

# **Executive Education Seminar: Managerial Leadership in the Public Sector**

**PPA 895-1, Fall 2008**

**Catherine Gerard, Professor**

**Tuesday, 5:00- 7:45 pm**

**Maxwell 108**

400 Eggers Hall

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Office Hours: Thursday 9:30-11:00 am and by appointment

## **Course Description**

This course is designed for managerial leaders in the public and private sectors and has two major objectives. First, the course is designed to help you build a better understanding of leadership theories and how they underlie practice. Second, the course will guide you in assessing and improving your own managerial skills and competencies. To meet that objective, much of the class time will be devoted to self-assessment and experiential learning activities. Course readings will focus on the changing environment of management at all levels of the organizational hierarchy, the latest thinking in leadership, and concrete ideas to enhance your managerial abilities. Course assignments ask you to apply the theory to managerial situations and to reflect on how you can continue to develop new leadership skills. In summary, the course seeks to improve your ability to observe and analyze leadership and to provide you with choices about how to lead.

## **Textbooks**

Bolman, Lee and Deal, Terrence. *Reframing Organizations: Artistry, Choice, and Leadership*. San Francisco: Jossey-Bass Publishers, 2008 (4th edition).

Quinn, Robert E., Faerman Sue R., Thompson, Michael P., and McGrath, Michael R. *Becoming a Master Manager: A Competency Framework*. New York: John Wiley & Sons, 2007 (4th edition). (QFTM)

Senge, Peter. *The Fifth Discipline: The Art and Practice of the Learning Organization*. New York: Doubleday, 1990.

## **Course Reader**

Additional required and optional readings are on-line

## **Written Assignments and Presentations**

Five (5) Skill/Competency Application Papers (total 50%) (9 assigned)

Final Action Plan (10%)

Research Paper (30%)

Class Preparation and Participation (10%)

**Attendance:** Up to 2 misses are allowed. Please notify the instructor in advance. Thank you.

**Topics and Readings** (There will be additional readings throughout the semester, included on the webpage. Topics may change. Please read cases before class and be prepared for in-depth analysis of them.)

**Session 1 (August 26):** Introduction to Trends in Managerial Leadership

**Session 2 (September 2, 9):** Introduction to the Four Frames and the Competing Values Frameworks

Bolman and Deal: Chapters 1, 2, and 17

QFTM: Chapter 1 (Note that you only need to read the “learning sections.”)

Senge: Chapters 1-3

Mintzberg from *Mintzberg on Management*

McGuire, “Collaborative Public Management”

Heifetz and Laurie from “The Work of Leadership”

Van Wart, “Public Sector Leadership Theory: An Assessment”

Stark, “What is the New Public Management?”

Assessments: Four Frames

Competing Values Framework

Case: The New Leader

Read The New Leader case. Decide what she should do from the assigned frame. Be ready to discuss your ideas on **September 9**.

**Guest Speaker, September 9:** The Honorable Robert Duffy, Mayor of Rochester, accompanied by Mr. Richard Hannon, Director of Special Projects

**Sessions 3-5 (September 16, 23, October 7):** Human Resource Frame

The Mentor Role: Leadership and Learning

- Personal Mastery
- Interpersonal Skills
- Developing Others

The Facilitator Role and the Collaborative Leader

- Team Building
- Participative Decisionmaking
- Managing Conflict

Bolman and Deal: Chapters 6, 7, 8

QFTM: Chapters 2 and 3

Senge: Chapters 9 and 12

Goleman from *Working with Emotional Intelligence*

Bennis and Nanus from *Leaders*

Case: “The Underperforming Executive”

Case: “United Chemical Company,” p. 54 in QTFM

**Sessions 6-8 (October 14, 21):** The Structural Frame

The Director Role

- Goal-Setting and Strategic Planning
- Delegation and Empowerment
- Designing Organizations

