



Executive Leadership in a Changing Environment

The Boar's Head Inn
Charlottesville, VA

Program Overview

The curriculum for the program emphasizes leading in the *public* sector. Hence, the overarching theme of this program is “demographic” leadership with a strong emphasis on the normative context of public administration.

The Brookings Institution's leadership programs emphasize the distinction between the public and private sectors. As Paul Appleby wrote in his landmark treatise on government, *Big Democracy* (1945), “government is different.” This difference lies in the concept of the public interest, the essence of which is a democratic ethos. Helping public leaders reflect upon and articulate their personal values in relationship to their organizational responsibilities and commitment to public service is a critical component of Brookings leadership programs.

Public administration now has a larger and more complex agenda in increasingly turbulent times. The purpose of this program is to focus on some of the dramatic challenges facing public organizations. Today's leaders must be able to differentiate between what they know (and how to share that knowledge across networks) and what they don't know (and how to develop new strategies and flexible capabilities to deal with uncertainty).

Furthermore, this program will address the difficulty of leading “the new public service” in which multi-sectored networks have emerged as the new form of governance. Its intent is to link public managers with their Constitutional heritage and expand their frameworks to explore opportunities presented by an increasingly globalized world. The program emphasizes 21st century leadership competencies of social intelligence and global awareness.

Program Learning Objectives:

- To gain greater appreciation of the philosophical underpinnings of the public service;
- To improve leadership skills, especially in such areas as creativity and innovation; self-understanding; political savvy; and external awareness
- To increase one's appreciation for the importance of federal service and provide a clearer understanding of the diverse roles of the government executive;
- To learn how to create an organizational environment that is responsive to change, but also true to its purpose and tradition.

Program Logistics:

This program will be held at the Boars Head Inn resort in Charlottesville, Virginia. It begins on Sunday evening with a program overview and class introductions over dinner. Check-in time at the hotel is at 4:00 p.m. on Sunday, April 20; program registration will open at 5:00 p.m. The program will conclude by 1:00 p.m. on Friday, April 25, 2008.

Draft Agenda

Program Sessions Include:

- **Inventing the American Constitution**
The years following the Revolution were perilous ones for the new nation. Historian Carol Berkin will provide insight into the 1787 gathering in Philadelphia in which the Founders crafted a creative answer to the political impasse of the day. Sharing stories of the men who gathered for the Constitutional Convention, Dr. Berkin will illuminate the historical antecedents of the federal government.
- **The Constitutional Framework for Public Service**
In founding the government of the United States, James Madison and his colleagues not only created a new system of politics, they remade the ideas of a constitution and a bill of rights. In this session, Professor Harris will explore this transformation which lies at the foundation of American constitutionalism. Gaining insight into these conceptual innovations at the constitutional founding is the key to revitalizing the understanding of public service and American citizenship.
- **Leadership and Learningship**
In remarks he was to deliver on the afternoon of November 22, 1963, President John F. Kennedy wrote "*Leadership and learning are indispensable to each other.*" This session will focus on the importance of leaders being voracious learners and how this translates into lasting strategic change.
- **The Challenge of Global Leadership**
The 21st century imperative of globalization requires that federal managers understand their roles and responsibilities in leading their agencies within a global context. This session will address the growing need for effective global leadership and related competencies and skills for success.
- **"The Resilience Factor"**
Resilience has been among the 27 competencies of OPM's ECQs for a dozen years but perhaps can be considered one of the critical competencies of the 21st century. Psychologist Andrew Shatte has studied resilience and in his book, *The Resilience Factor*, describes how one can boost resilience by changing the way one thinks. This session will provide greater insight into the scoring of the resilience survey and a roadmap for navigating unexpected challenges and setbacks.
- **Cre8tive Leadership**
Creativity expert Chic Thompson believes that every individual is creative and all organizations need a variety of creative people. In this session Chic will suggest how to challenge assumptions that stifle creativity; recognize "killer phrases" that destroy creativity; and identify successful brainstorming techniques.
- **Leadership as a Performing Art**
When are you at your personal best? Leadership requires executives to be on stage, undergoing constant scrutiny by subordinates, peers, elected officials and the public at large. The role of leaders is enormously demanding and challenging. This session will help participants reflect upon their fundamental values as they prepare to return to the workplace and perform the art of leadership.

For further information on program content, please contact Marina Augoustidis at 202.797.6496 or maugoustidis@brookings.edu.