



6-MONTH ACADEMY

- Meets every 2 weeks
- From March - August 2023
- See next page for session dates and timeline

LOCATION: Online Zoom Meeting

TUITION: \$3,500

INCLUDES:

- Leadership Assessment
- 6 1on-1 coaching sessions
- Live, Instructor-led sessions
- Panel discussions with experts
- Keynote speaker
- 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:

Yolanda Taylor
ytaylor@rgs.ca.gov
650.587.7300 x53

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

Join a group of local government managers in RGS' comprehensive, advanced academy aimed toward developing leadership competencies! 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

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
3/9/23, Thursday	1. Academy Kickoff (Keynote, Introductions, and Overview)
3/23/23, Thursday	2. Creating a Learning Organization
4/6/23, Thursday	3. From Strategy to Action: Planning the Work of your Team
4/18/23, Tuesday* 10:00-11:30am	4. Panel Session: Repairing Local Agency Systems that Result in Inequities
4/20/23, Thursday	5. Making Better Decisions
5/4/23, Thursday	6. Applying Systems Thinking to Solve Problems --AND-- Capstone Project Kickoff
5/18/23, Thursday	7. Ace Your Next Board/Council Meeting
6/1/23, Thursday	8. Panel Session: Learning from Leaders' Successes and Failures --PLUS- Risk-Taking in the Public Sector
6/15/23, Thursday	9. Managing Remote/Hybrid Teams --PLUS-- Panel Session: Attracting and Retaining People in the Public Sector
6/29/23, Thursday	10. Navigating Difficult Conversations with Employees
7/13/23, Thursday	11. Building Influence Within the Organization and Beyond
7/25/23, Tuesday* 10:00-11:30am	12. Panel Session: Creating Organizational Culture
7/27/23, Thursday	13. Managing Culture and Constant Change
8/10/23, Thursday	14. Capstone Summit

* Note these panel sessions are on Tuesday and run from 10:00am -11:30am.

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
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.
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: <ul style="list-style-type: none">• 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: <ul style="list-style-type: none">• Keynote speaker to 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: <ul style="list-style-type: none">• Foster an environment that's conducive to learning• Create learning "forums"• Encourage experimentation• Facilitate knowledge transfer• Apply concepts to your team and the larger organization.

Session	Course/Element
Session 3	<p data-bbox="394 338 1333 373">From Strategy to Action: Planning the Work of your Team</p> <p data-bbox="394 380 1529 590">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.</p> <p data-bbox="394 596 776 632">Attendees will be able to:</p> <ul data-bbox="443 638 1182 863" style="list-style-type: none">• 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*	<p data-bbox="394 905 1529 989">Panel Session: Repairing Local Agency Systems that Result in Inequities</p> <p data-bbox="394 995 1529 1157">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.</p> <ul data-bbox="443 1163 1320 1304" style="list-style-type: none">• Panel discussion with experts• Q&A with panel• After-panel discussion to report impact and application
Session 5	<p data-bbox="394 1346 786 1381">Making Better Decisions</p> <p data-bbox="394 1388 1529 1556">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.</p> <p data-bbox="394 1562 776 1598">Attendees will be able to:</p> <ul data-bbox="443 1604 1529 1913" style="list-style-type: none">• 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	Course/Element
---------	----------------

Session 6

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.

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 7

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 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	Course/Element
---------	----------------

Session 8 **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 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

--AND--

Risk-Taking in the Public Sector

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

Session 9 **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

--AND--

Session

Course/Element

Panel Session: Attracting and Retaining People in the Public Sector

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 10

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:

- 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 11

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 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	Course/Element
---------	----------------

Session 12* **Panel Session: 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 13 **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 14 **Capstone Summit**
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.

Session

Course/Element

- 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 Session 4 and Session 12 are panel sessions on a Tuesday and run from 10:00am -11:30am.