

CCSF & MEA Leadership 2.0: *Leading Change*



Sponsored by the City and County of San Francisco Department of Human Resources and the Municipal Executives Association.

Applicant Requirements

Applicants must meet the following requirements:

- ✓ Completion of CCSF and MEA Leadership Development Program
- ✓ MEA Represented or Unrepresented Manager
- ✓ Ability to commit time away from office to complete all workshops and assignments
- ✓ Responsible for leading a unit or department change project in 2018-19, or co-leading as part of a change project lead team

Important Dates

- Applications will be accepted from May 1 - 31, 2018.
- Acceptance email will be sent: June 22, 2018.
- Program start date: August 21, 2018.
- Applicants must be able to attend all sessions: August 21, September 11 & 18, October 11 & 18, November 8 & 15, and December 6, 2018.

Application Steps

- Download the application from the Leadership 2.0 Webpage @ <http://sfdhr.org/ccsf-and-mea-leadership-2-program>
- Complete the application and change project proposal.
- Application must be signed by the applicant's manager.
- Send application via email to: DHR.Leadership@sfgov.org starting May 1st.
- Applications will be considered in the order they are received; only complete applications will be reviewed.
- Space is limited. We are unlikely to accept every applicant in the first cohort.

Program Fee

- Departments will be charged \$600 per participant.
- The Leadership 2.0 program is valued at \$3,000 per participant. Funds encumbered by the CCSF/MEA contract will help offset program costs.



Department of Human Resources

Workforce Development Division
One South Van Ness Ave., 4th Floor
San Francisco, CA 94103

Website: www.sfdhr.org

Contact: DHR.Leadership@sfgov.org

Program Overview

Leadership 2.0 aims to develop City leaders' mindsets and skill sets around leading change. This program will provide experienced managers with the opportunity to explore the following questions:

- What does it take to lead change strategically and effectively within the City and County of San Francisco?
- What actions do effective leaders take to move people and organizations forward with change?
- How do effective leaders engage in personal change to improve their own leadership?

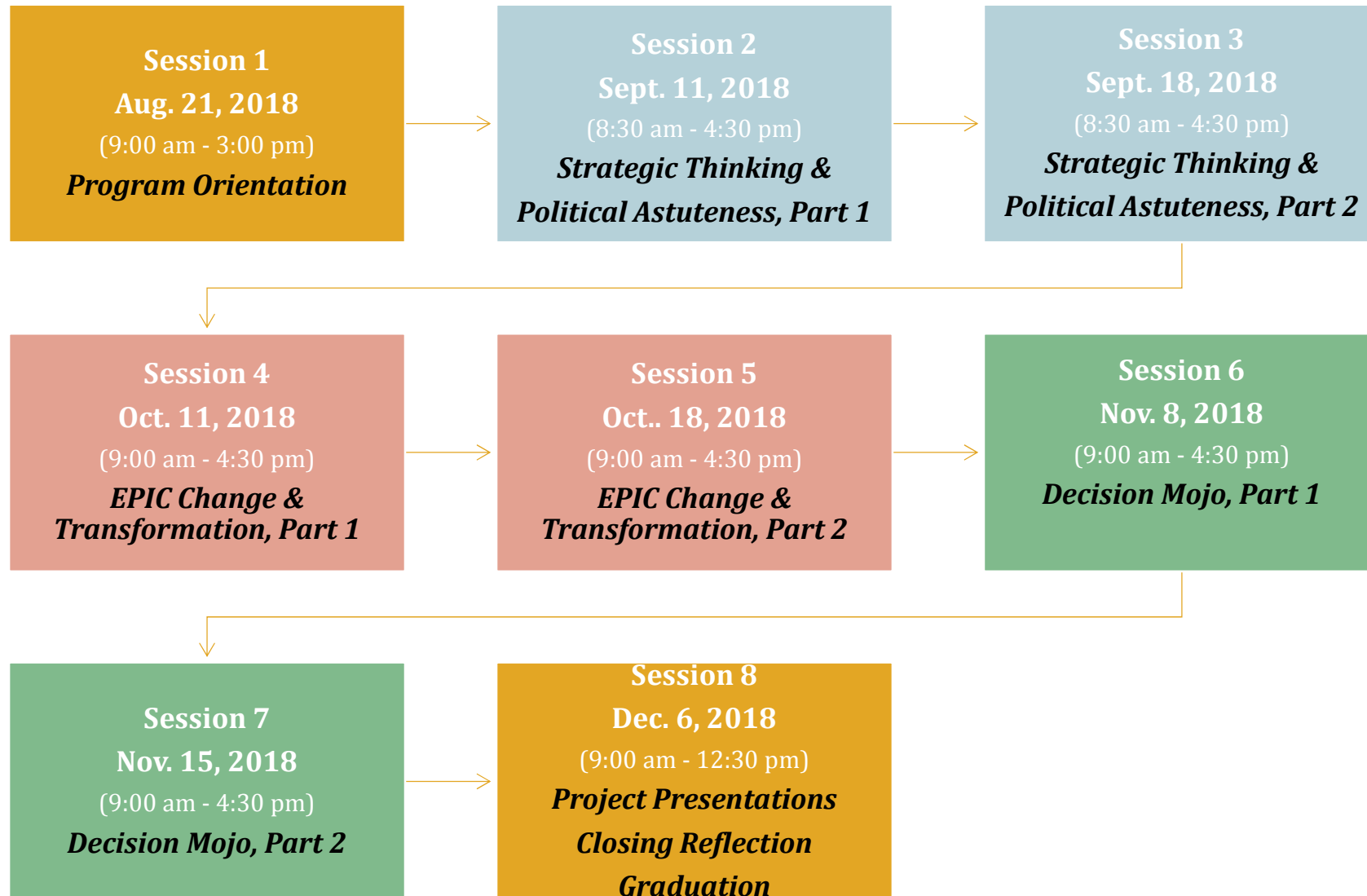
Leaders will participate in a series of workshops focused on change leadership topics including: strategic thinking, political astuteness, stages of change, decision making, and the “people side” of change. After each workshop component, leaders will immediately apply the learning by taking part in various application activities, including analysis of case studies presented by City leaders, and participation in leadership support groups comprised of cohort members. Leadership support groups will foster networking and peer support, as leaders discuss the application of course content to their own leadership context, and problem-solve leadership dilemmas together.