### The Producer Role

- Productivity and Motivation
- Personal Productivity and Stress Management

Bolman and Deal: Chapters 3-5  
Collins and Porras from *Built to Last*  
Goold and Campbell from *Designing Effective Organizations*  
Kanter, “Restoring People to the Heart of the Organization of the Future”  
Wise, “Organizing for Homeland Security”  
Galbraith, Downey, Kates from *Designing Dynamic Organizations*  
Rainey from *Understanding and Managing Public Organizations*  
QFTM: Chapters 6 and 7  
Senge: Chapters 15 and 16  
**Cases:** “The State Drug Council”  
“UNOPS”

### Session 9 (October 28): Internal Process Model and Systems Thinking

#### The Monitor Role

- Processes and Reengineering
- Organizing Information

#### The Coordinator Role

- Organizing
- Controlling

Bolman and Deal: Chapters 3-5  
QFTM: Chapters 4 and 5  
Senge: Chapters 4-8, 14  
Hammer and Champy from *Reengineering the Corporation*  
D’Aprix from *Communicating for Change*

**Guest Speaker, October 28:** Profs. Grant Reeher and Terry Newell, editors of *The Trusted Leader*

### Sessions 10 and 11 (November 4, 11): The Political Frame

#### The Innovator

- Managing Change: What the New Science Tells Us
- Managing People in Change

#### The Broker Role

- Building and Maintaining a Power Base
- Negotiating Agreement and Commitment

Bolman and Deal: Chapters 9-11, and 18  
QFTM: Chapters 8 and 9  
Senge: Chapter 13  
Rainey from *Transforming Government*

Kotter from *John P. Kotter on What Leaders Really Do*  
Case: "Computers, People, and the Delivery of Services"

**Sessions 12,13 (November 18, 25):** The Symbolic Frame  
Organizational Culture and the Learning Organization

Bolman and Deal, Chapters 12-14  
Schein from *Organizational Culture and Leadership*  
Jaskyte, "Transformational Leadership, Organizational Culture, and Innovativeness in Non-Profit Organizations"  
Case: "Confronting a Social Taboo"  
**Guest Speaker, November 25:** Prof. Rosemary O'Leary, author of *Guerilla Government: the Ethics of Dissent*

**Session 14 (December 2):** Putting It Together  
- The Leader's New Work: Collaboration  
- Integrating Frames

Bolman and Deal: Chapters 15,16,19-21  
QFTM: Chapter 10  
Senge: Chapters 17-21  
Allison, "Public and Private Management: Are they fundamentally alike in all respects?"  
Bain and Hart, "Public Leadership in Times of Crisis: Mission Impossible?"  
George from *Authentic Leadership*  
Kettl, "Managing Boundaries in Public Administration: The Collaborative Imperative"  
Case: "Ellen Schall and the Department of Juvenile Justice"

**Application Assignments** (*due after the class discussion of the topic; the dates below are approximate*)

The application assignments are an opportunity for you to demonstrate your mastery of the reading and your ability to apply concepts and theory to management situations in your professional life. In these assignments, please directly reference the reading material. All papers should be 3-5 pages, double-spaced.

**Application Assignment 1 - Assessing your Leadership Profile (Required) (Due September 9)**

Complete the Leadership Self -Assessment and the Leadership Orientation surveys. Consider the managerial leadership profile generated from both assessments. Write a short paper discussing similarities and differences between the two assessments, what you learned from completing the self- assessments, the extent to which your profile matched your own assessment of your managerial strengths and weaknesses, what past work or educational experiences have influenced your abilities as a managerial leader. Please include your scores as well as your overall view of whether your profile was balanced or skewed. What issues does lack of balance present?

Pick one competency or behavior emerging from the surveys and your analysis, and write a short plan of actions you will undertake this semester to strengthen the competency.

**Application Assignment 2 - The Human Resource Frame**

**Complete 1. or 2.**

1. **(Due October 7)** Think about a work group and how it currently functions. To what extent do you feel the group currently functions as a team? What events or circumstances have influenced your thinking about this group? Determine what type(s) of team-building activities might be appropriate for this group. Write a short paper describing the group and a formal or informal team building activity you would like to try with the group. In presenting the team building activity, discuss the specific steps, including any initial or follow-up activities that will be included in your team building efforts. Based on the theory, discuss why you have chosen this particular team-building approach.

