



6-MONTH ACADEMY

- Meets every 2 weeks
- From February - August 2022
- See next page for session dates and timeline

LOCATION: Online Zoom Meeting

TUITION: \$3,500

INCLUDES:

- Leadership Assessment
- 6 1on-1 coaching sessions
[-Why include coaching?](#)
- Live, Instructor-led sessions
- Panel discussions with experts
- Keynote Speaker Rick Cole
[-Click for Speaker Biography](#)
- Networking opportunities
- Academy Resource Portal

APPLICATION: [CLICK HERE](#)

- Requires application and supervisor approval to attend
- See page 3 for attendee and participation requirements

FOR QUESTIONS:

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Develop your managerial skills remotely with RGS' new virtual Management Leadership Academy!

Join a group of 18 managers in RGS' first comprehensive, advanced academy aimed toward developing leadership competencies of local government Managers! This Academy is designed for new or experienced Managers in local government by trainers with extensive experience in all types of local agencies.

BENEFITS TO PARTICIPANTS:

- Work on real-life organizational issues
- Gain practical tools and application
- Get insights into your leadership skills and gaps
- Receive professional coaching to accomplish individual leadership goals
- Hear from panels of experts and leaders on how to navigate today's challenges
- Work with small groups on a Capstone Project
- Network and learn from leaders at other agencies

LEARNING OUTCOMES:

- Create a learning organization
- Develop a strategic plan for your program/division
- Solve problems through rational processes and evidence-based knowledge
- Develop systems to address local issues
- Write an effective Board/Council report and present effectively at meetings
- Effectively manage the dynamics of remote and hybrid teams
- Effectively manage a variety of difficult conversations
- Build influence to get results within the system
- Effectively lead employees through constant change



Management Leadership Academy Syllabus/Timeline

All Academy dates are Thursdays, from 8:30am-11:30am, PST, unless otherwise noted.

Date	Course/Element
Pre-Academy	Leadership Assessment
Monthly	6 Monthly 1-1 Coaching Sessions
2/24/22, Thursday	Academy Kickoff
3/10/22, Thursday	Creating a Learning Organization
3/24/22, Thursday	From Strategy to Action: Planning the Work of your Team
4/7/22, Thursday	Making Better Decisions
4/21/22, Thursday	Applying Systems Thinking to Solve Problems --AND-- Capstone Project Kickoff
5/5/22, Thursday	Ace Your Next Board/Council Meeting
5/19/22, Thursday	Networking Session: Learning from Leaders' Successes and Failures
6/2/22, Thursday	Managing Remote/Hybrid Teams --PLUS-- The Post-Covid Organization Panel Session
6/16/22, Thursday	Navigating Difficult Conversations with Employees
6/30/22, Thursday	Building Influence Within the Organization and Beyond
7/14/22, Thursday	Managing Constant Change in Turbulent Times
7/26/22, Tuesday* 10:00-11:30am	Panel Session: Repairing Local Agency Systems that Result in Inequities
7/28/22, Thursday** 10:00-11:30am	Panel Session: Attracting and Retaining People in the Public Sector
8/11/22, Thursday	Capstone Summit

* Note this panel discussion is on a Tuesday and runs from 10:00am -11:30am.

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All Academy dates are Thursdays, from 8:30am-11:30am PST (unless otherwise noted)

Attendee Requirements:

- Must report directly to a Senior Level Manager (Division/Department Director, City Manager/General Manager/CEO, Assistant City Manager/Assistant General Manager, Deputy Director)

AND

- Must directly manage a team(s) at the Managerial Level OR directly manage a high-level program that works with other agency managers.

Participation Requirements:

- Completion of the Leadership Assessment.
- A laptop/computer that allows connection to Zoom, webcam, speaker, and microphone.
- Sharing webcam/audio in environment free from outside noise or disruption.
- Availability from 8:30 am -11:30 am on scheduled Academy days.
- Attendance and participation in all Academy elements.
- Blocking out time on calendar for sessions; free from other meetings, calls, work.
- Participation in “cameras on” interaction and discussion.
- Engaging with trainers and other participants in discussion.
- Participation in the Capstone Project and work with small group outside Academy schedule.
- Completing homework, readings, and other materials.
- Committing to approximately 4 hours/month of time for Capstone project/homework.
- Scheduling and completing 6 one-on-one coaching sessions within Academy timeframe.
- Scheduling coaching sessions every month of the program.
- Supervisor approval for the time commitment required and the requirements above.