Prior to the first day of the program, participating leaders will identify an early-stage or upcoming change project they will implement within their unit or department over the 2018-19 year. This can be a change project the participant is responsible for leading, or co-leading as part of a project lead team. Leaders will gain new skills and tools, apply this learning to department change projects, and receive ongoing feedback from peers. Leaders will have the opportunity to make significant progress with their change project during the program.

Leadership 2.0 is cohort-based program that will take place over the course of four months. This will allow cohort members time to apply skills and tools, and build supportive relationships with other leaders from multiple City departments. Leaders who want to add a focus on personal change during the Leadership 2.0 program can opt to participate in a 360-degree feedback tool. These leaders will receive coaching support to review feedback results, select leadership areas for improvement, and develop a personal action plan. All leaders in the program will reflect on areas of strength and growth in their leadership through completion of a leadership self-assessment, opportunities to discuss leadership challenges and successes with peers, and reflection in individual learning journals.



Leadership 2.0 Learning Map & Program Schedule



Workshop Series

This workshop series will help leaders to create and implement change strategically and effectively.

Strategic Thinking & Political Astuteness



Effective leaders think strategically and utilize political astuteness to initiate change effectively within complex public systems. The workshop series begins with an examination of the question, “What does it take to lead change strategically and effectively within the City and County of San Francisco?” Leaders will understand how to analyze the external and internal environment, and strategically identify opportunities and challenges for effective long term planning and prioritization. Leaders will discuss strategies for affecting change, including navigating through transitions, managing upward, crossing department boundaries, and developing resiliency.

Epic Change & Transformation



In this change leadership workshop, leaders will examine the question: “What actions do effective leaders take to move people and organizations forward with change?” Leaders will learn a methodology for managing their organization’s energy through four stages of change. Leaders will gain practical tools to evaluate, prepare for, implement, and consolidate change, and will immediately apply these tools to their own change project. Leaders will understand how change impacts people; these insights will strengthen their ability to support team members through change and transition.

Decision Mojo



Making solid decisions is one of the most important skills a leader can possess. Effective decision making is even more critical in times of change, when multiple stressors can challenge a leader’s cognitive abilities. Leaders will learn to recognize cognitive decision making traps that can impede effective decision making. Leaders will learn multiple decision making strategies and apply practical tools from this workshop to formulate decisions for their own change projects.

Program Components

Each program component will help participants apply the learning to his or her own leadership context.

Change Project

Leaders will identify a change project to implement within their unit or department in 2018-19. Leaders will gain new skills and tools throughout the Leadership 2.0 program, and apply this learning to their change project. Leaders will share ongoing project plans with peers and receive thoughtful feedback to inform their planning.

Case Studies

Leaders will hear stories from other City Leaders about the challenges and successes of implementing change initiatives in the City. Leaders will analyze case studies, ask questions, and learn from executives and managers who have implemented change within City departments.

Leadership Support Groups

The leadership program intentionally brings together diverse leaders representing a wide variety of City departments. This diversity of leadership perspectives enhances learning for participants. Leaders will interact with cross-department peers through support groups and structured opportunities to share change project plans with each other. Leaders will reflect on leadership challenges, and share effective leadership strategies and practices with peers.

360 Degree Feedback Tool- *Optional*

Leaders will have the option to embrace personal change by completing a self-assessment and getting feedback from team and colleagues in order to identify strengths and areas for growth. Each participant will meet with a coach to go over the 360 results and develop an individualized action plan.