



Organizational Learning Curriculum for Leaders 2007

For Further Information Contact Georgie Bishop at Georgie.Bishop@public-sector.org

Introduction

The Public Sector Consortium has created a system of learning tailored for Public Sector Leaders. The programs were designed through a partnership between public sector leaders, expert researchers and educators who have specialized in management and leadership practices. The programs are focused in part on the principles and disciplines of Organizational Learning and were created in collaboration with members of the Society for Organizational Learning (formerly the Organizational Learning Center at MIT)

The goal of this curriculum is to create a world class program of leadership and management learning that is relevant and accessible to leaders in federal, state, local (gov't) and public education systems. The formal programs are only one part of a system of learning which include a community of practice, on site consulting, coaching services and research projects. The formal programs assimilate examples and exercises that are comparable to those leaders would encounter in their work setting. Many of the programs have roots in the practices and disciplines of Organizational Learning.

The formal learning programs described below for onsite delivery are only one piece of a much larger process of continuous learning and development for public leaders. All of the programs are designed to enhance leadership capacity and performance. Sessions two and nine (listed below) focus on the **creation of performance outcomes** (organizational and individual) that are aligned with vision, and mission.

This series of programs was created by public sector leaders to ensure that world class leadership opportunities are accessible to any leader who wants to learn and the context for the learning mirrors the reality of their work setting. Each program will include a series of learning objectives. A pre and post test based on these objectives will be provided to each participant to use as an optional 360 tool when they return to their workplace.

For further information on how to schedule one of these programs on site or to participate in the Community of Practice please contact Georgie Bishop at Georgie.Bishop@public-sector.org Each of the programs can be designed and tailored to meet the needs of your organization.

1. Achieving Results with Organizations that Learn

This three day program introduces participants to the tools and practices that are essential for leaders who want to create organizations that continuously learn and improve their results. The program is designed to introduce the concepts and theory of organizational learning. It will also provide leaders with the opportunity to improve their capacity through experience and practice.

Participants will be introduced to the core disciplines of Organizational Learning: (Introduced in the *Fifth Discipline* by Peter Senge) systems thinking, building shared vision, personal mastery, team learning and advanced communication skills. Examples and tools have been carefully selected to assure relevance and application to the public sector workplace, systems, and structures. The program is designed for individuals or teams that are interested in improving their personal capacity to achieve outstanding organizational results and sustain them.

2. Creating Team Performance Outcomes and Measures...A Practicum

Managers and their teams will learn how to write outcome based performance plans and create a mutual commitment to outcomes for which they share responsibility. Participants will be introduced to a new language for describing and measuring performance. They will learn the importance of linking their team performance to the strategic mission of the organization.

Each team will begin by re-affirming its understanding of the mission of the organization and the mission of their team as it relates to the larger organizational goals. The team will analyze the wants and needs of key end users, analyze the team's current activities to determine which should be continued or suspended, and what, if any, should be added. They will define their individual roles and accountabilities. Each team member will create an outcome based standard that relates to the efforts of the team. They will create measures which will determine the extent to which they have successfully delivered the outcomes to which they have committed.

The course will be facilitated as a combination team building and working session. The focus will be on the creation of mutual understanding of the organizational mission and the role of their team in furthering that mission. The manager and the other members of the team will focus their efforts on the achievement of the possible rather than dwelling on factors that are outside their control.

Participants will use the new language and approach to create practical outcome based performance plans for each member of the team. They should feel equipped to continue the process when they return to their workplace. This two day introduction will enable each team to have a better clarity of purpose and a higher level of commitment to achievement of their outcomes.

3. Enhancing Leadership through Diversity Dialogue Groups

As the work force becomes increasingly multicultural, individuals representing diverse cultural perspectives, problem-solving approaches and communication patterns are thrown together in project teams. How can they work effectively together without misinterpreting messages and misperceiving the behavior of one another?

Diversity dialogue groups have been successfully tried and tested in multiple organizations. Participants are introduced to the practice of dialogue and its basic principles which include: suspending assumptions, deep listening, respecting differences, and viewing one another as colleagues. Small groups of individuals engage in dialogue to learn about “difference.” As a result, participants in the diversity dialogue groups broaden their worldview and enhance personal development. Participants will draw upon diversity as the basis for organizational effectiveness and productivity.

Two critical components of successful dialogue groups are the leadership qualities and facilitation skills. The group leaders must have the ability to manage group dynamics, such as effective listening, empathy, openness to diverse perspectives, and the ability to resolve conflicts. They need to learn about the different values and belief systems that motivate individuals and shape their worldviews.

