The Centre's Leadership Academy

The Centre's **Leadership Academy** is the next generation program that inspires a leader to leverage the strengths they have as an individual to make a significant impact within the organization they work and in the community they serve. This program is a real opportunity to take all the knowledge and skill development that they have obtained in The Centre's Supervisor and Management Academies and put it into practice culminating in a capstone project that has a tangible impact on their organization or community. The following curriculum outlines the key modules of learning with a focus on expanding the leader's interpersonal skills, tapping into their own strengths further and the strengths of those around them, leveraging their time and energy in the most essential ways, and finding how to make the most meaningful and tangible impact possible. In addition to a 360-degree assessment on the leader's interpersonal skills, the participant will receive coaching with a Centre consultant and experience peer learning and collaboration unprecedented in other leadership development programs.

This program is the culmination of the ***three-tiered Certified Public Manager® (CPM) program***. The first tier is the completion of the Supervisor Academy and the second tier is the completion of the Management Academy. We are proud that the National Certified Public Manager® Consortium has selected The Centre to be the exclusive provider of the CPM training in California.

Capstone Project
Please note that a distinguishing feature of the Leadership Academy is the completion of a capstone project that has a significant strategic impact on their organization. This is an opportunity to demonstrate an increase in conceptual and planning skills and to showcase potential for senior leadership roles. Besides making a notable contribution to the community, several of these projects have offset the cost of the program. Capstone projects include a significant amount of thinking, preparation, study, planning, engagement, and execution. As such, we ask that participants come to the Academy with a sense of what the capstone project will entail and whether it is scoped to be:
1. an individual project,
2. a group project with an internal organizational team or multi-department team, or
3. a group project with a cross-section of employees from various organizations with the intention to solve a Regional problem.

To support the successful implementation of the capstone project, critical concepts of Project Management are woven throughout the Academy to support the participants in executing on a meaningful capstone project as well as learn tools and techniques to employ beyond the completion of the Leadership Academy. The hands-on components of this lab include:
➢ Plan out the capstone project with key deliverables and milestones
➢ Build an effective, engaged project team
➢ Understand organizational roles, mindset, and challenges to supporting innovation
➢ Foster alignment with internal/external stakeholders
➢ Determine how to best align an executive sponsor and communicate effectively about the project

Day 1
Planning to Learn: Community Building, Networking, and Goal Setting
Learning Objectives: This opening session focuses on the concepts of community building and includes ice-breakers and interactive activities to develop a cohesive cohort of learners. Time is spent introducing the sequence of course modules, establishing ground rules, setting expectations for participation, and identifying ways the learning can enhance leadership in a participant's organization. Group expectations are linked with personal goals.

Navigating the Political Landscape
Learning Objectives: How your message is delivered and to whom is as important as the message itself. In this session, you will gain a unique, bigger picture understanding of how the process works, who to contact and how to deliver your message to opinion leaders and decision makers. For public sector efforts to be successful, a broad understanding of and carefully managing your profile among elected officials, agency personnel, the media, and the public is required.
  ➢ Demystify the politics of "this world" and broaden your lens of leadership in the public sector
  ➢ Share vital qualities and skills needed for success as a manager and leader *in a political environment*
  ➢ Encourage your translation, sense-making duty, and know-how for when and how best to engage the community/key stakeholders

Day 2
Strengths-Based Leadership: Exploring Strengths for Team Effectiveness
(Unlocking your 34 Strengths)
Learning Objectives: This session is structured around the concepts of Strengths and unlocking all 34 strengths to increase participants' level of self-awareness and understanding.
  ➢ Understand the evidence-based research of Strengths science that leads to higher personal engagement, team engagement, and stronger performance outcomes
  ➢ Provide a positive platform (language) for future touch points with others
  ➢ Review the StrengthsFinder assessment beyond the Top 5 - identify the impact of Top 10 talents and learn to mitigate any gaps or blind spots in the bottom 5
  ➢ Identify key components that create a motivating and engaged work environment and the unique motivators and drivers for each person on the team
  ➢ Discuss strategies and tools for positively impacting your team's engagement at work each day and gain practice in coaching and developing team members using a Strengths-based lens

Visionary & Innovative Leadership – Your Leadership Brand and Leaving a Legacy
Learning Objectives: This session highlights the critical role of leadership in public service. The practice of leadership is demystified, and participants understand its core components, think about personal leadership abilities, and make a plan to increase their leadership skills to become extraordinary leaders.
  ➢ Develop your personal leadership vision and the mechanics of messaging this vision
  ➢ Translate your vision to performance
  ➢ Understand how to shape your leadership style and craft your legacy
  ➢ Discuss how to sustain an innovative culture with a focus on strengths

Day 3
Silo-Busting from a Systems Thinking Perspective
Learning Objectives: This session reviews the critical leadership role of developing teams to accomplish a range of organizational initiatives. Principles and practices for team development will be reviewed. Participants will be able to assess their current team and plan for development of greater competence and effectiveness. Participants will develop expanded mental models and practices for working with others to develop synergy and increase performance in public sector environments.

