

# PUBLIC EXECUTIVE LEADERSHIP ACADEMY

School of Government, University of North Carolina at Chapel Hill  
and North Carolina City & County Management Association

## PROGRAM AGENDA

### WEEK ONE: JULY 10–15, 2011

#### Sunday, July 10      Orientation

- 3:00–5:00 p.m.      **Arrival and Check-in**  
The Franklin Hotel, Chapel Hill
- 6:00–8:30 p.m.      **Orientation, Reception, Dinner, and Park Bench**  
The Franklin Hotel  
**The PELA Perspective**  
*Carl Stenberg*

#### Monday, July 11      The Dynamics of Changing Communities

##### Learning Objectives:

- Identify the top trend “drivers” that impact local governments
- Assess the implications of these trends for local managers
- See local community change opportunities (i.e., the cases participants have identified) as complex situations involving competing public values and requiring “adaptive change” to address those competing values
- Discuss the changing roles of city and county managers and their professional staff members in leading adaptive change in the community or region

- 8:30–10:15 a.m.      **Disruptive Demographic Trends**  
*Jim Johnson*
- 10:30 a.m.–12:30 p.m. **Public Values and Competing Choices in  
Community Leadership**  
*Donna Warner and Carl Stenberg*
- 1:30–3:30 p.m.      **Leading Change in Your Community**  
*Gordon Whitaker, Rick Morse*
- 3:45–5:30 p.m.      **Learning Team Meetings – Peer Consultations**  
*PELA Faculty*



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**Tuesday, July 12**

**Exploring Personal and Community Change Opportunities**

**Learning Objectives:**

- Identify your own leadership preferences and behaviors for dealing with change
- Grasp the competencies important for community leadership, and the risks associated with developing and applying them
- Think creatively and deal constructively with change and risk.
- Reflect on risk-taking and risk-avoidance
- Understand the differences between leading with authority and leading beyond your authority
- Identify common types of “push back” that leaders encounter
- Understand and practice “Getting on the Balcony” and strategies for advancing change

**9:00–10:30 a.m.**

**Examining Change Style Preferences**

*Vaughn Upshaw*

**10:45–12:30 p.m.**

**Leading Change With and Without Authority**

*Rick Morse, Gordon Whitaker*

**1:30–3:30 p.m.**

**Mapping New Leadership Territory: Thinking Outside the Box**

*Michele Berger*

**4:00–5:00 p.m.**

**Taking Risks**

*Michele Berger*

**Wednesday, July 13**

**Strategies for Leading Changing Communities – Part I**

**Learning Objectives:**

- Explore the role of a professional manager as local leader
- Discern the leadership skills for the 21st-century local manager
- Discuss the conflicting value choices that underlie policy-making and administration

**8:30–9:00 a.m.**

**Leadership Dialogue: Risk-Taking – “Reflections of Cooking School”**

*Michele Berger*

**9:00 a.m.–12:30 p.m.**

**Leadership in the 21st Century**

*Bob O’Neill*

**1:30–5:00 p.m.**

**High Performance Government: Governing Body and Staff in Partnership**

*John Nalbandian*

**5:00–6:00 p.m.**

**Community Leadership Competencies Assessment**

*Vaughn Upshaw*

**Thursday, July 14**

**Strategies for Leading Changing Communities – Part II**

**Learning Objectives:**

- Recognize the different responsibilities, roles, values, and perspectives of elected officials and local government professionals
- Grasp the key characteristics of politics and administration
- Discuss the roles and responsibilities of local government professionals in promoting inclusion and social equity

**9:00 a.m.–12:30 p.m. Contemporary Trends in Local Government: Roles, Responsibilities, and Values of Local Government Professionals**

*John Nalbandian*

**1:30–5:00 p.m. A Leadership Dialogue on Local Management and Social Equity**

*Susan Gooden*

**5:00–6:00 p.m. Wellness for Life**

*Dorothy Wood*

**Friday, July 15**

**Sustaining Yourself as a Community Leader**

**Learning Objectives:**

- Discern how managers spend their professional and personal time, who they turn to for support, and what changes they want to make
- Develop strategies for helping managers through adaptive change processes and for building personal and social infrastructure
- Determine the characteristics of a hardy personality and recognize the importance of attitude
- Grasp the “human equation” in leadership—how to understand and deal with different types of people

**8:30–9:45 a.m. Leadership Dialogues in Learning Teams: Community Change Project Interim Priorities**

*PELA Faculty*

**10:00 a.m.–12:00 p.m. Life, Work, and the Pursuit of Balance – Part I**

*George Manning*

**1:00–4:30 p.m. Life, Work, and the Pursuit of Balance – Part II**

*George Manning*

**4:30 p.m. Adjourn until August 7**

## WEEK TWO: **AUGUST 7–12, 2011**

### **Sunday, August 7**

#### **Welcome Back**

3:00–5:30 p.m.

