



Taubman Center for Public Policy and American Institutions

Managing and Leading in Public Affairs: *Integrating People & Policy*

(PPAI 2550 S01)

Wednesday 3:00 p.m. – 5:20 p.m., Taubman Center, Rm. 103

Instructor

Office:

Office hours:

Contact:

Jennifer Slattery-Bownds

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Wednesday 10:30 – 12:00

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Course Assistant

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Course Description

Today's world of public affairs tackles complex problems, often in shared-power environments, and sometimes in a realm where no one is officially in-charge. Leaders and managers of common good work use 'policy entrepreneurship' in order to find common ground, navigate politics of inter- and intra-organizational networks, and offer inclusive opportunities for stakeholders to be included in affecting positive change. The successful leader and manager recognizes that the path to an organization's greatness lies within its people and relationships in working toward a shared strategy.

This course examines issues related to leading and managing in the social sectors. It will cover foundation topics such as organizational behavior and theory, ethics, communication, accountability, leadership, personnel performance, change and strategic management, and social equity. A significant component of the course will include developing a strategic plan for an outside organization, culminating in recommendations based on the student assessment of key issues.

Course Objectives

This course is designed to build a framework of understanding and skills to allow the student to:

1. Understand the origin of management and organization theory
2. Comprehend issues specific to managing and leading in social sector organizations
3. Assess and build one's skills related to effective leading and managing
4. Practice strategic planning and organizational design through experiential learning
5. Learn practical concepts and strategies to become effective leaders, managers, and influencers in the public good realm

Books

Crosby, B., & Bryson, J (2005). *Leadership for the Common Good: Tackling Problems in a Shared-Power World (2nd Edition)*. New York, NY: Jossey-Bass. ISBN: 0-7879-6753-X.

Denhardt, R., Denhardt, J., Aristigueta, M. (2009). *Managing Human Behavior in Public and Non-Profit Organizations (2nd Edition)*. Thousand Oaks, California; Sage Publications. ISBN: 978-1-4129-56673.

Collins, J. (2005). *Good to Great and the Social Sectors (A Monograph to Accompany Good to Great)*. Boulder, CO, www.jimcolins.com ISBN-13: 978-0-9773264-0-2.

Chafee, L. (2008). *Against the Tide: How a Compliant Congress Empowered a Reckless President*. New York, NY: St. Martin's Press. ISBN: 0-312-38304-5

(Other articles and materials to be distributed in class, via email or via mycourses)

Related Reading (Optional)

Goleman, D., Boyatzis, R., McKee, A. (2002). *Primal Leadership: Realizing the Power of Emotional Intelligence*. Boston, MA: Harvard Business School Press. ISBN: 1-57851-486-X.

Fisher, R., Williams, U. (1991). *Getting to Yes*. New York, NY: Penguin Books. ISBN: 0-14-015735.

Stone, B., Patton, B., Heen, S. (2000). *Difficult Conversations*. New York, NY: Penguin Books. ISBN: 0-14-028852-x.

Assignments & Grading

1. **Media Clips (10 points):** Due: **10/22 & 12/3**

Twice during the semester, media clips will be presented on mycourses related to concepts covered in class. Students will be expected to view the clips and explain the material complete with appropriate references of author, title, and page numbers.

2. **Reading Reflections (20 points):** Due **10/15 & 11/19**

For each week's readings, use the notes guide provided to examine the material in relation to people, policy, theory, and practice. The aim of this exercise is to discuss your weekly reflections on how each of these elements integrates from your perspective. You will likely want to include how your semester-long strategic planning project progress relates to the readings and how concepts may build upon learning from previous weeks.

3. **In-Class participation (20 points):**

To receive full credit please attend and arrive to each class on time, prepared to contribute to the discussion topics. We will have various guest speakers throughout the semester so arriving prepared to ask questions is imperative.

4. **Strategic Planning Project (50 points total: 15 at mid-term & 35 at final):**

Students will break into groups of two or three depending on enrollment. Each team will select an organization in a sector of their choice. See instructor for approval of organizations or suggestions.

The aim of the exercise will be to gather information on the organization, and perform a 'mock' strategic planning process as the semester progresses, ultimately resulting in recommendations for the organization which are unique to its mission, vision, and values.

Upon agreement with the instructor that your group is ready to present a final analysis and recommendations to the selected organization, you **may** be able to do so. Conversations toward sustainability and political sensitivity will guide the permission to present the material.

You will need access to members of the organization at various levels for a thorough analysis. Organizations should have more than 10 staff members but it will work to your advantage to select one with less than 50 or so. Selecting a department within a larger organization is fine.