➢ Make the case for cross-functional teamwork and silo busting
➢ Understand the challenges of silos; develop strategies for diminishing silos
➢ Plan for working in cross-functional teams; collaboration
➢ Explore challenges for relationship support and operation (line) departments

Emotional Intelligence (360° Assessment)
Learning Objectives: This session is structured around the concepts of emotional intelligence to help participants increase their level of self-awareness to better understand and modify their leadership behaviors. Self-awareness includes understanding attributes that are hard-wired versus environmental. Participants explore their level of resilience and accountability for their behaviors. An assessment instrument is taken in advance by each participant as well as others that can evaluate their performance and feedback is provided during the session.

➢ Gain valuable feedback from self as well as others
➢ Explore how to increase personal resilience and change behaviors
➢ Increase personal and social competence
➢ Manage relationships both internally and externally

Day 4
Public Sector Facilitation: Skills and Drills
Learning Objectives: This session is a highly interactive and skills-based design to enhance the tool kit of the public sector facilitator. The focus is on skills to address high-conflict personalities and intense emotions, self-represented parties unaccustomed to distributive negotiations, advocates expecting an evaluative mediation model, and unions and enforcement agencies with outside interests.

➢ Reality testing (with an emphasis on the narrow and more directive) to round out the public sector facilitator's tool kit
➢ Strategic questioning methods such as funneling and directional questions
➢ Identifying "ghosts" in the room or uncovering an advocate's unarticulated institutional interests
➢ Techniques to use with high-conflict individuals
➢ Managing strong emotions

Day 5
Strategic Management and Outcome-Based Performance Measurement
Learning Objectives: This module offers leaders the opportunity to understand and begin application of strategic frameworks for organizational growth and development along with staying current on trends for planning, measurement, and coordinated goal setting and achievement.

➢ Learn about the various organizational roles, mindset, and challenges for improving performance in the public sector, including fostering alignment with key stakeholders
➢ Connect strategic planning tools and performance measurement to outcome-based projects with impact, such as the Capstone Project
➢ Review the importance of linking organizational goals, data, and key performance indicators (KPIs) or measures to departmental and individual performance objectives
➢ Learn the appropriate ways in which to set goals, performance objectives, and cascading measures
➢ Explore technology practices to be transparent about current performance in the public sector

Outcome-Based Stories of Community Engagement and Solutions-Oriented Service with a Panel of Experts
Learning Objectives: This session focuses on the trials and tribulations from those in the field practicing civic engagement and transparency of the results. Participants will learn about leadership strategies for a comprehensive approach to creating and sustaining high quality community-based, solutions-oriented service in public sector organizations and explore their own opportunities to do this work in a more engaging way.

➢ Share examples of outcome-based stories and case studies of collaboration in the public sector
➢ Learn how to create an organizational culture of community-based, solutions-oriented service
➢ Discuss the difference between Customers, Citizens, Constituents – Define and frame the target
➢ Deliver results, resolve the problem, follow through to satisfaction
➢ Acknowledge the challenges public employees face in delivering service and inspiring for long-term implementation

Day 6
Process Mapping for Efficiency and Other Performance Improvement Tools
Learning Objectives: This session focuses on improving performance by helping leaders understand the principles and tools used for rethinking and redesigning work processes (and the associated systems and organizational structures).

➢ Explore operational connectivity and how to utilize effective performance improvement tools
➢ Participate in a process mapping activity
➢ Learn strategies to create opportunities for all to contribute to improvement and innovation
➢ Discover how to sustain the gains and institutionalize continuous improvement

Learning Lab
Learning Objectives: This module will provide an opportunity for the participants to engage in hands-on practice applying the concepts of strategic management, outcome-based performance measurement, and process improvement to the Capstone Project.

Day 7
Building, Rebuilding, and Sustaining Trust
Learning Objectives: Trust in large institutions, including public sector organizations, is at an all-time low. In this session, we will review the dynamics of trust and its relationship to both efficiency and effectiveness. We will investigate what builds trust, what undermines it and develop/share strategies to reinforce trust as public sector leaders.
> ➢ Define Trust
> ➢ Discuss "betrayal" in the workplace
> ➢ Identify behaviors that build, rebuild, and sustain trust
> ➢ Learn strategies for trust building

Prioritizing and Managing Energy/Time in Today's Environment
Learning Objectives: This session focuses on how to best manage your energy because time is a finite resource. Building on the concepts learned in strengths-based leadership, think about how to best focus your energy on your biggest impact actions.
> ➢ Clarify and understand complexities of managing time and essential priorities
> ➢ Learn the principles of managing energy to effectively manage time
> ➢ Gain clarity on the balance that is right for you
> ➢ Create a plan for incorporating time management and work-life balance techniques

Day 8
Personal Development Plans
Learning Objectives: This session focuses on next steps for the graduate. The participants will revisit what they have learned on their leadership journey and what their key next steps are to expand this learning beyond the classroom and this program.
> ➢ Review principles of the Academy for areas needing further personal development
> ➢ Establish an action plan to incorporate changes back into workplace behaviors

Capstone Project Presentations

Graduation Ceremony, Closing Comments