SENIOR LEADERS PROGRAM 2019

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 2019 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 19

Leadership, Teaming, and Collaboration. Leadership in organizations requires a broad repertoire of practices and skills, strategies and tactics. On this first day, we will zoom in on teaming and collaboration as key leadership practices. We will explore the conditions under which city leaders can effectively solve problems and seize opportunities within and across organizational boundaries.

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
In our session, you will be asked to reflect on your relationships with your own senior teams, and with other relevant leaders in your administrations. A primary emphasis in this session is the role of interpersonal dynamics in inhibiting or enabling decision making and innovation that spans boundaries.

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?

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?

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 (C): Choices”
• 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?
Did Amazon do a good job of choosing locations for HQ2?
Who really won in Amazon’s search for HQ2? Who, if anyone, lost?

End Day 1

TUESDAY, AUGUST 20

Creating Conditions for Success. Taking on big challenges and pursuing opportunities requires high-performing organizations that continuously learn and improve. In day two, you will explore strategies to strengthen organizational capabilities and develop a culture of high performance and innovation, including diagnosing and defining the problem, creating public value, leveraging data, managing performance, and leading high-functioning teams. 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.

Defining the Problem and Creating Public Value
This session will explore the strategic challenges of public management and introduces a framework for navigating these challenges in practice.

PREPARATION:
- Please read “Nobody’s Core Business”
- While reading the case, please consider the following questions:
  - How would you describe the current mission of the library? How is it operating to achieve that mission?
  - How do you think the mission of the library has changed over the last 15-20 years? What do you think has driven these changes?
  - Does preventing substance abuse and administering Narcan fit into the current mission of the library? If not, whose responsibility is it to do this work? If so, how would you approach this change challenge if you were Jenny?

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 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 did the task force do to:
  - Identify, diagnose and monitor the problem(s)?
  - Respond to distressed properties?
  - Prevent the occurrence of distressed properties?
  - 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?

Peer-to-Peer Consultation Session
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 three or 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?

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 Tesseli”
- In preparation for the session, please consider the following questions:
  - To your mind, what caused these challenges?
  - What would you, as Yabe, do to overcome them? The exhibits provide detailed information that may prove useful in your analysis.

End Day 2

WEDNESDAY, AUGUST 21

Negotiation, Innovation, and Experimentation. On day three, during the morning, we will discuss the principles of strategic negotiation and apply them in a highly interactive simulation exercise. In the afternoon, 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.

**Strategic Negotiation I: 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.

**PREPARATION:**
- Materials for this session will be distributed in advance
- Please read carefully the confidential instructions only for your role and be ready to negotiate
- Please prepare diligently beforehand; we are counting on everyone to be well-prepared

**Strategic Negotiation II: 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”
- While reading the article, 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?

**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 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?

**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 22

Citizen Engagement and Mapping Your Leadership Journey. In the final day, you will continue to explore strategies to strengthen organizational capabilities and solve problems within your city through engaging citizens. We will also focus on ways to strengthen your team’s performance and develop talent. Finally, we will reflect on 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.

Citizen Engagement I
Using a set of three mini cases of citizen engagement in cities, this session is designed to accomplish the following objectives:

- Discuss the various reasons to engage citizens (if engaging citizens is a solution, what is the problem?)
- Examine the various ways in which governments can engage with citizens
- Explore the role government can take in designing and managing relationships
- Introduce diagnostic tools to help explore opportunities and determine the right approach
- Identify do’s and don’ts, tips and tricks, pitfalls and guidelines in engaging citizens

PREPARATION:

- Please read the following mini cases:
  - Seattle: “Please Be Patient”
  - Bogotá: “The Carrot Christmas”
  - Menlo Park: “Pulling Out All the Stops”
- While reading these cases, please consider the following questions:
  - What are the pros of engaging citizens in public problem-solving? What are the risks and down-sides?
  - What were the motives, drivers, and goals in respectively Seattle, Bogota, and Menlo Park that moved leaders to embrace citizen participation in each case?
  - In the end, did citizen participation deliver on the value that leaders hoped it would deliver? Would it have been better to address these problems with government staff and experts only?
  - What are the main elements of “designing” the approach to citizen engagement in each case?
Who gets a voice and who is left out in each of these designs? Are there equity/equality issues in any of the three mini-cases?

What different design decisions might have delivered a better result?

What sort of resources, staffing, expertise does the city need in order to make participation successful in each of these cases?

How do citizens learn and grow through each process?

How does city government learn and grow through each process?

Citizen Engagement II

The cases provide a snapshot of neighborhood leaders who organize themselves to recover after natural disaster by developing internal capacity and vision and by leveraging many outside resources.

PREPARATION:

- Please read “‘Broadmoor Lives’: A New Orleans Neighborhood’s Battle To Recover from Hurricane Katrina (A) & (B)”
- While reading the cases, please consider the following questions:
  - What was the effect of the “Green Dot” on civic action in Broadmoor?
  - Who were the three or four most important leaders of the Broadmoor recovery effort? What values did they have? What capacities did they bring to the table? Who were their constituencies? What were their sources of authority?
  - What were the differences between different parts of the Broadmoor neighborhood? How did organizers cope with these differences?
  - What were the most important partnerships that Broadmoor made with organizations outside of the neighborhood?
  - How did the goals and objectives of the Broadmoor Improvement Association change over the course of this case?
  - What did the city do to help Broadmoor? What should the city have done to help Broadmoor?

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 question:
  - 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.

End Day 4