

**Master Municipal Clerk and Clerk of the Board Academy
Final Curriculum September 2019**

Breakout Session 1 – Wednesday (1:00 p.m. – 6:00 p.m.)

1st Year: Taking leadership to the next level: Enhancing our leadership competencies and understanding and maximizing our communication style

This course is required for first-time Academy participants

(A) Leadership

Successful leaders are self-reflective and self-aware. They understand the distinctions between management and leadership and are conscious of the impacts of their own behavior. Successful leaders are also fully aware of how they communicate and how to connect with others through communication. This session will explore these concepts as well as other leadership competencies such as the difference between management and leadership, how we show up and how our presence impacts others and what compels others to follow you as a leader.

In this session, we will:

- Increase our understanding of the essential competencies of true leaders;
- Enhance our knowledge of the differences between leadership and management;
- Gain insight into why others would want to follow us;
- Deepen your awareness of how you relate to and communicate with others; and
- Gain skills in more effectively relating with others.

Through group discussion, feedback from others, self-reflection and exercises, you will explore your communication style and how that style interacts with and influences others and we will enhance some of our leadership competencies in order to take leadership to the next level.

This session requires some pre-work in the form of the Success Signals Profile[©]

Trainers: Pamela Miller, Stephanie Mizuno

102 – 2nd Year: Maximizing our potential: Understanding our values and using them to guide risk-taking as a leader

(A) Leadership/Management

This course is required for those who are attending the Academy for the second time

When the things we do and the way we behave and the way we communicate are aligned with our values, we are choosing to live authentically. This session explores how aligned our values are with the choices we make and the impact that alignment (or misalignment) has on our lives. By understanding our core values and connecting them with our behaviors and the choices we make, we gain insight into how effective we are and just how authentically we are living.

We will also learn about how our values influence our ability as leaders to take risks. We will explore the idea of “What would you attempt to do if you knew you couldn’t fail?” You will have the opportunity to experience and build skills in the basic elements that are critical to deepening your courage to act and turn visions into realities. You will learn to decide even when the deciding is tough.

Trainers: Wandzia Rose, Stephanie Smith

103 – Living and leading with purpose (B) Leadership

This course is required for those who are attending the Academy for more than two times

Are you on achievement auto-pilot? Do you sometimes question where you are going and why? Will it take a major crisis, such as divorce, disease, or change of job to question your direction? Are you living “have to do-s” or “want to do-s?” What is the true meaning of your life that inspires you and guides your decisions?

People without purpose and vision don’t have much influence with others and therefore not very effective as leaders. Effective leaders have a clear sense of who they are; they make conscious choices and live their personal purpose. Further, their actions are directly aligned with their mission so their purpose is achieved.

This session will help us answer some of these questions and develop a clear purpose and direction for our life. Based on our values, we will develop a vision of who we want to be as leaders. We will explore our own personal characteristics and use them with our values in developing a Personal Mission Statement that will serve to guide our decisions and priorities as empowered and authentic leaders.

Trainer: Lee Price

Breakout Session 2 – Thursday (8:00 a.m. – 12:30 p.m.)

201/301 – Effective Time Management: What Are Your Priorities? (B) Management

This is an all-day session. If you sign up for 201 you must also sign up for 301.

All of us at one time or another have wondered where the time goes, or how one person can be so busy. We have also no doubt felt overwhelmed with things to do and find there is not enough time to get them done. How do we deal with the endless emails, constant phone calls, infinite meetings, and those pesky deadlines that never go away? Perhaps it is time to take a look at what we are putting on our plate and how we are actually filling our day. In this session, we will take a close look at how we actually spend our time, discover what our priorities really are, and learn ways to fill our day with those things that really matter and make a difference.

We will also:

- Explore ways to mitigate and minimize interruptions at work;
- Learn about new tools and methods to help us better manage our time (both process and technology);
- Identify strategies to deal with concentration and focus when they become a challenge;
- Learn to identify and diminish time-wasters;
- Understand the value of a “yes” and a “No”; and
- Learn how to place a “value” on our time.

Trainers: Lee Price, Stephanie Smith

202 – Effectively leading through change: A necessary leadership competency (B) Leadership

Public organizations continue to be in the midst of unprecedented challenges. Change management leaders have the vision to see these tumultuous times through the lens of opportunities rather than the lens of barriers. Just as every leader has unique skills, talents, and abilities, so does every organization. So how do you harness the power of human and organizational performance for organizational change? How do you know when to take risks? In this session we will look at the various stages of the change cycle and how the change process effects individuals and organizations. We will explore the core competencies of your organization, gain greater insight into your own personal core competencies, and explore how courage and risk taking play a part in leading change. You will begin to develop ways in which you, as a leader in your organization, can harness the power of human and organizational performance for effectively leading through change.

Trainer: Pamela Miller

303 – Transformative Leadership: Leading from the Heart with Courage (B) Leadership

This session is based on Zander and Zander's book entitled *The Art of Possibility*. Zander summarizes that leadership is about vision, people and relationships. And, the leader's job is to SPEAK POSSIBILITY in the face of on-going challenges and transitions.

