MAYORS PROGRAM 2019

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 2019 in-person classes for mayors is shown below.

MONDAY, JULY 15

**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.

**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 Sougaret 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?

**Leading Change: Communicating Values to Motivate Action**
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.
TUESDAY, JULY 16

**Leading Performance: Collaboration, Negotiation, 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, leading high-functioning teams within and across departments and functions, and effectively engaging with others through negotiation.

**Creating a Culture of High Performance**
A discussion on approaches that leaders operating under challenging circumstances with limited resources and time can use to create the conditions for their staff and organization’s success.

**PREPARATION:**
- Please read “Trouble at Tessei”
- While reading the case, please consider the following questions:
  - To your mind, what caused these challenges?
  - What would you, as Yabe, do to overcome them? The exhibits provided detailed information that may prove useful in your analysis.

**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 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 Taskforce with Teeth? Driving City Performance in Lawrence, Mass”
• While reading the case, 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 did the task force do to:
    o Identify, diagnose and monitor the problem(s)?
    o Respond to distressed properties?
    o Prevent the occurrence of distressed properties?
    o Engage with external stakeholders, including residents?
  – 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?

Negotiation and Collaborative Problem-solving
A discussion on negotiation, conflict-transformation, and collaborative problem-solving as essential leadership skills.

PREPARATION:
• OPTIONAL: Please read “Get the Sequence and Basic Process Choices Right: Setting Up the Right Negotiation” and “Negotiating with Emotion”
• For further preparation:
  – Think about a recent negotiation (formal or informal) that was taxing for you. Please come prepared to describe the challenges you faced with respect to the negotiation scenario that challenged you.

WEDNESDAY, JULY 17

On day three, you will continue to explore strategies to strengthen organizational capabilities within your city through strategic budgeting and resource allocation, 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.

Strategic Budgeting
A discussion on how city leaders can think critically, act strategically, and communicate effectively when facing tough financial decisions.

PREPARATION:
• There are no readings in advance for this session.
• Please consider the following questions:
  – If tax revenues in your city would decrease dramatically this year, what would you do and why?
What would you find most challenging in navigating the process of adjusting budgets?
How would you communicate difficult decisions with unpopular outcomes to the public, the council, and your organization?

**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 do you make of the series of experiments that make up Mapatón? Would you have structured the experiments any differently?
  - Was Mapatón successful? On what dimensions?
  - What should the Mayor say about Mapatón’s results to citizens?

**Developing and Promoting Talent 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 (A)”
- While reading the case, please consider the following questions:
  - Should Rob Parson be promoted?

**Reflection, Looking Ahead, and Bloomberg Harvard Support For Your City**
Our final session outlines next steps and previews the upcoming year, including additional programming and support. The session also brings together multiple conversation threads and offers participants an opportunity to reflect on what they have learned from the program and each other.