2. **(Due October 14)** Think about a conflict the group is currently facing or has faced in the past. Write a short paper describing the group, the conflict and what you feel would be (or would have been) the best way to manage the conflict. In describing the group conflict, discuss what you believe to be the source(s) of the conflict, the conflict management strategies and behaviors used by different individuals involved in the conflict, and the stages through which the conflict has been. In discussing a way to manage the conflict, suggest what positive and negative outcomes might emerge (have already emerged) as a result of this conflict.

**Application Assignment 3 - The Role of Planning (Due October 21)**  
**Complete 1. or 2.**

1. Write the beginnings of a strategic plan for the organization in which you work or manage (agency or unit-level). Include the mission, environmental scan, vision, and values you think should drive your organization. Based on all of the above, propose a few vital goals that would close the gap between what the organization's vision calls for and what the organization currently provides (or how it provides it).

2. Analyze your organization's strategic plan or that of another organization. (All of the plans for federal agencies are on the web.) Make sure the one you pick has many of the elements of a strategic plan. Discuss its structure (components) and assess whether it is effective from the point of view of clarity, completeness, impact, direction, and inspiration. Does it promote strategic change?

**Application Assignment 4 - Organizations and Systems (Due October 28)**  
**Complete 1 or 2.**

1. Identify an organization in which you have worked. Obtain a copy of the organizational chart or draw it yourself. Write a short paper describing the departmentation as presented in the chart, the lines of authority as presented in the chart, and the technology (work processes, not IT) and environment of the organization (or of one of its subsystems). (Note: you may want to review the meanings of some of these terms as they are used in QFTM.) Discuss how well the organizational structure matches the technology (how work is planned and done) and the environment. What suggestions, if any, do you have for changes in the organization's structure? What special problems or issues do you have to consider in changing the organizational structure?

2. Read Wise's article on the Department of Homeland Security. Look at DHS's current structure and analyze its design. In addition, discuss whether it allows for network leadership, per Wise's points.

**Application Assignment 5 - Productivity and Motivation (Due November 4)**  
**Complete 1, 2, or 3.**

1. Based on the theory of productivity and motivation, describe a) both the internal and external forces that influence your employees' ability to be productive (both positively and negatively), b) the steps you will take to maintain or increase the positive forces and to reduce the blocks or opposing forces, c) the resources available to help you with this plan.

2. Identify an organization in which you have worked. Based on your current knowledge of the organization, and, where possible, supplementing that knowledge with organizational materials or interviews with knowledgeable individuals, write a short paper describing the organization's motivation and reward system. Consider economic incentives, such as pay and benefits, symbols of prestige and status, job content incentives, such as autonomy, recognition, and interesting work; as well as any other motivators (and demotivators) that we discussed in class. Assess whether the system is balanced and, based on the theory, suggest improvements that might be made in the organizational system.

3. Identify a friend or colleague who will allow you to analyze his or her job. Interview this person to determine both the objective and subjective characteristics of the person's job and the skills and knowledge that person has to perform in that job. (Note: you may want to review the meanings of some of these terms as they are used in QFTM and/or Rainey.) Write a short paper describing this person's job and either a) a detailed discussion of why the current job description is ideal for that person or b) a plan for redesigning the job. Include any special problems or issues you would consider in redesigning the job.

### **Application Assignment 6 - The Monitor Role (Due November 11)**

#### **Complete 1. or 2.**

1. Create your own "limits to growth" story, involving an organizational issue. Follow the guidelines in Senge, pp. 102-104. Discuss the archetype and the leverage. Discuss how you would go about using the leverage to change the situation.

2. Consider your organization's operational productivity. Are there opportunities for streamlining or coordinating processes that would optimize organization's effectiveness from a systems perspective? If you work in an environment where you must network with other organizations to provide services, describe how the organizations might improve cross-organizational processes. Write a short paper that describes the processes and how they might be improved. Discuss the challenges of the recommended process improvement as well as the benefits.

