SENIOR LEADERS PROGRAM 2018

The 40 participant mayors’ work is strengthened by coordinated programming for two senior leaders from each mayor’s city. Programming for these 80 senior leaders begins with four days of in-person classes in New York City, and continues throughout the year via the HBS Online Live virtual classroom.

The programming provides senior administration officials with the opportunity to focus on their own development as leaders and as agents of change – and equips them to build the capacity to solve problems and lead sustained organizational improvement over time. Several critical concepts are covered with both mayors and senior leaders to reinforce a common understanding and vocabulary across leadership teams.

Senior leader participants, like the mayors, receive support throughout the year from Bloomberg Philanthropies, Harvard faculty and graduate students, and the dedicated Bloomberg Harvard City Leadership Initiative team at Harvard University.

Curriculum for the 2018 in-person classes for senior leaders 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, AUGUST 20

Dimensions of Leadership: Collaboration and Negotiation. Leadership in organizations requires a broad repertoire of practices and skills, strategies and tactics. On this first day, we will zoom in on collaboration and negotiation as key leadership practices. In the morning sessions, we will explore the conditions under which people effectively solve problems and seize opportunities within and across organizational boundaries. In the afternoon, we will examine the ‘negotiation aspects’ of leadership and management. We will discuss the principles of strategic negotiation and apply them in a highly interactive simulation exercise.

The Power of Teaming Across Sectors
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 Piñera and Minister of Mining, Laurence Golborne need
To solve? What strategies and actions did they employ?

- What leadership behaviors and project strategies helped André 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 in your city's priorities? What might be the lessons for you as public sector leaders from the Chilean rescue experience?

### Teaming to Problem-Solve and Innovate
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 current priorities. Which of these priorities involve reasonably straightforward solutions if resources are available to implement them? Which ones may qualify as “wicked” problems (those without known solutions, or with incomplete, contradictory, or shifting criteria)?
  - If possible, pick one of each: How are you currently approaching each priority? Who is, or could be, leading each effort?
  - What do you find most challenging in terms of exercising leadership with regard to each priority?
  - What can you do, going forward, to enable progress on these key priorities?

### Strategic Negotiation I: Key Concepts
Using interactive exercises, discuss the fundamentals of negotiation principles and introduce analytic tools to structure and manage negotiations.

**PREPARATION:**
- Please read the article: “Negotiation.”
- Optional reading: “Negotiating Toward the Paris Accords: WWF & the Role of Forests in the 2015 Climate Agreement.”
- In preparation, please consider the following questions:
  - How would you describe your negotiation style? Does it change in different environments or circumstances?
  - What tools and models do you draw on to get better outcomes in real-world negotiations?
  - What, if any, structured preparations do you do before any of your negotiations?
  - How can you continue to refine and improve your negotiation skills over time?

### Strategic Negotiation II: Putting It Into Practice
Each participant will be assigned a role to play in a two-party negotiation simulation. We will then discuss and analyze the experience and pull out key negotiation lessons.
End Day 1

TUESDAY, AUGUST 21

Building Organizational Capabilities: Creating Conditions for Success. Taking on big challenges and pursuing opportunities requires high-performing organizations that continuously learn and improve. On the second day of the program, we will discuss strategies to define seemingly intractable problems and develop effective responses. In order to create a culture of learning and high performance, cities need to engage with citizens, leverage data, stimulate continuous improvement and innovation, and forge value creating relationships with other sectors. Participants will also have the opportunity to work in small groups applying the lessons from the program to the individual challenge they brought with them and engage in structured peer-to-peer consultation.

Leading Change: Defining the Problem and Engaging the Community
City leaders 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” and “Leadership in a (Permanent) Crisis.”
- 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 working for Mayor Rivera, what would you advise him to do or not do to improve the situation, and why? How would you know the performance of the task force was improving?

Peer-to-Peer Session: Getting Feedback on Your Leadership Challenge
The purpose of this session is threefold. First, to give you an opportunity to pause, reflect, and apply the learning of the first day and a half to one of your current leadership challenges. Second, to give you an opportunity to learn from your peers and receive specific feedback on the challenge you brought to the program. Third, to strengthen your diagnostic and coaching skills.

PREPARATION:
- Re-read the written leadership challenge you submitted before the program. Are you thinking about the challenge differently now? Why? How?
- Carefully read the written challenges of the four members of your small peer-to-peer consultation group. Formulate two types of questions:
  1) Questions for clarification: what do you really need to know before you can respond to the challenge?
  2) Diagnostic questions: what types of questions would help your colleague think about the problem differently and identify strategies to solve it?

Cross-boundary Collaboration I
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?

End Day 2


**WEDNESDAY, AUGUST 22**

**Pushing Boundaries: Development, Innovation, and Experimentation.** On day three, we will discuss strategies to pursue new opportunities for cities. The first session will focus on how cities can engage with large companies and forge relationships that will benefit the community. After that, we will examine the conditions under which city government can take risks responsibly when trying new things. In a workshop-like session, participants will have an opportunity to think about innovation in their own city.

**Cross-boundary Collaboration II**
Examine the relationships between large companies and the communities in which they operate.

**PREPARATION:**
- Please read “Amazon’s HQ2 (A) and Amazon HQ2 (B): Utah”
- While reading the case, please consider the following questions:
  - Why are Amazon executives seeking a second headquarters through an open RFP process? What are they really looking for?
  - As a city leader, do you want to win HQ2? Why or why not? How would you decide what economic development incentives you’ll offer to Amazon? What will you ask of Amazon in return?
  - What is your assessment of Utah’s process for preparing its proposal? How does it contrast with the Youth Opportunity process in Hartford?

**Experimentation, Risk-taking, and Innovation I**
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?

**Experimentation, Risk-taking, and Innovation II**

**PREPARATION:**
There is no pre-reading for this session. However, please have in your mind a new service you would like to launch in your city. Perhaps it is something you have been working on, but feels stuck. Maybe it is a new idea entirely that you would like your team to get started on. The more concrete the better. (In
other words...not “A five-year plan for affordable housing”, but rather “Micro-units on the waterfront for artists and researchers”.) We will revisit some of the debates from our LabCDMX discussion in the context of our own ideas in our own cities, with an eye towards getting started on something new - and potentially risky - back at home.

End Day 3

THURSDAY, AUGUST 23

The Senior Leader in Action: Leading with Purpose, Empathy, and Authenticity.

The final day focuses on the personal leadership required to engage in leading change. Using the authentic leadership framework, participants will reflect on their own role, responsibilities, challenges and assets in making change on behalf of the mayor and the communities they serve. We will also zoom in on their leadership role vis-à-vis the people that report to them. Finally, we will also reflect on the lessons learned, introduce a leadership development tool that supports the learning going forward, and provide an overview of the rest of the program this year.

Authentic Leadership Development: Who are You?

This session introduces Authentic Leadership. Becoming an Authentic Leader is hard work and requires a focus on self-awareness and embracing a “learning” versus “fixed” mindset as essential for effectively leading one’s self and others. After discussing the differences of LEADER and LEADERSHIP development and how it occurs, we will participate in several exercises looking at our life’s story, competing narratives and will discover the uniqueness of “who we are” and the richness of vulnerability as a strength.

PREPARATION:

- Please read the articles: “Discovering Your Authentic Leadership” and “From Purpose to Impact: Figure Out Your Passion and Put it to Work.”
- In preparation, please consider the following questions:
  - What is your story?
  - How is it created? Told? Who authors your story?
  - How does your story influence your actions, relationships and leadership?

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 question
  – 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 4