We will explore different ways of "lifting off from the world of struggle" and instead soar into a "vast universe of possibility." We will identify the characteristics and impacts of downward spiral conversations and practice ways to shift those conversations to ones that celebrate the possibilities. We'll practice new approaches to enrolling others in our vision and helping others create new possibilities for themselves. We'll assess some of the obstacles to our identifying new possibilities for ourselves and others. Through self-examination, group exercises and dialogue, we will also learn new behaviors associated with transformational leadership and opening up into the world of possibilities.

These concepts come from the book *The Art of Possibility* by Zander and Zander (2000). You are encouraged to read this book ahead of time (but it is not required).

Trainer: Wandzia Rose

Breakout Session 3 – Thursday (1:30 p.m. – 6:00 p.m.)

301/201 – Effective Time Management: What Are Your Priorities? (B) Management

This is an all-day session. If you sign up for 301 you must also sign up for 201.

All of us at one time or another have wondered where the time goes, or how one person can be so busy. We have also no doubt felt overwhelmed with things to do and find there is not enough time to get them done. How do we deal with the endless emails, constant phone calls, infinite meetings, and those pesky deadlines that never go away? Perhaps it is time to take a look at what we are putting on our plate and how we are actually filling our day. In this session, we will take a close look at how we actually spend our time, discover what our priorities really are, and

learn ways to fill our day with those things that really matter and make a difference.

We will also:

- Explore ways to mitigate and minimize interruptions at work;
- Learn about new tools and methods to help us better manage our time (both process and technology);
- Identify strategies to deal with concentration and focus when they become a challenge;
- Learn to identify and diminish time-wasters;
- Understand the value of a “yes” and a “No”; and
- Learn how to place a “value” on our time.

Trainers: *Lee Price, Stephanie Smith*

302 – Leading successful meetings and working with difficult behaviors, particularly in meetings (A) Management

This session will begin by identifying the elements of effective and productive meetings. As dynamics are different depending on the forum and participants, we will focus on public meetings, staff meetings and the unique challenges of phone conference meetings. Focus will be given to what each of us brings to a meeting – the assets and the liabilities – and what we should leave outside of the meeting. We will also explore your role as a leader and how you can affect the success of the meeting. Because conflict and difficult behaviors are inevitable at meetings, we will identify patterns of difficult behavior, learn techniques to manage them and practice skills for application in the workplace.

Trainers: *Pamela Miller, Shawna Freels*

303 - Critical Conversations: How to Have the Difficult Discussions (A) Leadership

There is a direct correlation between great leaders to the quality of their dialogues and conversations. Having the courage to initiate a difficult conversation is one thing - mastering the skills to have those difficult conversations is another – and it is one of the necessary keys to being a great leader. We all know avoiding a crucial or difficult conversation, for whatever reason can make an uncomfortable and sensitive situation unbearable. As leaders, at one time or another, we are faced with the need to have these conversations. In this session you will gain insight into what type of communicator you are and what’s holding you back from having your crucial conversations. You will deepen your ability to create a safe environment for these kinds of conversations, understand the impacts of conversation timing, and to stay in the dialogue when you feel angry, scared, or hurt. You will gain skills in staying present and focused (as opposed to “shutting down”), listening and actually *hearing* (even when others blow up or shut down), speaking persuasively rather than abrasively, and turning those critical conversations into positive action.

Many of these concepts are from the following recommended readings: *Fierce Conversations* by Susan Scott, and *Crucial Conversations: Tools For Talking When Stakes Are High* by Kerry Patterson, Joseph Grenny, Ron McMillan, and Al Switzler.

Trainers: *Wandzia Rose, Stephanie Mizuno*

Special General Session – Friday (8 a.m. – 12:00 p.m.)

401 – Earning and keeping your seat at the leadership table (B) Leadership

This very unique session will explore concepts such as determining if you desire to be at or are at the right leadership table, what value you bring and what your real and perceived challenges are to earning or keeping that seat. We will talk about what's expected of leaders at the table, what you may have to give up in order to gain what you desire, what it means to have a "team first" mindset and the intended and unintended consequences of being at the leadership table.

Through small and large group discussions, exercises and storytelling, you will:

- Gain insight into what it means to have a seat at the leadership table;
- Determine if you're willing to do what it takes to earn and keep that seat;
- Get clarity on the challenges you see as real or perceived to earning and keeping that seat; and
- Deepen your awareness of the value you bring to any leadership team.

Leading you through this interactive session, this unique trio of trainers will share their perspectives and experiences as a former City Manager/former leader of state and international associations for City Managers, City Clerk/leader at the state and international level of clerk associations, and former City and County Clerk and current Executive Director of a statewide association.

Trainers: *Dr. Frank Benest, Colleen Nicol, Pamela Miller*

Community Session 2 – Friday (1:00 p.m. – 3:00 p.m.)

(1 hr A / 1 hr B)

All participants and all core trainers.