



UNC
SCHOOL OF GOVERNMENT

***PUBLIC EXECUTIVE LEADERSHIP ACADEMY
2008 PRELIMINARY PROGRAM SCHEDULE
December 2007***

July 6 ORIENTATION

6:00–8:30 p.m.

Orientation, Reception, Park Bench & Dinner
PELA & the 21st Century Manager

July 7 THE DYNAMICS OF CHANGING COMMUNITIES

Learning Objectives:

1. Identify the top trend “drivers” that will impact local governments.
2. Assess the implications of trends for professional local managers.
3. See local public problems (the cases participants have identified) as “wicked problems” requiring “adaptive change” reflecting public values and stakeholder preferences.
4. Understand the changing roles of city and county managers and their key staff members in leading adaptive change in the community or region.

9:00–10:15 a.m.

The Many Faces of Government

10:30 a.m.–12:00 p.m.

Public Values and Competing Choices

1:00–3:15 p.m.

The Many Faces of Economic & Demographic Change

3:30–4:30 p.m.

A Leadership Dialogue on the Dynamics of Changing Communities

4:30–6:00 p.m.

Thinking Strategically About Your Community Change Project I

7:00–7:30 p.m.

Thinking Strategically About Your Community Change Project II

7:30–8:30 p.m.

Learning Team Meetings

July 8 CRITICAL COMPETENCIES FOR LEADING COMMUNITY CHANGE

Learning Objectives:

1. Identify your own leadership preferences and behaviors.
2. Grasp the competencies important for community leadership, and the risks associated with developing and applying them.
3. Distinguish styles and strategies for working with different generations.

9:00–10:30 a.m.

Examining My Leadership Preferences and Styles

10:45 a.m.-12:30 p.m.

Responding to and Leading Change: Critical Competencies for Local Government Professionals

1:30-3:00 p.m.

Leadership Dialogues in Learning Teams: Leadership Styles and Trade-Offs Debriefing

3:30–5:00 p.m.

Dealing with Multigenerational Governing Boards & Communities

6:30–8:30 p.m.

Learning Team Meetings

July 9 STRATEGIES FOR LEADING CHANGING COMMUNITIES I

Learning Objectives:

1. Explore the role of a professional manager as local leader.
2. Discern the leadership skills for the 21st century manager.
3. Understand the conflicting value choices that underlie policy-making and administration.

9:00 a.m.–12:30 p.m.

Leadership in the 21st Century

1:30–5:00 p.m.

High Performance Government: Governing Body and Staff in Partnership

6:00–7:30 p.m.

Poolside Reception & Dinner

July 10 STRATEGIES FOR LEADING CHANGING COMMUNITIES II

Learning Objectives:

1. Recognize the different responsibilities, roles, values, and perspectives of elected officials and local government professionals.
2. Grasp the key characteristics of politics and administration.
3. Identify and practice strategies and skills for managing conflict with key stakeholders.
4. Understand advantages and disadvantages of consensus decision-making.

9:00 a.m.–12:30 p.m.

Contemporary Trends in Local Government: Roles, Responsibilities, and Values of Local Government Professionals

1:30–5:00 p.m.

Managing Conflict and Building Consensus

6:00
Dine-Around (off-site)

July 11 SUSTAINING YOURSELF AS A COMMUNITY LEADER

Learning Objectives:

1. Discern how managers spend their professional and personal time, who they turn to for support, and what changes they want to make.
2. Develop strategies for helping managers through adaptive change processes and for building personal and social infrastructure.
3. Determine the characteristics of a hardy personality and recognize the importance of attitude.
4. Grasp the “human equation” in leadership—how to understand and deal with different types of people.

8:30-10:00 a.m.
Leadership Dialogues in Learning Teams: Community Change Project Interim Priorities

10:00 a.m.–4:30 p.m.
Life, Work & the Pursuit of Balance

August 3

6:00–8:30 p.m.
Check in at Rizzo Center/Learning Team Dine-Around (off-site)

August 4 FRAMING AND COMMUNICATING YOUR MESSAGE

Learning Objectives:

1. Comprehend the role of multiple media outlets in the community change process, and how citizens and groups use technology to convey information and views.
2. Identify and practice strategies for using the media to get the professional staff’s message across to the public and for building positive relations with the media.
3. Distinguish ways to help improve framing and communicating the governing board’s message to the public through the media.

9:00 a.m.–5:00 p.m.
Getting Your Message Across I

6:30–8:30 p.m.
Getting Your Message Across II

August 5 STRATEGIES FOR BUILDING TRUST AND TAKING RISKS

Learning Objectives:

1. Visualize mental models typically used in difficult manager-board situations, and ways to increase effectiveness in conversations with governing boards.
2. Identify new approaches to creative problem-solving and risk-taking.

9:00 a.m.–12:00 p.m.
Mapping New Leadership Territory: Thinking Outside the Box and Taking Risks

1:00–4:30 p.m.

Difficult Conversations: Strategies for Getting Results and Building Commitment When the Stakes Are High

6:00-9:30 p.m.

A Risk-Taking Adventure at Cooking School

August 6 ENGAGING STAKEHOLDERS

Learning Objectives:

1. Identify pros and cons associated with citizen/stakeholder involvement in public policy-making.
2. Understand the methods of citizen engagement and when/why/how various methods of citizen/stakeholder involvement are appropriate.
3. Identify factors relating to engagement effectiveness, and the role of the public manager in creating communities of participation.

9:00–10:00 a.m.

A Leadership Dialogue on Risk

10:15 a.m.-12:30 p.m.

Engaging & Empowering Citizens and Community Groups

1:30–4:30 p.m.

A leadership Dialogue on Local Management and Social Equity

6:00 p.m.

Dine-Around & Skit Preparation (off-site)

August 7 BUILDING AGREEMENT AND SUSTAINING ACTION

Learning Objectives:

1. Identify and practice strategies for “catalytic leadership” skills to help a group develop a well-rounded understanding of issues and alternatives, reach decisions, and create relationships for instituting change.
2. Identify conditions that help groups implement, evaluate, and revise their plans, strategies to create those conditions, and practice skills involved in using those strategies.

8:30 a.m.–12:30 p.m.

Strategies for Facilitating Successful Shared Decision Making

1:30–5:00 p.m.

Putting Joint Decisions into Action and Keeping them Going

6:00–8:00 p.m.

Poolside Reception, Skits & Dinner

August 8 IMPROVING COMMUNITIES THROUGH ENGAGEMENT

8:30–11:00 a.m.

Learning Teams: Leadership Project De-briefings

11:00 a.m.–2:00 p.m.

Park Bench & Graduation