MAYORS PROGRAM 2018

40 mayors, selected from across the United States and around the world, participate in the Bloomberg Harvard City Leadership Initiative program. Designed and delivered by Harvard Kennedy School, Harvard Business School, and Bloomberg Philanthropies, the program opens with three days of in-person executive education classes. Over the following year, mayors participate in a series of virtual learning sessions using the HBS Online Live digital learning platform.

Participants deepen their engagement, learning, and ability to affect change through coaching and direct support from other mayors, fellow participants, Harvard faculty and graduate students, as well as through direct support from the dedicated Bloomberg Harvard City Leadership Initiative team at Harvard University.

In addition, each mayor nominates two top leaders from their administration to participate in coordinated programming for senior leaders. Curriculum for the 2018 in-person classes for mayors is shown below. Day 1 is preceded by an evening opening reception and welcoming remarks. The agenda is also supplemented with field visits to innovative projects in New York City (e.g., Brooklyn Navy Yard).

MONDAY, JULY 23

Leading with Purpose: Engaging Others in Collective Action. Cities around the world face formidable challenges. City leaders are instrumental in helping communities respond to these challenges and thrive. In order to effectively lead change in communities and organizations, courage, clarity of purpose and the capability to motivate others to engage in collective action are key. The first day is designed to provide you with an opportunity to reflect on your leadership purpose and strengthen your ability to engage others in pursuit of that purpose.

The Purpose of Leadership
A discussion about a key challenge of public leadership: closing the gap between who we are as a society or community - and who we aspire to be.

PREPARATION:

- Please read “Business and Politics in the Age of Inequality.”
- While reading the case, please consider the following questions:
  - Is inequality in cities a problem? Why?
  - Is political polarization in cities a problem?
  - How and to what extent does social inequality have an impact on social problems and policy challenges in your city? What are some of the specific causes and consequences in your particular context?
  - How are you addressing - or planning to address the problem?

Leading with Purpose: Motivating Change Workshop on the Power of Public Narrative
To lead is to accept responsibility for enabling others to achieve shared purpose in the face of uncertainty. Leadership takes courage and skill. The workshop reflects on leadership roles – especially with regard to priorities – and how to effectively translate values into action.

PREPARATION:

- Please read the following articles:
  - Carol Dweck, “The Mindsets”, Chapter 1 in Mindset

End Day 1

**TUESDAY, JULY 24**

**Leading Performance: Collaboration, Data, and Innovation.** In order to take on big challenges and pursue opportunities, mayors need high-performing organizations that function effectively. In day two, you will explore strategies to strengthen organizational capabilities and develop a culture of high performance and innovation within your city, including diagnosing and defining the problem, engaging the community, and leading high-functioning teams within and across departments and functions.

**Leading Change: Defining the Problem and Engaging the Community**

Mayors face leadership challenges related to the relationship between city government and the community and leadership challenges related to driving performance of their organization. This session will explore how those leadership challenges are interrelated.

**PREPARATION:**
- Please read “For a Purpose Greater than Politics.”
- While reading the case, please consider the following questions:
  - What elements of this case are familiar to you?
  - Why was it so important for Mayor Mokoena to get people to pay for services?
  - What made it difficult for Mokoena to drive change in Middelburg?
  - When and how did Mokoena engage the community?
  - Do you think Mokoena was an effective public leader? Why or why not?
  - What would you have done differently? Why?
  - What challenges in your city require engagement with the community in order to make progress? What do you find difficult in leading that work?

**Driving Performance: Engaging Staff and Using Data**

This session will build on the previous session and zoom in on the organizational capabilities required to tackle intractable social problems.

**PREPARATION:**
- Please read “A Task Force with Teeth? Blight, Data, and Driving City Performance in Lawrence, Mass.”
- In preparation for the session, please consider the following questions:
  - How has Mayor Rivera defined success for the distressed properties task force?
  - How would you characterize the task force in terms of its composition and way of working? What aspects are familiar to you? What aspects surprised you?
  - What data did the mayor and the task force use to do the following things:
    - Identify, diagnose and monitor the problem(s)?
    - Manage performance of the task force and its members?
    - Engage with external stakeholders, including citizens?
  - If you were in Mayor Rivera’s position, what would your next step(s) be towards improving the situation, and why? How would you know the performance of the task force was improving?
Teaming Across Boundaries
A discussion about teaming across sectors to learn, innovate, and solve problems in the face of uncertainty.

