



#### 6-MONTH ACADEMY

- Meets every 2 weeks
- From February- July 2024
- Panels scheduled separately

#### INCLUDES:

- Leadership Assessment
- Six 1-on-1 coaching sessions
- 12 Expert-led Live sessions
- 4 Panel discussions with Experts
- Keynote Seaker
- Academy Resource Portal
- Free [MMANC](#) membership/renewal

**LOCATION:** Online Zoom Meeting

**TUITION:** \$3,500

#### MORE DETAILS & APPLICATION:

[CLICK HERE](#)

#### QUERIES?

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*Transform your leadership journey in local government!*

#### WHY JOIN?

**Exclusive Access:** Engage in live sessions, a special keynote address, and panel discussions specifically designed for local government managers.

**Personal Growth:** Benefit from leadership assessments, coaching, and gain insights into your leadership skills.

**Hands-On Learning:** Tackle real organizational issues, capstone projects, and gather practical tools.

**Networking:** Connect and learn from leadership peers across various local agencies.

#### LEARNING OUTCOMES:

- Stay updated with the latest leadership theories and practices
- Master effective communication skills
- Handle conflict and challenging conversations with confidence
- Learn to create strategic plans tailored for specific departments
- Solve problems with rational processes and evidence-based knowledge
- Navigate organizational structures and lead through constant change
- Ace Board/Council reports and presentations
- Manage team dynamics of remote/hybrid and multigenerational teams
- Challenge the deep-rooted systemic challenges of local governments

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
Panel Sessions	Required attendance at four panel sessions outside of Academy schedule.
2/22/24	1. Academy Kickoff (Keynote, Introductions, and Overview)
3/7/24	2. Creating a Learning Organization
3/21/24	3. Ace Your Next Board/Council Meeting
3/28/24, 1:00-2:00p*	<i>Panel Session 1: Managing Complex Programs/Projects</i>
4/4/24	4. From Strategy to Action: Planning the Work of Your Team
4/18/24	5. Applying Systems Thinking to Solve Problems & Capstone Project Kickoff
4/25/24, 1:00-2:00pm*	<i>Panel Session 2: Repairing Local Agency Systems that Result in Inequities</i>
5/2/24	6. Understanding the Impact of DEI: From Individual to Systemic
5/16/24	7. Navigating Difficult Conversations with Employees
5/23/24, 1:00-2:00pm*	<i>Panel Session 3: Attracting and Retaining People in the Public Sector</i>
5/30/24	8. Managing Remote/Hybrid and Multigenerational Teams
6/13/24	9. Making Better Decisions PLUS-Risk-Taking in the Public Sector
6/20/24, 1:00-2:00pm*	<i>Panel Session 4: Creating Organizational Culture</i>
6/27/24	10. Managing Culture and Constant Change
7/11/24	11. Building Influence Within the Organization and Beyond
7/25/24	12. Capstone Summit

\* Note these panel sessions are on Thursdays and run from 1:00 -2:00pm.

## **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 including panel sessions.
- 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.

## **Certificates of Completion**

- All attendees will receive a certificate of completion for the Academy. Certificates will reflect only the hours attended by the attendee for courses and panel sessions.

Session	Course/Element
<b>Pre-Academy</b>	<b>Leadership Assessment</b> The Leadership assessment will identify leadership skills and gaps to help you focus your skill development throughout the Academy and beyond.
<b>Monthly</b>	<b>6 Monthly 1-1 Coaching Sessions</b> 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: <ul style="list-style-type: none"><li>• Addressing leadership skill gaps that surface through the assessment or Academy content</li><li>• Applying Academy concepts and skills in the workplace</li><li>• Developing a long-range career development plan</li></ul>
<b>Panel Sessions</b>	<b>Four Panel Sessions</b> Attendees will be required to participate in four panel sessions as part of this Academy. The panel sessions will be attended by participants of this Academy, participants of other Academies, Academy Alumni, and other local government professionals in California and beyond. Attendance will be required as homework and integrated into discussion in specific Academy sessions.
<b>Session 1</b> <b>2/22/24</b> <b>8:30-11:30am</b>	<b>Academy Keynote, Introductions, and Overview</b> Start your Academy experience and get prepared for the learning outcomes over the next six months. Highlights include: <ul style="list-style-type: none"><li>• Keynote speaker to discuss the critical role of management-level employees in local government</li><li>• Introductions to trainers and other attendees</li><li>• Overview of academy content</li><li>• Understand management competencies and role</li></ul>

Session	Course/Element
<b>Session 2</b> <b>3/7/24</b> <b>8:30-11:30am</b>	<b>Creating a Learning Organization</b> 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: <ul style="list-style-type: none"><li>• Foster an environment that's conducive to learning.</li><li>• Create learning "forums."</li><li>• Encourage experimentation.</li><li>• Facilitate knowledge transfer.</li><li>• Apply concepts to your team and the larger organization.</li></ul>
<b>Session 3</b> <b>3/21/24</b> <b>8:30-11:30am</b>	<b>Ace Your Next Board/Council Meeting</b> 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 to help your Board/Council make important decisions. Attendees will be able to: <ul style="list-style-type: none"><li>• Describe the context of a Board report.</li><li>• Clearly identify the problem statement.</li><li>• Identify staff recommendation(s) and rationale.</li><li>• Provide the right level of detail.</li><li>• Anticipate questions from the policy makers and the public.</li><li>• Prepare materials to deliver Board report.</li></ul>
<b>Panel 1*</b> <b>3/28/24</b> <b>1:00-2:00pm</b>	<b>Managing Complex Programs and Projects</b> In today's rapidly evolving local government landscape, the ability to manage complexity is critical. This panel session brings together local government leaders to discuss a variety of complex programs and projects, how they were able to navigate the obstacles, and create meaningful outcomes. Attendees will gain insights into collaborative leadership, the

**Session**

**Course/Element**

multifaceted nature of public projects, and ensuring that every stakeholder's voice is heard.

