

Become the leader you want to be

- Learn leadership skills that are insightful and effective
- Discover strategic thinking tactics that result in more effective decision making
- Practice new techniques for internal and public communications
- Understand how to influence others to negotiate for results, foster collaboration, and build coalitions
- Gain creative and innovative methods for solving problems in a way that best leverages limited resources
- Earn respect as a leader as you build trust by modeling integrity and ethical behavior

Improve Your Leadership Competencies

- Communicate with exceptional clarity and insight
- Build teams and manage conflict
- Negotiate for powerful results
- Motivate and empower others
- Make effective decisions
- Demonstrate flexibility and adaptability
- Value diverse people and ideas in a respectful workplace
- Think strategically
- Act ethically
- Understand the self as leader

Designed for the Local Government Leader

- A practical approach to leadership education designed for experienced managers and supervisors as well as those new to local government
- Outstanding instructors with local government knowledge and experience
- Practitioner focus to address real issues and needs
- Application of leadership skills to the local government context
- Networking opportunities and cross-functional discussions
- Tools to help you assess and demonstrate your leadership competence
- Resources and materials to build a helpful toolkit
- Models and strategies you can use immediately
- Individualized coaching sessions

You and Your Organization Will See the Difference

- More capable, self-reliant, and action-oriented department heads and managers
- Greater resiliency to effectively manage change
- A pool of well-prepared leaders who are qualified for promotion to fill in the gaps created by retirement and restructuring
- Emerging leaders prepared to assume positions of increasing responsibility with confidence
- A broad understanding of the context within which you lead and specific strategies for success
- Expanded leadership skills, broadened perspective on the role of a leader, and revitalized desire to lead with insight and competence
- The most current leadership approaches and new skills that are relevant and usable today

Course Descriptions

Redefining Leadership

Redefining Leadership explores the elements of exceptional leadership and challenges participants to think about leadership in new and dynamic ways. This two-day course launches the program with a foundation in leadership thinking and practice. Participants will learn the core characteristics, skills, and behaviors of outstanding leadership and understand how to align their preferred leadership style to the dynamic and complex local government environment.

In this course, you will learn...

- a brief history of leadership theory and current trends
- your leadership style and challenges
- new ways to define and understand leadership
- characteristics, skills, and behaviors of effective leaders
- how to plan your personal leadership development
- the value of collaborative leadership

Creativity & Innovation

This course explores the one ability that eludes many of today's leaders but is essential for success – the ability to generate creative and innovative ideas/solutions amidst limited resources. A combination of real-time, participant-specific case studies, experiential exercises, metaphor, and lively discussion and interaction will be the tools by which participant leaders activate and develop their own creativity and innovation potential.

You will learn...

- strategies for increasing your effectiveness in complex and uncertain environments
- how to foster creativity in yourself and within your organization
- to generate innovative solutions that maximize resources
- tools for unleashing multiple ways to think and be more creative

Organizational Communication

Organizational Communication is a practical and interactive course that will return participants to the workplace with effective communication tools to enhance both internal and external communications. Participants will learn techniques to enhance teamwork and cooperation throughout the organization and to deal successfully with customers, citizens, the media, and interest groups.

You will learn...

- techniques to enhance teamwork and cooperation throughout the organization and with key external constituencies
- ways to manage problem employees, disgruntled customers, and adversarial relationships
- how to design effective presentations and manage productive meetings
- techniques for effective media communications

Power & Influence Strategies

Today's local government leaders must demonstrate skills in conflict management, negotiation, and mediation to influence the outcomes that affect the organization. Those leaders must also know how to use various types of power appropriately to foster collaboration and partnership. Communication, managing change, and team building will also be addressed in this experiential, activity-based course.

You will learn...

- how to assess bases of power, including your own
- techniques to influence others and negotiate for results
- feedback strategies
- assertive communication practices

Strategic Thinking & Decision Making

Effective leaders must be able to think strategically and make informed decisions in an increasingly complex and interdependent environment. This course focuses on specific skills required to see and think "big picture" and develop a deliberate and comprehensive planning process aimed at optimizing the success of the agency or unit.

You will learn...

- how to make decisions that are inclusive, timely, thorough, and creative
- techniques to identify interdependent relationships in complex environments
- to think from a systems perspective that considers the interconnected nature of different constituencies and processes

The Leader's Role in Budget & Finance

The Leader's Role in Budget and Finance offers participants a unique opportunity to learn techniques for meeting the financial management challenges facing today's leaders. Participants will experience a variety of learning approaches to develop leadership skills for creating and managing realistic and sustainable budgets through a well-communicated, team-based approach incorporating proper personal and professional standards.

You will learn...

