

WHEREVER YOU LEAD

# WE'LL MEET YOU THERE

## PROGRAM AGENDA

Part 1 (Virtual): August 16-19 and August 24-25, 2021

Zoom link for each day: <https://zoom.us/j/93200456919>

### Monday, August 16

#### Setting the Context for the PELA Experience

##### Learning Objectives

- Introduce the PELA Class of 2021 and the PELA faculty.
- How have recent disruptions affected governing communities?
- Diversity and local government.
- Understand the concept of adaptive change and how it is different from technical change.
- Discuss the changing roles of municipal and county managers and their professional staff members in leading adaptive change in the community or region.

##### Preparation

- Read PM Magazine article, "[Near the Top: Understanding Gender Imbalance in Local Government Management](#)"

9:00–11:00  
11:00–11:15  
11:15–12:15  
12:15–1:15  
1:15–3:15

Introductions and the PELA Perspective

Carl Stenberg

Break

Gender Dynamics in the Workplace

Leisha DeHart-Davis

Lunch Break

Virtual Escape Room—Life & Science Museum

### Tuesday, August 17

#### Adaptive Leadership in Times of Significant Change

##### Learning Objectives

- How will our nation's shifting demography shape our future?
- What tools and skills will you need to weather the turbulence and uncertainty we are almost sure to face in the future?
- Does your community have reputational equity?
- Understand how action learning with peers can be used to foster adaptive change in communities.

##### Preparation

- Read James Johnson, "[Warning: Demographic Headwinds Ahead](#)"
- Read James Johnson and Jeanne Bonds, "[Does Your City Have Reputational Equity](#)"

- Read James Johnson and Jeanne Bonds, ["Leading, Managing and Communicating in the Current Era of Certainty-Uncertainty"](#)
- Rick Morse: [Peer Project Consultation-Assessing the Situation for Your Adaptive Change Project](#)

9:00–11:00

**Leading and Managing in an Era of Disruptive Demographics & "Certain-Uncertainty"** Jim Johnson

11:00–11:15

**Break**

11:15–12:00

**Action Learning and Peer Consultation** Rick Morse

12:00–1:00

**Lunch Break**

1:00–3:00

**Learning Team Meetings—Discuss your Adaptive Change Project**

### **Wednesday, August 18 Leadership and Change**

#### **Learning Objectives**

- *Understand what is involved in making change.*
- *Explore how to maximize the contributions of others.*
- *Apply these adaptive traits to influence and sustain successful change in your communities.*
- *Discern the leadership skills for the 21st century manager.*
- *Explore the role of a professional manager as local leader.*

9:00–9:30

**Learning Team Spotlight** Team 1: Team Carl

9:30–11:00

**Building an Adaptive Leadership Culture** John Stephens

11:00–11:15

**Break**

11:15–12:15

**Building an Adaptive Leadership Culture** John Stephens

12:15–1:15

**Lunch Break**

1:15–3:15

**The Local Government Imperative** Bob O'Neill

### **Thursday, August 19 Economic Equity**

#### **Learning Objectives**

- *Discuss roles and responsibilities of local government managers in promoting economic equity.*
- *Use art to apply creativity to your leadership philosophy.*

#### **Preparation**

- Economic Equity Assignment: [Case Exercise](#) (print to refer to in class)
- Read Jonathan Morgan and Tyler Mulligan, ["Community and Economic Development"](#)
- Read Jonathan Morgan CED in NC Blog, ["Equity and Economic Development: What's the Connection?"](#)
- Read ["Opportunities for All: Strategies for Inclusive Economic Development"](#)
- Read Deborah Stone, ["Policy Paradox: The Art of Political Decision Making"](#)
- Read H. George Frederickson, ["The State of Social Equity in American Public Administration"](#)
- Read Nicholas Kristof, ["What Monkeys Can Teach Us About Fairness"](#)

9:00–9:30

**Learning Team Spotlight** Team 2: Team Kim

9:30–12:00

**Growth, Development, and Economic Equity** Tyler Mulligan  
Jonathan Morgan

12:00–1:00  
1:00–3:00

Lunch Break  
Team Building Virtual Adventure—Ackland Art Museum

**Friday, August 20 - Monday, August 23**

**No Class Sessions**

## PROGRAM AGENDA

### Part 1 (Virtual): August 24-25, 2021

Zoom link for each day: <https://zoom.us/j/93200456919>

#### **Tuesday, August 24**      **Crisis Communications**

##### **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 and gather information in a crisis.*
- *Identify and practice strategies for using the news media and social media to get the professional staff's message across to the public during a crisis 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 news media and social media.*

##### **Preparation**

- Read Mark Weaver, "[Opinion](#)"
- Read Mark Weaver, "[Crisis Communications Chapter](#)"

9:00–9:30

PELA Take-aways

Carl Stenberg  
Kim Nelson

9:30–11:15

Crisis Communications, Part I

Mark Weaver

11:15–12:00

Lunch Break

12:00–1:30

Crisis Communications, Part II

Mark Weaver

1:30–3:00

Learning Team Meetings

#### **Wednesday, August 25**      **Innovation and Part 1 Wrap-Up**

##### **Learning Objectives**

- *Determine how to build organizational capacity for innovation.*
- *Discuss themes from PELA 2021, Part 1 and connect to concepts in Part 2.*

##### **Preparation**

- Read Harvard Business Review article, "[Build and Innovation Engine in 90 Days](#)"
- Read Harvard Business Review article, "[Collective Genius](#)"
- Read Introduction to "[Designing for Public Service](#)"
- Bring an image to class of something that represents innovation to you.

9:00–9:30

Learning Team Spotlight

Team 3: Team Jenny

9:30–11:30

Innovation in Local Government

Mitch Sava

11:30–12:30

Lunch Break

**12:30–2:30**

**Putting it All Together: PELA Take-Aways**

Learning Teams &  
Faculty Leaders  
Kim Nelson &  
Carl Stenberg

**2:30–3:00**

**Wrap-Up**