

# LEADERSHIP MATTERS

## A Public Leadership Learning Program for Young Leaders in the Public Service Leadership Corps

2022-2023

### Vision Statement

Leadership Matters is a leadership development program for young leaders interested in public service with local and state government, academic and non-profit institutions, and community groups. Through formal classroom work, mentored practice in the workplace, Leadership Matters will build capacity for young leaders to achieve outcomes that serve the public good and sustain the resources (human, natural and economic) on which citizens depend on to thrive.

### Program

Leadership Matters provides training to young leaders who seek advanced management and leadership skills and the opportunity to apply those skills through a co-operative student work experience. The program is delivered over four months in three two-day programs and one one day program at the Lincoln Institute of Land Policy in Cambridge Ma.

The programs in this curriculum have been tested with leaders in the social sector for over twenty-five years and are designed for relevance and performance outcomes. The programs will be offered

### Courses and Learning Objectives

#### Facilitation Strategies Learning Objectives

- Learn the underlying principles and core practices of leaders.
- Develop core facilitation skills through hands-on practice and feedback.
- Gain strategies for starting any group interaction and maintaining civility.
- Learn to structure empowerment and responsibility when using group decision making.
- Practice strategies for dealing with resistance and distractions.
- Experience intervention tools for bringing projects and teams back on track.
- Learn how to manage meeting energy and ensure full participation.
- Use a planning template designed to ensure effective meetings.
- Use facilitation methodologies and strategies to maintain meeting effectiveness and improve projects and teams.
- Leave the program prepared to apply the leadership practices.

#### Systems Thinking Learning Objectives

- Learn the value of systems thinking as an essential practice for citizen/public leaders.
  - Develop competency in mapping systems and using the diagrams to engage others in creating a shared understanding of the current reality facing them.
  - Discover how thoughts, assumptions and beliefs (mental models) play a significant role in what we see and hear and how this affects the organizational systems of which we are a part.
  - Understand systemic accumulations and delays as a means of developing leadership capacity for foresight and intervention before the crisis occurs.
  - Learn the language of systems thinking and the significance of questions that help others to think and act systemically.
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- Understand the purpose of public leadership as it relates to the role in avoiding the Tragedy of the Commons (a systems archetype).
- Experience learning by doing and practice.
- Gain significant progress in mapping systems and use focused inquiry to gain a better understanding of a workplace challenge.

### **Negotiation Strategies Learning Objectives**

- Establish a negotiation framework for understanding the dynamics, steps, and skills for effective negotiation.
- Practice and improve upon key skills in negotiation.
- Improve the analysis of and preparation for negotiations.
- Apply general negotiation concepts to specific workplace examples and challenges.
- Receive peer feedback on negotiation skills and strategy.

### **Strategic Alignment for High Performance**

- Learn the importance of a whole system approach to organizational performance.
- Learn how to create inspirational work environments and overcome structural barriers to achieve results.
- Learn what is required when complexity increases, external conditions shift and systems/structures don't support your goals and mission.
- Learn the importance of strategic leadership partnerships and interdependent leadership skills.
- Learn to write outcome-based performance metrics that identify the end-users, measures, indicators, and assumptions for work and stretch goals.
- Learn how to write an outcome-based strategy for your unit that is aligned with your organizational mission and strategic plan.
- Learn the use of creative tension and organizational learning tools in achieving mission results.

## **Resources and Community of Practice**

Graduates of the Leadership Matters curriculum become part of a growing, socially networked community of leaders and innovators.

As part of its on-going learning support for leaders, the Public Sector Consortium provides an extensive leadership bibliography which is updated regularly and organized by areas of competency and expertise. For more information, see [http://www.public-sector.org/publications\\_and\\_resources.html](http://www.public-sector.org/publications_and_resources.html)

## **Measuring Success**

Ultimately, the success of Leadership Matters will be measured not simply by the number of participants who complete the curriculum, but in the money saved by municipal and state governments, the efficiencies and improved services achieved, and improved leadership across communities.

## **Instructors**

Instructors from the Public Sector Consortium are seasoned professionals. Many of the instructors

have published extensively and all of them have experience in working with public sector leaders. Each course is taught by two instructors, including a “content lead” with extensive knowledge in the field and understanding of the principles of adult learning. The second instructor is generally the “context lead,” someone with experience as a public-sector leader/manager who can provide examples of how the content can be effectively used and applied in public sector workplaces. In most of these instructor partnerships there is at least fifty years of professional experience present in the classroom.

## **About The Public Sector Consortium** [www.public-sector.org](http://www.public-sector.org)

The Public-Sector Consortium is a multi-service non-profit committed to working with citizens and leaders to “re-invent the practice of public leadership.” Our efforts are focused on developing leaders and managers who have the capacity to effectively manage and lead large complex public institutions that serve the public good. The Public Sector Consortium offers formal learning programs that are only one part of a system of learning which includes a community of practice, on-site consulting, and coaching services. Our goal is to translate the management and leadership practices from the best schools and learning institutions in the world into relevant tools for public sector leaders and young leaders interested in public service.

The Public Sector Consortium is also committed to increasing the value our society places on quality public sector leadership, while recognizing the value and leverage potential of robust interactions between all sectors—public, for-profit, and non-profit.

We see public leadership as a profession that requires people to be seasoned and accomplished in their work. To that end we want to support the leaders who are interested in learning how to create workplaces where employees want to work and learn, where they produce quality products and services for the public good, and where the public institutions themselves are worthy of the highest aspirations of the citizenry.