### **Application Assignment 7 - Innovation and Change (Due November 18)**

#### **Complete 1. or 2.**

1. Consider work-related problem that you (or the organization) have faced repeatedly and consistently approached in the same manner. Think creatively, and decide on a new way to approach this old problem. Write a short paper, describing the problem, the old approach, and the proposed new approach. Also describe the creative process you used in helping to see this old problem from different perspectives.

2. Think about an organizational change you have experienced. For example, the change may have been a reorganization, a change in processes or procedures, or a change in leadership. Write a short paper analyzing the change, focusing on how the change was initiated and the work unit's reaction to the change. (For example, was the change generally resisted or generally readily accepted; or did different individuals experience the change differently?). Use managing change theory and concepts to support your conclusion about the leader's approach; suggest what might have been done differently.

### **Application Assignment 8 - The Political Frame (Due November 25)**

#### **Complete 1. or 2.**

1. Think about work interactions where you needed to negotiate. Identify one situation in which you were not as successful as you might have been in your negotiation. Write a short paper, describing the original situation, how you handled the situation at the time, and how you might handle it now. Be sure to discuss:

- \* the nature of the situation
- \* the type of power you had in the situation
- \* the type of power your colleague had in the situation
- \* the negotiation strategy you used
- \* the negotiation strategy you might have used (Don't forget to examine the four principles of interest-based negotiation.)

2. Consider situation that might be effectively managed using the political frame. Describe the situation, how you previously approached it, and how you would approach it from the political frame. Discuss your power and dependencies. Include both your actions and words. Discuss why this frame is best for this situation.

### **Application Assignment 9 – The Symbolic Frame (Due December 2)**

1. Identify key characteristics of your organization's culture and how they affect the organization's behavior and success. In addition, discuss strategies for cultural change (if necessary) that would be successful.

### **Grading**

The objective of the application papers is for you to apply theory to practice. Grading for the application papers is based on how well you address the question, integrate the readings, and produce a well-written analysis. Direct references from the required readings are expected.

### **Final Action Plan**

The final action plan is a personal document that asks you to reflect upon what you have learned about yourself as a leader and how you might develop into the leader you wish to be. In the first section of the plan, synthesize all of the theory we have discussed and develop your vision of leadership. In the second section, synthesize all of the leadership assessments you have completed over the semester and any other insights about yourself as a leader gained from class exercises and discussion. Present your strengths and weaknesses against your vision. The final section should be a personal leadership action plan. How will you close the gap between where you are today and your vision? Think not only in terms of short-range educational and mentoring opportunities but longer-range job postings and other ideas for achieving your new level of competence. Note: to help yourself with this assignment, you may want to keep a journal or notebook to record some of your thoughts throughout the semester (5-10 pages). The action plan is due on **December 2**.

### **Research Paper**

Each student will write a case-study research paper on a leadership topic of concern to you. The paper will: 1) describe the leadership situation (in consultation with me); 2) analyze the situation through current research and theory; 3) develop a set of goals and recommendations plan that flows from your analysis. You are required to submit sections of the paper as follows:

- a short description of the case and leadership issue (up to 1 page) is due by **September 9**.
- the case study/description of the leadership situation is due by **September 23**.

- an annotated bibliography of your sources is due by **November 4**. The bibliography should include at least 10 current articles from journals in the field (peer reviewed).
- the complete final paper with the recommendations section is due by **December 9**.

**Grading will be based on:**

- Your ability to integrate significant aspects of the literature we have reviewed in this class into your paper
- The breadth and depth of your analysis, including the quality of the sources used
- The creativity of your proposed management strategy and how well it is supported by your sources
- Your ability to connect each section of the paper with the previous section
- Clarity / writing style.

**Academic Integrity**

It is extremely important that you understand academic integrity policy and practices. The Syracuse University website includes comprehensive information on both ([academicintegrity.syr.edu](http://academicintegrity.syr.edu)). If you have any questions about how to cite or whether to cite, please let me know. Violation of the academic integrity policies and practices has severe consequences. You may wish to consider attending a workshop on academic integrity held by the University. Consult the website above for details.

**Writing Support**

The Writing Center at HBC has staff to work with you on writing, editing, and citing. I encourage you to use their services.