Worksheets will be provided to assist you in your assessment and planning. Much of your progress and observations from your selected organization will be fodder for class discussion. It is expected that **all** members of the group are able to participate in scheduled meetings with the stakeholders which will be arranged at a mutually convenient time (with a focus toward the ultimate convenience of the stakeholders, i.e. not at 9pm).

Mid-Term Meeting:

At the mid-term (10/22), teams will be prepared to present their materials and information to date to the instructor in a ten-minute meeting. The group is expected to draft an agenda for the meeting, come prepared to present the material in a professional manner, and raise concerns and plans around next steps.

Final Analysis & Personal Reflections:

In paper format, complete with charts, graphs, and other necessary supporting materials, you will submit your proposed strategic plan for the organization including a narrative of your SWOT analysis and recommendations. ONE copy of the paper will be turned in for the team. Page range: 16-20.

Additionally, EACH STUDENT, will write a paper reflecting upon the semester, personal growth and development, how the material and assignments informed and impacted his/her self-awareness and readiness to lead and manage in the social sectors, and ultimately, an assessment of his/her ability to integrate people and policy. Page range: 5-8.

*****PLEASE NOTE: YOU WILL BE EXPECTED TO ASSIGN A GRADE 1-10 ON EACH OF YOUR TEAMMATES FOR THEIR PARTICIPATION AND EFFORT ON YOUR PROJECT.*****

GRADING

100-90: A

89-80: B

79-70: C

9/3	<h1 style="margin: 0;">COURSE SCHEDULE</h1>					
9/10	<p>WEEK ONE</p> <p>Introduction</p> <ul style="list-style-type: none"> ◆ Course overview ◆ Leading vs. Managing? ◆ Class norming ◆ Begin to think about teams and organizations 					
9/17	<p>WEEK TWO</p> <p>Guest Speaker: Judy Nabb, Center for Learning and Professional Development, Office of Human Resources, Brown University.</p> <p>Assignment:</p> <ul style="list-style-type: none"> ◆ Finalize teams, reach out to organization, and begin collecting materials <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 50%; text-align: center;">People</th> <th style="width: 50%; text-align: center;">Policy</th> </tr> </thead> <tbody> <tr> <td style="vertical-align: top;"> Managing Human Behavior in Public and Non-Profit organizations: <ol style="list-style-type: none"> a. Chapter 1, Organizational Behavior as a Way of Thinking and Acting, pg. 1 - 14 b. Chapter 7, Leadership in Public Organizations pg. 167 – 206 c. Chapter 8, Power and Organizational Politics pg. 207 – 236 d. Chapter 12, Organizational Change pg. 335 – 371 </td> <td style="vertical-align: top;"> Leadership for the Common Good <ol style="list-style-type: none"> a. Chapter 1, When No One is in Charge pg. 3 - 33 b. Chapter 2, Leadership Tasks in a Shared-Power World: Leadership in Context, and Personal Leadership pg. 34 - 63 </td> </tr> </tbody> </table>		People	Policy	Managing Human Behavior in Public and Non-Profit organizations: <ol style="list-style-type: none"> a. Chapter 1, Organizational Behavior as a Way of Thinking and Acting, pg. 1 - 14 b. Chapter 7, Leadership in Public Organizations pg. 167 – 206 c. Chapter 8, Power and Organizational Politics pg. 207 – 236 d. Chapter 12, Organizational Change pg. 335 – 371 	Leadership for the Common Good <ol style="list-style-type: none"> a. Chapter 1, When No One is in Charge pg. 3 - 33 b. Chapter 2, Leadership Tasks in a Shared-Power World: Leadership in Context, and Personal Leadership pg. 34 - 63
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9/24	<p>WEEK THREE</p> <p>Assignments:</p> <ul style="list-style-type: none"> ◆ Worksheets on: Mission Statement, Stakeholder Identification ◆ Exercise 4.9 in Leadership for the Common Good: Arrive prepared to discuss for your organization <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 50%; text-align: center;">People</th> <th style="width: 50%; text-align: center;">Policy</th> </tr> </thead> <tbody> <tr> <td style="vertical-align: top;"> Managing Human Behavior <ol style="list-style-type: none"> a. Chapter 9, Communicating Effectively with Others pg. 237 - 277 b. Chapter 10, Working in Groups and Teams pg. 279 - 308 c. Chapter 11, Managing Conflict pg. 311 - 334 </td> <td style="vertical-align: top;"> Leadership for Common Good <ol style="list-style-type: none"> a. Chapter 3, Leadership Tasks in a Shared Power World: Team and Organizational Leadership pg. 64 - 107 b. Chapter 4, Leadership Tasks in a Shared Power World: Visionary, Political and Ethical Leadership pg. 108 - 155 Resource D: Forms, Arenas and Courts pg. 401 – 426 </td> </tr> </tbody> </table>		People	Policy	Managing Human Behavior <ol style="list-style-type: none"> a. Chapter 9, Communicating Effectively with Others pg. 237 - 277 b. Chapter 10, Working in Groups and Teams pg. 279 - 308 c. Chapter 11, Managing Conflict pg. 311 - 334 	Leadership for Common Good <ol style="list-style-type: none"> a. Chapter 3, Leadership Tasks in a Shared Power World: Team and Organizational Leadership pg. 64 - 107 b. Chapter 4, Leadership Tasks in a Shared Power World: Visionary, Political and Ethical Leadership pg. 108 - 155 Resource D: Forms, Arenas and Courts pg. 401 – 426
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9/24	<p>WEEK FOUR</p>					