This two-day workshop has two parts: Day One is designed for participants to learn what is entailed in participating in a diversity dialogue group. Day two will include group dynamics, effective facilitation skills and leadership qualities to manage dialogue groups.

This program can be designed to prepare an organization to conduct dialogue groups throughout an organization or as a two day experiential opportunity for a specific team.

4. Growing Learning Communities for High Student Achievement

This three day program introduces to educational shareholders (students, teachers, administrators, parents, school board members and community members), the tools and practices that are essential to create “learning communities.” The purpose of these learning communities is to produce high student achievement for all students.

Participants will be introduced to learning tools that build capacity in the core disciplines of Organizational Learning: (Introduced in the *Fifth Discipline* by Peter Senge) systems thinking, building shared vision, personal mastery, team learning and advanced communication skills. These tools give individuals and teams new capacities to examine assumptions, systems and structures to solve complex persistent problems and to shift from a reactive orientation (blaming and finger pointing) to a creative orientation (what do we want to create and how can we make it happen).

Examples and tools have been carefully selected to assure relevance to critical issues facing educators. The seminar is designed to increase participants’ skills through high impact learning activities, practice and reflection. The focal point of this workshop is for individuals and teams to increase their effectiveness in producing results.

5. Leadership Coaching for Peers...Building a Culture of Leadership And Learning at All Levels NEW

What is Leadership Coaching for Peers? A program of learning specifically designed for public leaders who are interested in developing their leadership capacity by participating in a peer coaching relationship with their colleagues. The program is designed for each participant to take part as both coach and coachee.

As a coach they will provide supportive inquiry, feedback, and options to those they are coaching. As a coachee participants will focus on a series of leadership practices that are essential to the profession. They will learn to develop their capacity by reflecting on how they use these practices in their work and the results they achieve.

Leadership Coaching for Peers includes a detailed guide which will help leaders become coaches to other colleagues who the organization depends on to lead. This approach is designed to build leadership capability throughout the organization. It requires both the coach and the coachee to be open to an ongoing learning experience based on improving their leadership capacity. The program is designed to develop leadership competency in essential areas that are defined as “leadership practices”. These practices are intended to broaden perspectives and shift the paradigm of public sector leadership from a reactive focus to one that is anticipatory and achieves long term gains.

Public Sector Consortium is committed to building leadership capacity in the public sector through a process of ongoing reflection and learning. This peer coaching program provides your organization with the structure, tools and techniques to support leaders who are interested in helping each other build mastery in their leadership performance.

6. Leadership Through Productive Conversation

Conversations are leadership in action. Leaders solve problems and make things happen through their interactions with others. If we tally all the time spent in meetings, one-on-one interactions, conversing on the phone and responding to email, most people report that conversations take up 60% to 90% of their work time. Despite the hours of practice this is still the area where most of us run into our toughest challenges. We are expected to achieve our best thinking and produce quality results with little understanding of how to talk together effectively and generate collective intelligence.

This two-day workshop is based on the assumption that the quality of our thinking and the quality of our relationships effect the quality of our results. It focuses on the basic tools and practices that generate new thinking and promote learning in groups. It is interactive and experiential with the opportunity to apply concepts and skills to real work situations.

The program will give you the opportunity to understand the importance of balancing advocacy and inquiry as well as listening effectively. It provides the opportunity to discover: how assumptions shape thinking and action; how to generate a collective picture of an issue in a way that creates understanding; how to dissolve polarization; how to identify stuck conversational patterns and shift them; how to work with the language of power; how to deal with difficult dynamics and how to use a powerful feedback tool.

7. Managing Your Time as a Leader

Today's leaders are running out of time. Working under the assumption that longer hours lead to improved productivity, they are driving themselves harder and harder to increase their effectiveness.

But with unclear results and no end in sight, many are wondering what else they can do to achieve high levels of *sustainable, long-term* performance while doing a better job of managing their time, their relationships and their lives.

In this program, you will learn about a unique approach to time management designed to help leaders develop new strategic time management skills and establish a climate of *meaningful* and *deliberate* action both for yourself and the people you manage.

The focus of this workshop is both tactical *and* strategic. It provides a self-management framework for: sustaining intention and focus over time; making hard tradeoffs; eliminating "phantom workload" – the unnecessary extra work inadvertently caused by taking on too much, running late, and struggling to keep up.

