

OUTLINE

1. What educational programs for senior executives have you attended and what motivated you to attend? (See businessman-dreaming slide)

Kurt: HKS Senior Executives in State & Local Govt (S&L), Berkley (similar program now at Stanford), ICMA University Senior Executive Institute (SEI)

Kelly: HKS S&L, ICMA SEI

Reyna: Berkley (similar program now at Stanford); HKS S&L

- To prepare for new responsibilities
- To distinguish yourself when you were a new City Manager
- Strong supporter of continuing education
- Looking for non-technical programs
 - not “how to make a budget”
 - but rather focused on “me” aspect: work life balance; how to do job without burning out; big picture leadership concepts.
- An opportunity to take a step back from the craziness of the day to day and reflect on where I want to head

2. How are these different programs structured? (Kurt)

- Many are one week with the weekend on the front and back
- ICMA SEI –a 7-day leadership program - more personally focused
- Berkeley/Stanford is 1 week - more administrative types – county and city administrators
- HKS S&L is 3 weeks – allows more time to reflect; other attendees included elected officials, appointed official including police and fire chiefs, city managers, heads of nonprofits, county auditors and lawyers; as a result, you are able to develop a better appreciation for where you fit when solving problems; there is a different dynamic: more eye-opening/more political insight

3. How did you find the energy and space to break away from your demanding schedules for reflection and interaction with other government leaders? What were the challenges you needed to overcome to attend the program and how did you address them? (See Harry Houdini slide)

- Work (See business-commerce-delegate slide)
 - Plan in advance for all routine and anticipated matters.
 - Plan to be flexible - make yourself available for unanticipated matters that require your attention – it will happen! You may even need to fly home for a day.
 - When changing jobs, build continuing education into your contract or agreement along with cost

- Many programs will allow you to defer a year or two if the timing doesn't work after you have been accepted
 - Give others in your organization the opportunity to step up.
 - Think about doing these programs when you are an Assistant Manager or when you have been with a community for awhile
 - Set expectations with key people at work – you really won't have time to do email at night and you really should be out connecting with your classmates or doing your readings for the next day.
- Family (See Baby face timing slide and face time hero slide.)
 - Try to prepare kids in advance. If old enough, help them understand value of what you are doing for career growth (ultimately for good of family). Use it to model for them your value for continuing education.
 - Set up a check-in routine with your spouse or caregiver.
 - Face time every day with children while away (time difference when in Boston made it possible to catch them before school during first class break or to catch them after school near end of your day)
 - If one-week program away from home during summer, consider having family come with you and use it as vacation (Berkley let you upgrade room so family could stay)
 - If 3-week program, have family visit over a weekend or join you after the program for a week of travel (means 4 weeks away but by then things back at work are humming without you.)
 - If you are sharing custody of children with former spouse, arrange with them to have their vacation with kids while you are in program.
 - Have your child or children fly out to meet you – if their first trip on their own, it will be an adventure for them.

4. Some of these programs are reputed to be life changing and transformational. What were the leadership strategies that were takeaways from these programs that made you better leaders?

- Developed a tool belt with different approaches
- Are able to see other ways of looking at things
- Have better understanding of different perspectives
- Gained political insight
- Learned how to gain better control of the environment to direct the solution
- Look for ways to get better than a win-win solution

5. Share examples of how you handled something differently as a result of what you learned in the program.

- Kelly: Used in leading organizational change – push hard enough so people scream but do not get you fired. Discuss Police Chief situation.
- Reyna: Used when conducting an evaluation of the County's public defender contract – broadened it beyond the technical aspects to include navigating the

political relationship to come up with recommendations for just the right amount of change

- Kurt: Learned to question some of his well-established practices. “Now find myself in constant reflection as I apply the strategies and revise my own through processes to reach a better public policy outcome.”



Sharon Landers



Kurt Wilson



Reyna Farrales



Kelly McAadoo

Dream Big . . . reasons to go



Hoover Tower, Stanford University, Palo Alto



STANFORD BUSINESS

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Executive Coaching for Individual Leadership Skills Development (Optional): \$5,900 USD

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Format | Program
 In-person | Stanford GSB | US \$11,900

ICMA UNIVERSITY

SENIOR EXECUTIVE INSTITUTE | Member Testimonial

SENIOR EXECUTIVE INSTITUTE | Member Testimonial

"SEI exceeded my expectations in every way. Common sense approaches to make change... best outcome of the week."

—Shelli Steiner
 Assistant City Manager, Allen, Texas

"This was a life altering event. I was able to get in touch with my passions for local government again."

—Jim Fisher
 City Manager, Murphy, Texas

HARVARD Kennedy School

Executive Education

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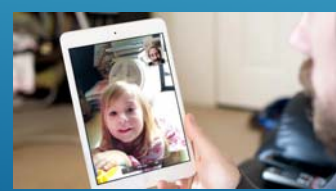
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Strategies to Break Free



F
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Better Visibility
+ **Better Communication**

Better Control



Your *Beliefs*
don't make you a
better person;
your *Behavior*
does...

Transformation