PREPARATION:
• Please read: “The 2010 Chilean Mining Rescue 2010 (A).”
• While reading the case, please consider the following questions:
  – Why was the rescue considered close to impossible at the outset?
  – What allowed the miners to survive, physically and psychologically, until they were found?
  – What problem(s) did President Pinera and Minister of Mining, Laurence Golborne need to solve? What strategies and actions did they employ?
  – What leadership behaviors and project strategies helped Andre Souggaret and others on the rescue team accomplish the impossible?
  – What, if any, parallels do you see between this case and the challenges that you face as a mayor? What might be the lessons for public sector leaders from the Chilean rescue experience?

Teaming for Problem-Solving and Innovation
A discussion that explores approaches to building positive collaborative relationships in the pursuit of problem-solving and innovation in cities.

PREPARATION:
• Please read the article: “Wicked Problem Solvers: Lessons from Successful Cross-Industry Teams.”
• In preparation, please consider the following questions:
  – Consider your top 3 priorities as mayor. Which of these priorities involve reasonably straightforward solutions if resources are available to implement them?
  – Which ones may qualify as “wicked” problems (those with a lack of consensus about what the problem definition is and what the solutions might be, while circumstances change and criteria for success shift over time)?
  – Pick one wicked problem and prepare to share the answers to the following questions with another mayor in class:
    o How are you currently approaching the problem? Who are, or could be, leading the effort?
    o Consider the four leadership practices in the article. What are your current strengths? What do you find most challenging in exercising leadership with regards to the problem you selected? Why is it challenging?
    o What can you do, going forward, to enable progress? What things could you do differently?

End Day 2

WEDNESDAY, JULY 25

Leading Across Boundaries: Collaboration, Experimentation and Mapping Your Leadership Journey. On day three, you will continue to explore strategies to strengthen organizational capabilities and drive innovation within your city through cross-boundary collaboration and experimentation. We will also focus on your personal journey to strengthen your ability to engage others in making change and delivering results for the community you serve. We will reflect on the lessons learned, introduce a leadership development tool that supports your learning going forward, and provide an overview of the rest of the program this year.
Cross-boundary Collaboration
Examine the barriers to collaborative efforts and how to overcome those barriers over time.

**PREPARATION:**
- Please read “Collaborating for Youth Development in Hartford”
- While reading the case, please consider the following questions:
  - How did civic leaders in Hartford wind up in such a mess?
  - Looking back, what should individuals have done differently?
  - Looking forward, what should they do next? In particular, how should they find a director for YO Hartford?

Experimentation, Risk-taking, and Innovation
A discussion about risk-taking and experimentation in public settings and approaches to innovation that elected leaders take in surmounting cities’ pressing challenges.

**PREPARATION:**
- Please read “LabCDMX: Experiment 50.”
- While reading the case, please consider the following questions:
  - What are the opportunities and the barriers for experimentation by Mexico City?
  - Was Mapatón successful? On what dimensions?
  - What should the Mayor say about Mapatón’s results to citizens?

Leadership and Self Awareness and Introduction to Personal Leadership Assessment
A discussion about the managerial challenge of aligning organizational and individual performance followed by an introduction to a leadership development tool.

**PREPARATION:**
- Please read “Rob Parson at Morgan Stanley.”
- While reading the case, please consider the following questions:
  - Should Rob Parson be promoted?

Reflection and Looking Ahead
This session brings together multiple conversation threads and offers participants an opportunity to reflect on what they have learned from the program and from each other. It will give an overview of what comes next, including programming for senior leaders and virtual classes via HBX Live remote classroom.

Beyond the Classroom: Bloomberg Harvard Support For Your City
Our final session previews the additional programming and support provided by Bloomberg Harvard as mayors and senior leaders commit to advance key practices in their cities over the next year.

End Day 3