recognize a variety of personality types and learn strategies for managing differences*
- *Determine the strengths and challenges associated with one's personality type*
- *Understand how to best communicate with and motivate different personality types*

### **D.C. Power Structures**

D.C. professionals must understand the nuances and motivations of stakeholders within Washington's political ecosystem. This session will explore how to navigate the nation's power centers, including government bureaucracies, interagency relations, major NGOs, and trade associations with a basis in constitutional history.

### OBJECTIVES

- *Understand how to navigate the formal and informal structures within Washington's political ecosystem*
- *Learn strategies for government engagement and how to build impactful networks*
- *Anticipate change and understand underlying motivators of the nation's power centers*

## Recognizing and Managing Polarities

Leaders are often faced with complex and contradictory challenges that they have to find a solution to. Many of these issues aren't problems but polarities: dilemmas that are ongoing, unsolvable, and contain seemingly opposing ideas. All organizations, teams, and individuals need to navigate the tensions between, for example, centralization and decentralization, empathy and toughness, change and stability. Understanding how to recognize and manage these pairs of interdependent opposites with a "both/and" rather than "either/or" mindset allows leaders to leverage a more sophisticated and adaptive approach.

### OBJECTIVES

- *Recognize polarities at play in an organizational, team, or personal context*
- *Use polarity mapping to understand unintended consequences of organizational and personal decisions*
- *Apply a polarity lens to implement strategy, understand resistance, and navigate change successfully*

## MANAGEMENT

### Change Management

Modern businesses continuously face changes, which can be disruptive, inefficient, and unsuccessful if not managed well from the beginning. A successful change requires leaders to build flexible and adaptive work cultures. From managing expectations to ensuring transparent communication, participants will learn how to navigate personal and organizational changes by effectively guiding and transitioning individuals, groups, and organizations.

### OBJECTIVES

- *Define what change means in a work environment and examine its impact on individuals, teams and the organization as a whole*
- *Understand how to manage organizational change from ideation through to implementation using various models*
- *Learn effective communication strategies for managing change*
- *Develop skills to build support for change by identifying and engaging influential stakeholders*

## **Project Management**

Successful project managers can understand the essence of a project through the project life cycle: defining its scope, building a project team, and monitoring the progress of the project through the duration of its execution. Participants will gain tools to effectively manage workflows, anticipate problems, and oversee the completion of successful projects.

### **OBJECTIVES**

- *Learn the fundamentals of project management*
- *Understand the definition of a project, including the need for defining its scope and allocating (or obtaining) resources*
- *Understand what tools are available to assist with project management and the advantages and disadvantages of each*
- *Know when to engage stakeholders and how to manage proposed changes*

## **Personal Financial Management**

Learning how to manage your personal finances is a crucial life skill.. In this seminar, participants will learn new budgeting tools and strategies related to individual retirement plans, personal spending, and investment options.

### **OBJECTIVES**

- *Learn new financial strategies that will benefit personal growth*
- *Understand options that exist to diversify your personal portfolio*
- *Gain confidence in your personal finances and future investment decisions*

## **Organizational Budget Management**

When managed effectively, a budget can serve as a roadmap for an organization. In this seminar, participants will learn how to read complex budgets and how to develop project or program budgets that align with their company values and priorities. Participants will walk away with tools for understanding true costs, different budgeting systems, and how to incorporate these tools into their workplace.

### **OBJECTIVES**

- *Understand the use of organization-wide operating budgets*
- *Learn how to build a budget with appropriate cost allocation*
- *Understand the common mistakes in organizational budget management and how to avoid them*
- *Learn best practices for budget management*

## **Design Thinking**

Leaders are responsible for overseeing change within their organization and identifying opportunities for growth and improvement. Design think-

ing is a human-centered methodology that frames challenges as a design problem to explore the many ways to develop creative and practical solutions to a question. This session will provide a comprehensive introduction to the design thinking process and engage in a group activity to solve a complex problem by applying the principles of design thinking. Participants will walk away with the tools and framework for understanding how innovation can help tackle problems in their projects, teams, or personal entrepreneurial ventures.

### **OBJECTIVES**

- *Understand the design thinking methodology and how to generate entrepreneurial ideas*
- *Practice solving complex problems through design thinking*
- *Learn how to facilitate a design thinking session to resolve a project or team challenge*

## **DATA ANALYSIS**

### **Qualitative Data Collection and Research Methods**

This workshop considers the design, planning, and execution of data collection. It offers strategies for addressing the intellectual, ethical, logistical, and social challenges to collecting data for research purposes.. The class explores how researchers can evaluate the evidentiary value of the data they collect and generate, as well as how to shift among collecting data, analyzing data, and re-designing research.