Session	Course/Element
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Pre-Academy Leadership Assessment

The Leadership assessment will identify leadership skills and gaps to help you focus your skill development throughout the Academy and beyond. Leadership assessment (incorporate 360 element). Feedback from supervisor, peers, and/or subordinates. Blended feedback. Shared with your coach, not your boss. You can decide what to share and when.

Monthly 6 Monthly 1-1 Coaching Sessions

Attendees will complete [*six leadership coaching sessions*](#) with our trainers. These monthly coaching sessions are designed to accomplish goals set by the attendee. Potential coaching content includes:

- Addressing leadership skill gaps that surface through the assessment or Academy content
- Applying Academy concepts and skills in the workplace
- Developing long-range career development plan

Session 1 Academy Keynote, Introductions, and Overview

Start your Academy experience and get prepared for the learning outcomes over the next six months. Highlights include:

- [*Keynote Speaker Rick Cole*](#) will discuss the critical role of management-level employees in local government
- Introductions to trainers and other attendees
- Overview of academy content
- Understand management competencies and role

Session 2 Creating a Learning Organization

Learning organizations drive innovation, share knowledge, improve problem-solving, and encourage growth. This creates an organization that is more resilient to sudden changes and uncertainty. Learn how to articulate and apply the key elements of creating a learning organization. Apply learning organization concepts in your own team and get tips on how to advocate for organization-wide application.

Attendees will be able to:

- Foster an environment that's conducive to learning
- Create learning "forums"
- Encourage experimentation

Session

Course/Element

- Facilitate knowledge transfer
- Apply concepts to your team and the larger organization.

Session 3

From Strategy to Action: Planning the Work of your Team

Does it seem like you are putting out fires and responding to crises, rather than setting the course for your team? You may not be sure of where to start, or you may have started and realize you need to re-focus your efforts. Attendees will analyze their departments and determine their strategic goals and priorities.

Attendees will be able to:

- Conduct a SWOT analysis
- Identify key priorities
- Determine goals, action plans and time frames
- Align with agency's larger strategic plan
- Translate vision to day-to-day activities

Session 4

Making Better Decisions

Do you find yourself making decisions on the fly? Not getting the outcomes you thought you would? This class helps attendees solve problems through rational processes and evidence-based knowledge. Learn techniques for making educated and innovative decisions.

Attendees will be able to:

- Understand consequences of gut-based decision-making
- Clarify the problem to be solved
- Gather information for problem-solving (laws, policies, research, past practice, stakeholder input, strategic plan)
- Understand the role of values in decision-making
- Use a people-centric approach
- Reflect on decisions you have made to determine results

Session 5

Applying Systems Thinking to Solve Problems

Local government managers have to work within a variety of systems to address challenging community issues. Learn how to use systems thinking to solve the complex problems your team and larger organization face. Develop systems to address local issues (e.g. housing, homelessness, revenue reductions) or internal organizational issues.

Session

Course/Element

Attendees will be able to:

- Understand the complexities of resolving local issues
- Identify and involve appropriate stakeholders
- Build coalitions and collaborate internally and externally
- Get feedback from stakeholders
- Keep all parties informed on progress and effectiveness
- Shift from technical expert/ analyst role to manager of process

--AND--

Capstone Project Kickoff

Attendees will be assigned to small groups to discuss and identify a problem to solve for your Capstone Project. Work with your small group outside the Academy to analyze and make recommendations on real problems. Then, you will meet with your small group, and deliver your Capstone project at the Capstone Summit at the end of the Academy.

Session 6

Ace Your Next Board/Council Meeting

Managers often work with agency Executives and the Board/Council to get input on direction and focus. This requires communicating clearly and effectively to these parties. Learn how to write an effective Board/Council report to convey the work you have done. From there, learn how to present materials in the meeting to help your Board/Council make important decisions.