	Assignments: Arrive prepared to discuss <ul style="list-style-type: none"> ◆ Worksheets on SWOC (T) Analysis ◆ Exercise 5.1 in Leadership for the Common Good: “Thinking About a Public Problem” 	
	People	Policy
		Leadership for the Common Good <ol style="list-style-type: none"> a. Chapter 5, Policy Entrepreneurship and the Common Good pg. 156 - 196 b. Chapter 6, Forging an Initial Agreement to Act pg. 197 - 215 c. Chapter 7, Developing an Effective Problem Definition to Guide Action pg. 216 - 241 d. Chapter 8, Searching for Solutions in Forums pg. 242 - 266
10/1	WEEK FIVE Guest Speaker: On techniques Assignments: <ul style="list-style-type: none"> ◆ Exercise 6.1 on Stakeholder Identification from Leadership for the Common Good ◆ Sign up in teams to present a technique relevant to readings 	
	People	Policy
	Managing Human Behavior <ol style="list-style-type: none"> a. Chapter 3, Fostering Creativity pg. 55 - 81 b. Chapter 4, Managing Stress pg. 83 - 110 c. Chapter 5, Decision making pg. 111 - 138 	
10/8	WEEK SIX Guest Speaker: To be announced Assignments: Arrive prepared to discuss <ul style="list-style-type: none"> ◆ Worksheets on Strategic Issue Identification 	
	People	Policy
		Leadership for Common Good <ol style="list-style-type: none"> a. Chapter 9, Developing a Proposal that Can Win in Arenas pg. 267 - 289 b. Chapter 10, Adopting Policy Proposals pg. 290 - 311
10/15	WEEK SEVEN Guest Speaker: Leadership, gender, and organizational culture Assignments: Arrive prepared to discuss <ul style="list-style-type: none"> ◆ Worksheets on Developing a Strategic Plan, Developing and Adopting the Strategic Plan ◆ <u>NOTE:</u> p. 281 in Leadership for the Common Good may be helpful to guide the format of your proposed strategic plan moving ahead 	
	People	Policy
	NO READINGS: IN CLASS DISCUSSION ON PROGRESS	
10/22	WEEK EIGHT Midterm: Team Presentations	

	Process update meeting with Professor Slattery-Bownds See mid-term explanation	
	People	Policy
	Managing Human Behavior a. Chapter 2, Know and Manage Yourself pg. 17 – 54	
10/29	WEEK NINE Assignments: Arrive prepared to discuss ◆ Worksheets on Creating a Vision of Success	
	People	Policy
	1. Managing Human Behavior a. Chapter 6, Motivating Yourself and Others pg. 141 – 161 b. Chapter 13, Representing the Organization on the Outside pg. 373 - 401 2. Good to Great –In Class DVD Viewing & Discussion	
11/5	WEEK TEN Guest Speaker: To be announced Assignments: Arrive prepared to discuss ◆ Worksheets on Job Analysis and Description	
	People	Policy
	NO READINGS	
11/12	WEEK ELEVEN Assignments: Arrive prepared to discuss ◆ Worksheets on Implementing Your Plan	
	People	Policy
	1. Managing Human Behavior a. Chapter 14, Managing Behavior in the Public Interest pg. 405 - 415	2. Leadership for the Common Good a. Chapter 11, Implementing and Evaluating New Policies, Programs and Plans, pg. 312 - 339
11/19	WEEK TWELVE Guest Speaker: Senator Lincoln Chafee Assignments: ◆ Formulate questions for the Senator based on your reading of his book	
	People	Policy
	1. Arrive having read: Against the Tide (entire book)	1. Leadership for Common Good a. Chapter 12, Reassessing Policies and Programs pg. 340 – 357 Summary and Conclusion pg. 359 – 363 Resources: pg. 393-435
11/26	NO CLASS (Thanksgiving Holiday)	
12/3	WEEK THIRTEEN OPEN FOR POSSIBLE PANEL DISCUSSIONS OR FINAL PROJECT DISCUSSIONS	
	People	Policy
12/10	FINAL PAPER DUE	