### **OBJECTIVES**

- *Understand methodologies for conducting social science research*
- *Learn how to design an appropriate research strategy with the help of a data collection plan*
- *Make ethical decisions when managing and manipulating data*

### **Quantitative Data Management**

Quantitative data is information that can be measured and written down with numbers. In this online course, participants will learn to organize, manage, and manipulate numbers in Excel. This course will be a general overview for those looking to brush up on their Excel skills or learn new ways to engage with their data.

### **OBJECTIVES**

- *Learn how to utilize Excel and formulas to most effectively record, analyze, and store data*
- *Understand how to apply best methodologies for Excel management*

## **Data Visualization**

This session will introduce participants to the different tools and best practices for data visualization, allowing them to develop more sophisticated presentations that succinctly capture large data sets and complex ideas. These techniques may be applied to various delivery platforms, such as PowerPoint, but also outreach materials and program documents, including spreadsheets, reports, and websites. Participants will also receive an introduction to open source tools and platforms to understand the basics of digital communication and how to turn data into graphs, images, and more.

### **OBJECTIVES**

- *Compute complex ideas in a creative and visual way*
- *Understand best practices for creating engaging and approachable presentations*
- *Develop the confidence to use new platforms and innovative tools*
- *Understand the basics and how to get started with coding and other digital tools*

## **Social Media Trends and Engagement Strategies**

This session will examine the opportunities and challenges of today's fast-changing media and online environment. Participants will discuss current trends in the news industry, the latest social media trends, and learn how to work within that landscape. Participants will gain an understanding of how to navigate competing news sources, how to leverage different platforms for personal or professional visibility, and best practices for developing engagement strategies.

### **OBJECTIVES**

- *Understand media, public attitudes, and online behavior trends*
- *Understand different media platforms, trends, opportunities, and challenges*
- *Learn how to use social media platforms for personal or professional visibility*

## **COMMUNICATION**

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### **How to Conduct a Policy Briefing**

Delivering concise, clear briefings is a critical skill for policy professionals. It is equally important to understand one's audience and know how to adjust talking points to brief a range of stakeholders effectively. In this session, participants will learn how to break down complex information into a succinct narrative, and how to convey that information with authority, confidence, and clarity while being cognizant of their audience.



### **OBJECTIVES**

- *Learn policy briefing conventions and standards*
- *Prepare and deliver effective briefings*
- *Communicate complex, nuanced ideas clearly and quickly*
- *Understand best practices for PowerPoint presentations and other visual aids*

## **Cross-Cultural Communication**

In this course, participants will take a deep dive into anthropological and philosophical perspectives on cross-cultural communication and dynamics of conflict in everyday situations across the world. By engaging in a range of activities, this interactive workshop will give participants greater cultural awareness, and techniques for cross-cultural communication.

### **OBJECTIVES**

- *Understand the importance of roles, context, and power dynamics in studying intercultural communication*
- *Identify nonverbal communication, language, tone, and hidden knowledge in others*
- *Confidently and successfully resolve conflicts using communication and facilitation tools*
- *Navigate cultural dynamics, such as norms and customs, when traveling or interacting with diverse groups*
- *Acquire knowledge, skills, and attitudes that increase intercultural competence*

## **On-Camera Media Training (2-part series)**

Participants will receive coaching in effective public speaking and practice personal presentations to increase confidence and become effective communicators, regardless of audience size. Participants will also have an opportunity to practice giving on-camera interviews and fielding questions from a reporter, an important skill that can be applied to job interviews, client and donor meetings, and networking events. They will leave with a nuanced understanding on how to turn complex, lengthy information into digestible soundbites, how to think on their feet, and how to control an interview or conversation.

### **OBJECTIVES**

- *Develop and practice the physical skills required for effective oral presentations*
- *Mitigate nervousness by employing stress management tools*
- *Display confidence as a presenter in front of small and large audiences*
- *Successfully communicate your personal narrative at formal and informal events*
- *Learn how to take control of an interview or conversation*

## **Moderating Panels (2-part series)**

This session will arm participants with the necessary skills to successfully moderate a panel. Participants will learn how to direct the flow of conversation and keep speakers on topic, how to field questions from an audience and guide the interaction between speakers, and how to summarize and wrap up important information that was exchanged during the panel.