The program was designed to incorporate visionary planning, systems thinking, and managing time and workload. This innovative framework incorporates a seven-step process that embeds tips for performance improvement into a proven method for lasting behavioral change.

8. Negotiation Skills for Public Leaders NEW

Now more than ever, negotiation is a critical skill for leaders at all levels. To achieve higher value agreements while protecting and enhancing relationships, leaders must be able to negotiate effectively with both external and internal partners. Often negotiations involve multiple parties, conflicting standards or data, and uncertainty with respect to future conditions. The Public Sector Consortium in partnership with faculty from the Consensus Building Institute offers practical and proven one-day and two-day courses, using the Mutual Gains Approach pioneered at the Program on Negotiation at Harvard Law School. Our curriculum, while tailored to each audience, centers on a four-step process for building better agreements: Preparation, Value Creation, Value Distribution, and Follow Through. Prior to each engagement, we seek to confidentially assess the negotiation challenges faced by each potential audience and to design an interactive program to address those challenges. We also offer a range of follow-up services to ensure that learning becomes a part of daily practice. Our audiences report substantial returns from their training investment, often totaling millions of dollars.

9. Strategies for Facilitative Leaders

Effective Leaders in today's global workplace need to have the core skills for engaging their colleagues, employees, stakeholders, customers and in some cases their adversaries. The skills required for the every day demands made of leaders include: creating buy-in; making a safe working environment; empowering people appropriately; moving groups beyond conflict to positive relationships. Most leaders learn how to deal with these complex situations using a trial and error approach.

This program will provide you with an extensive tool kit of very usable strategies which will enhance your capacity as a Facilitative Leader. In today's work place leaders need to align their teams around common outcomes; achieve results in record time; engage quality employees, coach their teams and help them to learn quickly. At the core of these roles is a series of skills that is best described as Facilitative Leadership.

This two day workshop features multiple opportunities for each participant to practice new tools and receive feedback. Everyone leaves with core skills, plus back-home implementation strategies.

10. Succeed in Any Conditions Using After Action Reviews

The After Action Review (AAR) is a simple and powerful tool for teams who want to raise the bar on their performance, regardless of what the world throws at them. This program is based on in-depth research of a US Army best practice. The unusual format of this two-day program helps real teams learn the fundamentals of the AAR and think through applications to their own organizational and operational challenges.

After a 90-minute opening session overview, the instructor meets with teams individually over the course of two days, building on the foundation, identifying appropriate applications and using the team's own work to practice. A wrap-up on day two brings teams together to plan a way forward. This program is appropriate for organizations that already use AARs and want to improve their practice, and for those that want to learn where and how to start.

11. Strategic Alignment for High Performance

Leaders alone do not align organizations; the entire workforce aligns the organization. The leader helps the team to understand their mission and ensures that each individual knows how they add value and who depends on them. Creating an inspired workforce that is aligned with its mission and purpose is the key to exceptional performance and workplace satisfaction.

Participants in this program will learn from three leaders who helped their organizations to become committed to what it would take to be fully aligned around their strategic goals. Through two case studies at the Environmental Protection Agency and Ford Motor Company, participants will have the opportunity to acquire some of the new skills that were necessary for these leaders to align the performance of their teams with the organizational strategic goals.

Participants will be introduced to the leadership competencies required at all levels to implement a system-wide approach to performance. They will learn a new language for how to construct an outcome vs. output based performance system. The program will introduce: creative tension; methods for understanding the underlying organizational systems and structures; how to identify your end-users; and how to do a gap analysis

which identifies your current reality vs. your goals and aspirations for the future. You will have the opportunity to gain insight and skills that are required to create aligned quality performance from leaders who have done it.

12. Systems Thinking

This two day program introduces participants to systems thinking as a powerful series of methods and tools that help teams to better understand complex recurring issues, and analyze the intended and unintended consequences of their decisions. In short, this program will help organizations to become more capable of thinking and acting strategically.

Rooted in Systems Dynamics, this introduction to Systems Thinking is positioned as a practical series of skills that leaders can use with their teams in their everyday decision making. Participants will gain a much greater understanding of the interdependencies which exist (both internal and external) in their organization. When used in a work setting teams will recognize their alternatives in terms of high/low leverage choices. A working knowledge of Systems Thinking is key to improving the capacity of Public Sector Leaders to recognize the ramifications and tradeoffs of their actions.

Participants will be introduced to causal loop diagramming, systems archetypes and a vocabulary that will help teams think and act more systemically.