- Panel discussion with experts
- Q&A with panel

**Session 4**

**4/4/24**

**8:30-11:30am**

**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 5**

**4/18/24**

**8:30-11:30am**

**Applying Systems Thinking to Solve Problems**

Local government managers must 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.

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--**

**Session**

**Course/Element**

**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.

**Panel 2\***

**4/25/24**

**1:00-2:00pm**

**Panel Session: Repairing Local Agency Systems that Result in Inequities**

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

**Session 6**

**5/2/24**

**8:30-11:30am**

**Understanding the Impact of DEI: From Individual to Systemic**

In our increasingly diverse communities and workplaces, a true mark of effective leadership now hinges on the understanding and integration of Diversity, Equity, and Inclusion (DEI) principles into every aspect of a manager's role. Participants will discover how DEI influences individual workers, team composition and performance, organizational culture, decision-making, public engagement, and policy formulation. In this course, attendees will learn to:

- Understand how DEI impacts you as an individual.
- Understand the benefits of DEI in interactions and responsibilities.
- Identify how diverse teams improve performance and innovation.
- Examine equity in departmental practice and preventing systemic discrimination.
- Illustrate how local governments that prioritize DEI can better respond to community needs.
- Understand the ripple effect of DEI decisions and policies and how they can strengthen or weaken broader community networks.



Session	Course/Element
<b>Session 7</b> <b>5/16/24</b> <b>8:30-11:30am</b>	<b>Navigating Difficult Conversations with Employees</b> Part of every manager's job is to give employees feedback about their performance, expectations, and other sensitive topics. 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: <ul style="list-style-type: none"><li>• Set clear expectations.</li><li>• Understand what's motivating the employee.</li><li>• Stay focused on the issue.</li><li>• Use effective listening skills.</li><li>• Give meaningful feedback.</li><li>• Successfully resolve conflict.</li><li>• Identify when to contact HR.</li></ul>
<b>Panel 3*</b> <b>5/23/24</b> <b>1:00-2:00pm</b>	<b>Attracting and Retaining People in the Public Sector</b> 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. <ul style="list-style-type: none"><li>• Panel discussion with experts</li><li>• Q&amp;A with panel</li><li>• After-panel discussion to report impact and application</li></ul>
<b>Session 8</b> <b>5/30/24</b> <b>8:30-11:30am</b>	<b>Managing Remote/Hybrid Teams and Multigenerational Teams</b> Agencies have implemented a variety of shifts in the workforce including remote work, remote team collaboration, and hybrid work in the post-pandemic workforce. Intersecting this variety of how we work, workforces are also composed of multigenerational workers with varying levels of experience with technology and adaptive work environments. Learn to effectively manage the dynamics of these changes in the workplace.



**Session**

**Course/Element**

Attendees will be able to:

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

**Session 9**

**6/13/24**

**8:30-11:30am**

**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.

**--AND--**

**Risk-Taking in the Public Sector**

Managers must make decisions and take action on a variety of complex issues, exposing them to potential risks to projects, teams, and professional and career development. Learn how to navigate risks in public agencies.

Attendees will be able to:

- Understand the concept of risk.

**Session**

**Course/Element**

- Evaluate the risks in local government scenarios.
- Learn a variety of perspectives about risk.
- Build up your risk tolerance.

**Panel 4\***

**6/19/24**

**1:00-2:00pm**

**Creating Organizational Culture**

Culture, described as “the way we do things around here,” is built over time. Likewise, to change and enhance organizational culture requires sustained effort one step at a time. Jim Collins, the author of bestsellers including *Good to Great*, referred to culture change as “the long march.” Hear from our panel about how they have influenced and changed organizational culture to anticipate and respond to the challenges of serving our communities as well as meet the expectations and needs of employees.

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

**Session 10**

**6/27/24**

**8:30-11:30am**

**Managing Culture and Constant Change**

Following our organizational culture panel session, take a deeper dive into culture and 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. These shifts require an organizational culture that can be responsive and adaptive to change and deliver services that will have an impact in the community. Learn how to effectively lead your employees through change and create the culture.

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.
- Create an adaptive culture in your team and organization.
- Lead change with empathy.

Session	Course/Element
<b>Session 11</b> <b>7/11/24</b> <b>8:30-11:30am</b>	<b>Building Influence Within the Organization and Beyond</b> 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 get results within this system. Attendees will be able to: <ul style="list-style-type: none"><li>• Understand the unwritten rules in your agency.</li><li>• Persuade others to act when you have no formal authority.</li><li>• Resolve inter-organizational issues with political elements.</li><li>• Understand City/General Manager and Board/Council roles.</li><li>• Adapt to your boss' preferences, interests, and work style.</li></ul>
<b>Session 12</b> <b>7/25/24</b> <b>8:30-11:30am</b>	<b>Capstone Summit</b> Join us for the final course of the Academy! Attendees are encouraged to invite a key leader from their organization. <ul style="list-style-type: none"><li>• Small groups present their Capstone Projects and take feedback and questions from the larger group.</li><li>• Discuss key learning takeaways from the Academy and plans for applying concepts to their teams and organizations.</li><li>• An Academy graduation speech to get you motivated for your path ahead in local government leadership.</li></ul>

*\*Note: All panel sessions are on alternating weeks from training sessions on Thursday afternoons from 1:00-2:00pm.*