### **OBJECTIVES**

- *Learn preparation strategies for successful panel moderation*
- *Practice how to control the flow of conversation and keep panelists on topic and within their time allotment*
- *Understand how to pick up key takeaways from the conversation to summarize for the audience*

## **Networking Etiquette**

Participants will receive networking and business specific etiquette training to better navigate professional events and personal encounters. Networking etiquette will focus on preparation before events, introductions and interactions, and how to maintain a professional presence during and after an event.

### **OBJECTIVES**

- *Learn proper networking and business etiquette for professionals*
- *Improve personal presentation and gain skills that help shape professional image and reputation*
- *Practice work-appropriate social skills and learn how to make an effective elevator pitch*

## **WRITING AND NEGOTIATION**

### **How to Write a Policy Brief (2-part series)**

This course will prepare participants to draft high-quality policy briefs that are succinct and effective, enabling the reader to quickly identify key lessons and understand how and where these might be applied in practice. For any policy brief, there will be a tradeoff between providing depth of context and delivering something that is concise, targeted, and digestible. Learning to balance this trade-off is one of the key skills of writing for policy.

### **OBJECTIVES**

- *Clearly outline research findings, policy recommendations, and action items*
- *Effectively communicate high-level information to senior decisionmakers*
- *Understand how to discern and narrow important information from multiple sources*

## **Public Speaking and Presentation Development (2-part series)**

This course will focus on the skills involved in selecting, researching, organizing, and writing persuasive messages. Participants will learn techniques for creating speeches that engage, persuade, and inspire an audience using image, metaphor, and story, while also getting key messages across. Finally, participants will learn to communicate their ideas effectively using verbal techniques in a small, supportive classroom environment.

### **OBJECTIVES**

- *Understand how to craft a compelling presentation to engage an audience, make a case, and reinforce the bottom line*
- *Learn skills in public speaking, executive presence, and body language*
- *Practice delivering speeches in a small group setting*

## **Grant Proposal Writing**

Proposal writing is an essential skill for business-savvy professionals, particularly as funding environments becomes more competitive and revenue streams fluctuate. From learning how to identify donor priorities to making the pitch, participants will learn how to outline, write, and pitch proposals.

### **OBJECTIVES**

- *Understand what makes a grant proposal competitive*
- *Learn best practices for writing different grant proposals*
- *Identify appropriate funders and work with them effectively*
- *Create an example of an effective grant proposal*
- *Learn how to pitch proposals to a donor*

## **Negotiation Strategies (2-part series)**

Clear and effective communication is key to negotiating successful outcomes for personal objectives or business development. Leaders must actively and skillfully connect with all negotiating parties and work toward mutually agreeable solutions while still ensuring their primary objectives are met. This class will examine the principles of successful negotiation and allow participants to practice strategies that lead to favorable business outcomes.

### **OBJECTIVES**

- *Plan and implement strategies for successful negotiation outcomes*
- *Learn tactics to advance business interests*
- *Understand how outcomes should be incorporated into agreements*
- *Practice negotiation skills with other colleagues*

Learn more at [\*\*www.csis.org/accelerator\*\*](http://www.csis.org/accelerator)

## ABOUT CSIS

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Established in Washington, D.C., over 50 years ago, the Center for Strategic and International Studies (CSIS) is a bipartisan, nonprofit policy research organization dedicated to providing strategic insights and policy solutions to help decisionmakers chart a course toward a better world.

Founded in 1962 by David M. Abshire and Admiral Arleigh Burke, CSIS is one of the world's preeminent international policy institutions focused on defense and security; regional study; and transnational challenges ranging from energy and trade to global development and economic integration. For eight consecutive years, CSIS has been named the world's number one think tank for defense and national security by the University of Pennsylvania's "Go To Think Tank Index."

The Center's over 220 full-time staff and large network of affiliated scholars conduct research and analysis and develop policy initiatives that look to the future and anticipate change. CSIS is regularly called upon by Congress, the executive branch, the media, and others to explain the day's events and offer recommendations to improve U.S. strategy.

## ABOUT EXECUTIVE EDUCATION

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CSIS offers a wide range of customized executive education programs featuring world-class foreign policy and national security experts and multidisciplinary leadership development. Each program is tailored to fit individual audience needs and includes a combination of in-depth geopolitical seminars, professional skill-building workshops, interactive crisis simulations, and networking opportunities.

For more information about designing an executive education program for your organization, or to learn more about existing programs, please visit us at [www.csis.org/executive-education](http://www.csis.org/executive-education) or contact **Nahmyo Thomas**, CSIS vice president and director of Executive Education and the Abshire-Inamori Leadership Academy, at [nthomas@csis.org](mailto:nthomas@csis.org).