Attendees will be able to:

- Describe the context of a Board report
- Clearly identify the problem statement
- Identify staff recommendation(s) and rationale
- Provide the right level of detail
- Anticipate questions from the policy makers and the public
- Prepare materials to deliver Board report

Session 7

Networking Session: Learning from Leaders' Successes and Failures

Join our first panel discussion with four experienced local agency leaders! Hear about their memorable successes and some spectacular failures. Find

Session

Course/Element

out what they learned from their experiences to make better decisions, processes, and systems.

- Panel discussion with experts
- Q&A with expert panel
- Small groups to discuss key takeaways and application
- Report back to larger cohort

Session 8

Managing Remote/Hybrid Teams and the Post-Covid Organization

Agencies are implementing a variety of pandemic-related shifts in the workforce including remote work, remote team collaboration, and hybrid work. Learn to effectively manage the dynamics of these changes in the workplace.

Attendees will be able to:

- Understand the pros and cons of a variety of remote/hybrid situations
- Lead with inclusion and compassion
- Establish parameters, expectations, and accountability
- Conduct effective remote meetings
- Get people working together, no matter where they are at
- Anticipate and resolve predictable conflict

PLUS

Panel Discussion: The Post-COVID Organization

Hear from a panel of agency leaders about how they have responded to COVID. Learn about innovative approaches and best practices to drive the highest possible outcomes.

- Panel discussion with experts
- Q&A with panel
- After-panel discussion to report impact and application

Session 9

Navigating Difficult Conversations with Employees

Part of every manager's job is to give employees feedback about their performance and expectations. These discussions can be complex and challenging due to a variety of reasons. Learn how to effectively manage difficult conversations so that your team functions as effectively as possible.

Attendees will be able to:

Session

Course/Element

- Set clear expectations
- Understand what's motivating the employee
- Stay focused on the issue
- Use effective listening skills
- Give meaningful feedback
- Successfully resolve conflict
- Identify when to contact HR

Session 10

Building Influence Within the Organization and Beyond

Local government managers operate within a complex environment to accomplish goals and objectives. Influence from internal organizational politics, community residents, stakeholders, and elected officials can result in competing interests. This session helps you understand these influences to get results within this system.

Attendees will be able to:

- Understand the unwritten rules in your agency
- Persuade others to act when you have no formal authority
- Resolve inter-organizational issues with political elements
- Understand City/General Manager and Board/Council roles
- Adapt to your boss' preferences, interests and work style

Session 11

Managing Constant Change in Turbulent Times

Local agencies and communities deal with constant change. Pandemics, climate change, social justice, and other complex issues create shifts in what communities expect from public sector agencies and how we conduct work. Learn how to effectively lead your employees through each phase of the change process to maximize your team's ability to navigate the rapids.

Attendees will be able to:

- Understand why change is a constant factor
- Recognize the phases of the change process
- Clearly communicate the need and rationale for change
- Act as an advocate for change
- Coach staff through the change process
- Lead change with empathy

Session	Course/Element
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Session 12, Part 1*	Panel Session: Repairing Local Agency Systems that Result in Inequities
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Local agency systems are not always ideal. At times, they can result in inequities that impact the community and your employees. Hear from our panel of experts about how they have addressed systemic issues and worked to minimize inequities.

- Panel discussion with experts
- Q&A with panel
- After-panel discussion to report impact and application

Session 12, Part 2**	Panel Session: Attracting and Retaining People in the Public Sector
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It has become increasingly difficult to attract and retain public sector workers. COVID impacts on the workplace, workforce structures, generational shifts, technology deficiencies, and other issues drive people away from the public sector. Hear from our panel about how they attract qualified candidates to public sector work and retain employees once they have come on board.

- Panel discussion with experts
- Q&A with panel
- After-panel discussion to report impact and application

Session 13	Capstone Summit
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Join us for the final course of the Academy! Attendees encouraged to invite a key leader from their organization.

- Small groups present their Capstone Projects and take feedback and questions from the larger group.
- Discuss key learning takeaways from the Academy and plans for applying concepts to their teams and organizations.
- An Academy graduation speech to get you motivated for your path ahead in local government leadership.

*Note this panel discussion is on a Tuesday and runs from 10:00am -11:30am.

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