**Arrival and Check-in**  
Aloft Hotel, Chapel Hill

6:00–8:30 p.m.

**Learning Team Dine-Around – Downtown Chapel Hill**

### **Monday, August 8**

#### **Framing and Communicating Your Message**

##### **Learning Objectives:**

- Comprehend the role of multiple media outlets in the community change process, and how citizens and groups use technology to convey information and views
- Identify and practice strategies for using the media to get the professional staff's message across to the public and for building positive relations with the media
- Distinguish ways to help improve framing and communicating the governing board's message to the public through the media

9:00 a.m.–12:00 p.m. **Getting Your Message Across – Part I**  
*Mark Weaver*

1:00–6:00 p.m. **Getting Your Message Across – Part II**  
*Mark Weaver*

7:00–8:30 p.m. **Getting Your Message Across – Part III**  
*Mark Weaver*

### **Tuesday, August 9**

#### **Strategies for Building Trust and Taking Risks**

##### **Learning Objectives:**

- Visualize mental models typically used in difficult manager-board situations, and ways to increase effectiveness in conversations with governing boards
- Identify new approaches to creative problem-solving and risk-taking
- Review your 360 feedback and begin to shape your individual development plan

9:00 a.m.–12:00 p.m. **Difficult Conversations: Strategies for Getting Results and Building Commitment When the Stakes are High**  
*Willow Jacobson*

1:00–5:00 p.m. **Feedback on Critical Competencies and Generating Your Individual Development Plan**  
*Vaughn Upshaw and PELA Faculty*

2:00–5:00 p.m. **Individual Debriefing Sessions**  
Aloft Hotel

6:00–8:00 p.m. **Reception and Visualizing Community Change Art-related Activity**  
Ackland Art Museum

## Wednesday, August 10 Practicing Collaborative Process Skills

### Learning Objectives:

- Build skills for facilitative leadership
- Practice effective facilitation skills in collaborative decision making simulation

8:30–9:15 a.m.	<b>Foundations for Community Collaboration and Designing Effective Meetings</b> <i>Gordon Whitaker</i>
9:15–10:15 a.m.	<b>Teaching-Learning-Doing: Peace Park Exercise Phase One: Assessment</b> <i>John Stephens</i>
10:30–11:45 a.m.	<b>Facilitating Open and Clear Communication Peace Park Simulation Preparation</b> <i>John Stephens</i>
12:45–1:45 p.m.	<b>Peace Park Simulation Round 1 (Facilitator: Assistant to the Manager)</b>
2:00–3:00 p.m.	<b>Peace Park Simulation Round 2 (Facilitator: Spokesperson, Parkside Merchants Association)</b>
3:15–4:00 p.m.	<b>Creativity and Co-facilitation</b> <i>John Stephens</i>
4:00 –5:30 p.m.	<b>Peace Park Simulation Round 3 (Co-facilitators: Chair, Rockmont Greenway Commission and Vice Chair, Parks and Recreation Advisory Board)</b>
6:15–9:00 p.m.	<b>Team-Building Adventure</b>

## Thursday August 11 Practicing Collaborative Process Skills (Continued)

### Learning Objectives:

- Build skills for facilitative leadership
- Practice effective facilitation skills in collaborative decision making simulation
- Apply lessons from simulation to community change projects

9:00–10:00 a.m.	<b>Getting to Group Consensus</b> <i>John Stephens</i>
10:15–12:00 p.m.	<b>Peace Park Simulation Round 4 (Facilitator: President, East Creek Estates Neighborhood Association)</b>
1:00–2:00 p.m.	<b>Facilitating Implementation of Group Decisions</b> <i>Rick Morse</i>
2:00–3:30 p.m.	<b>Peace Park Simulation Round 5 (Facilitator: Representative of West Rock Neighborhood)</b>
3:45–4:30 p.m.	<b>Debriefing the Peace Park Experience (Entire group)</b>
4:30–5:30 p.m.	<b>Applying Your Diagnosis, Planning, and Facilitation Skills to Your Community Change Project</b> <i>Carl Stenberg</i>

## Friday, August 12 Improving Communities through Engagement

9:00–11:30 a.m.	<b>Learning Teams: Leadership Project Debriefings</b> <i>PELA Faculty</i>
12:30–2:00 p.m.	<b>Park Bench and Graduation</b>