- how to apply strategic thinking concepts in financial decisions
- tools for communicating financial information to key stakeholders including elected officials, department heads, employees, the media, and the public
- techniques to minimize conflict and gain support for budgetary decisions
- approaches to keep the budget current as a living document

Leadership Ethics

Leadership Ethics is designed to increase the understanding of essential ethical considerations from personal, professional, and legal perspectives. This course covers understanding the difference between ethics and values, defining core values, understanding the power of character, the importance of trust and integrity, putting ethical principles into action, and establishing processes for resolving ethical problems.

You will learn...

- the critical connection between effective leadership and ethical behavior
- the key components of individual ethical behavior
- barriers to making ethical decisions, including common rationalizations
- principles of public sector ethics
- useful tools and strategies for making ethical decisions
- eleven concrete actions and programs that can be used to build an ethical organization

Experienced Instructors

This partial list of instructors illustrates the caliber of the expertise you can expect from the Leadership Development Program. In addition, a guest practitioner will participate in each of the leadership courses to ensure that the knowledge and skills participants gain are grounded in real-world practice and focused on what's most effective for local government leaders.

John Blacklock, with 25 years of experience in state and local government, retired in 2001 after 9 years as Butte County Chief Administrative Officer. John remains active in his retirement as a government affairs consultant and as President-elect of the Butte College Foundation. John served as project consultant for the Local Government Leadership Institute during its formative stages.

Tim Howey is an organizational consultant providing training and consulting services in the areas of executive and organizational assessment, coaching, change management, team/organizational development, and culture/satisfaction surveys. Tim's early, large-scale, organizational experiences were focused at Disney as a trainer and, later, for the City of San Diego as an internal consultant developing selection procedures for mid-to upper-management. In addition, he worked closely with the City's Organizational Effectiveness Unit developing citywide surveys and providing management feedback. Currently, Tim teaches management psychology courses for University of Phoenix.

Joc Clark is an organization development and leadership development specialist. He consults and teaches internationally as a process consultant. He received his M.Ed in Organization and Management from Antioch University in 2002, where his studies focused primarily upon leadership education. Joc's strengths are in experiential and adventure-based learning methods. He worked for 12 years at Hurricane Island Outward Bound and Outward Bound's Leadership Development Program. He has managed small businesses and taught at leadership institutes in both the Eastern U.S. and California. He has worked with many colleges, universities, businesses, and government agencies specifically in the areas of diversity, change management, communication, and leadership development.

Will Randolph's public service career includes federal, state, and local government service. He was director of a state public administration improvement program, served as a member of a congressional staff in the nation's capitol, and has been a city manager and a county administrative officer in three California counties. He is currently the part-time executive director of the County Administrative Officers Association of California.

Christine Erlandson has over 27 years of public sector management experience focused in human resources and employee training. Most recently, she served as Personnel Director for the City of Chico. Her work has been in both county and municipal agencies and includes labor relations, training, program management and administration, benefit administration, and labor law compliance.

Dr. Tom Lando served as the City Manager for the City of Chico for 13 years. Previously, he served as Community Services Director for seven years and as planning director for five years. He also has experience with the City of Visalia and as a project manager for a private architectural and planning firm. His education includes a Master in Public Administration and a Master of City Planning from Ohio State. He earned his doctorate in Public Administration from the University of Southern California.

Paul Ogden is a retired city manager with over 35 years experience in local government administration. Mr. Ogden served five years as City Manager of Hollister and seven years as City Manager of Auburn. He holds a Masters in Public Administration degree from California State University, Hayward.

Experienced Instructors

Sharon A. Stone is an attorney and 1989 graduate of Cal Northern School of Law. She is presently the Director of the Butte County Department of Child Support Services. Prior to her appointment with Butte County, she practiced law in the areas of business, public entity representation, special education, and litigation defense with an emphasis in the area of medical negligence cases. She served as Administrative Hearing Officer for Yuba and Colusa Counties and was formerly the Chief Deputy County Counsel in Yuba County and a Deputy District Attorney in Butte County.

Scott Winter is vice president of business development for LearningChange, an innovative learning solutions provider. LearningChange combines organizational development and instructional technology with media design to deliver unique integrated design and communication solutions for businesses, trainers, and educators. Scott is an experienced trainer with a special interest in facilitating team growth and leadership development.

Clare Roby, MSM, is Director of Special Session & Extension Programs for the Center for Regional & Continuing Education at CSU, Chico. She is responsible for the Center's professional development programs, conference services, and Special Session planning and administration. Prior to her move into adult higher education in 1988, Clare served as Customer Relations Manager for United Airlines and on the Executive Staff for Eastern Air Lines.

Leadership Institute Advisory Board Members:

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City of Chico Manager, retired

The Northern California Local Government Leadership Institute Advisory Board actively contributes to the Leadership Development Program to integrate their expert perspective and local government experience.

For more information or to enroll, contact CSU, Chico Center for Regional & Continuing Education at 530-898-6105 or visit online at rce.csuchico.edu/leader

2006 Leadership Development Program Schedule

Course Number	Course Title (all courses meet 9AM to 4PM)	Chico	Redding
RCED 905F	Redefining Leadership	March 16 -17, 2006	March 23-24, 2006
RCED 905K	Creativity & Innovation	April 28, 2006	May 5, 2006
RCED 905H	Organizational Communication	June 9, 2006	June 16, 2006
RCED 905J	Power & Influence Strategies	September 15, 2006	September 22, 2006
RCED 905G	Strategic Thinking & Decision Making	October 20, 2006	October 27, 2006
RCED 905L	The Leader's Role in Budget & Finance	November 17, 2006	December 8, 2006
RCED 905B	Leadership Ethics	January 19, 2007	January 26, 2007

Chico courses will meet on the CSU, Chico campus in the Continuing Education building, room 107. Redding courses will meet at the Redding City Hall Community Room, 777 Cypress Avenue, Redding. All courses meet 9AM to 4PM.

Select the full program or choose individual courses to create a customized program.


Upon successful completion of each course, participants will receive a certificate of course completion. Participants who complete all seven courses will receive a Certificate of Leadership Development.

Fees and Registration Deadlines

Complete Program	Register on or before	Early Fee	Register on or after	Fee
Includes all 7 courses	March 10	\$1275	March 11	\$1500
Individual Courses	Register on or before	Early Fee	Register on or after	Fee
Redefining Leadership	March 10	\$250	March 11	\$325
Creativity & Innovation	April 21	\$175	April 22	\$200
Organizational Communication	June 2	\$175	June 3	\$200
Power & Influence Strategies	September 8	\$175	September 9	\$200
Strategic Thinking & Decision Making	October 13	\$175	October 14	\$200
The Leader's Role in Budget & Finance	November 10	\$175	November 11	\$200
Leadership Ethics	January 12, 2007	\$175	January 13, 2007	\$200

A 10% group discount is available for organizations that enroll four or more employees in the program or in any single course. Fees include continental breakfast, materials, a valuable package of resources, readings, and practical tools that can be used immediately.

For more information or to enroll, contact the Center for Regional & Continuing Education at 530-898-6105 or visit online at rce.csuchico.edu/leader.



Registration Form

Mail Form to: Center for Regional and Continuing Education, CSU Chico, Chico, CA 95929-0250
Or Fax Form to: 530-898-4020

Name: _____
last name first name middle initial

Organization: _____

Day Phone: _____ Evening Phone: _____ Gender: male female
include area code include area code

E-mail: _____ Last 4 digits of SSN: _____ Date of Birth: _____
month day year

Mailing Address: _____
number, street, & suite city state zip code

Complete Program (Enrollment in all Seven Courses): Location: Chico- or Redding-

Individual Course Enrollment: **RCED** _____ Location: Chico- or Redding-
course number and title (this form may be photocopied for multiple course enrollments or group enrollments)

Enrollment Fees: Total Amount \$ _____ Purchase Order- Check enclosed- VISA- MasterCard- Account #: _____ Expiration Date: _____
month year

Signature: _____ Date: _____
month day year

Leadership Development Program

CSU, Chico's Northern California Local Government Leadership Institute

The Northern California Local Government Leadership Institute introduces the new Leadership Development Program designed specifically for you – local government employees looking to develop leadership skills and become more effective, proactive managers and leaders.

Local government by nature is complex and demanding. Those challenges are even greater in today's environment of limited resources, especially when compounded by citizen expectations that are higher than ever. The pressure to find better ways to be effective and accountable in an environment dominated by budget challenges and sweeping change means that you – as managers and leaders – must be able to think strategically and draw upon a skill set that will enable you to achieve results.

The Leadership Development Program is ideal for department managers, administrative staff, supervisors, elected officials, and any local government employee who wants to develop skills in leadership and managerial effectiveness. Seven courses encompass the most challenging areas that local government leaders must understand and master. These courses are practitioner-focused and intentionally aimed at enhancing organizational effectiveness through the development of effective, inspired leaders at all levels of the organization. Participants who complete all seven courses will receive a Local Government Leadership Institute Certificate of Leadership Development that recognizes their professional commitment to local government and their commitment to exceptional leadership and continuing personal development.

Leadership Development Program Courses

- ▶ Redefining Leadership
- ▶ Creativity & Innovation
- ▶ Organizational Communication
- ▶ Power & Influence Strategies
- ▶ Strategic Thinking & Decision Making
- ▶ The Leader's Role in Budget & Finance
- ▶ Leadership Ethics



Founded in 2001, the Northern California Local Government Leadership Institute provides executive leadership training and educational resources for city, county, special district, and tribal governing organizations.