

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

(PPAI 2550 S01) Fall 2009

Wednesday 9:00 a.m. – 11:20 a.m., Taubman Center, Rm. 103

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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.

(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.

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

Assignments & Grading

1. Media Clips (15 points each): (2-4 Pages)

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. In-Class participation (30 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. We will also conduct in class case studies, for which you will be expected to come prepared and participate in your group.

4. Strategic Planning Project (40 points total: 10 at mid-term & 30 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 to interview 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 another option.

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, 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. For teams of 2-3, page range: 24-30.

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. This information will be kept in confidence.*****

GRADING

100-90: A

89-80: B

79-70: C

COURSE SCHEDULE

9/10/09 Week 1 Introduction

Topics

- ◆ Course overview & expectations

9/17/09 Week 2 Theories & Foundations

Topics

- ◆ Leading vs. Managing?
- ◆ Civility, positive intent, and setting the stage for great leadership

Guest Speaker: Jonathan Scott, Political Strategy Consultant

Readings

People: *Managing Human Behavior (MHB)*-Ch. 1,7,8 plus preface

Policy: *Leadership for the Common Good (LCG)*-Ch. 1-3 plus preface & Part One

9/24/09 Week 3 Organizations & Meaning Making in Today's World

Topics

- ◆ Organizational Behavior: Public/Private/Not-for-Profit
- ◆ Shared Power: Shaping policy when no one is 'in-charge'
- ◆ Common Good: Much ado about something
- ◆ Strategic Planning: What is it? Why bother?
 - Further overview of long term assignment

Readings

Review from previous week's assignment

10/01/09 Week 4 Teams, Communication, & Getting Things Done

Topics

- ◆ Effective Communication, Mediation
- ◆ Working In and Leading Teams and Organizations
- ◆ Types of leadership and their corresponding settings

Readings

People: MHB- Ch. 9, 10, 11

Policy: LCG- Ch. 4 & Resource D (p. 401-426)

10/8/09 Week 5 Policy Entrepreneurship & Change

Topics

- ◆ Policy Entrepreneurship & the Policy Change Cycle
- ◆ Organizational Change
- ◆ Defining Great: In-class viewing of Good to Great DVD

Readings

People: MHB- Ch. 12
Policy: LCG- Ch.5
Good to Great: Entire monograph

10/15/09 Week 6 People & Change

Topics

- ◆ Managing from the Inside Out
- ◆ Creativity, Stress, & Decision Making
- ◆ Motivation

Readings

People: MHB- Ch. 2-6

Assignment

- ◆ Class teams to present on pre-assigned topics

10/22/09 Week 7 Building Momentum for Policy Change

Topics

- ◆ From Venting to Action
- ◆ Appreciating Multiple Perspectives...and Moving Forward

Readings

Policy: LCG- Ch. 6-7

10/29/09 Week 8 Mid-Term

Topics

- ◆ Mid-term presentations w/ Instructor
- ◆ Crafting new position descriptions & the hiring process

Assignment

- ◆ Media Clip One Due

11/5/09 Week 9 Finding Solutions & Developing Proposals

Topics

- ◆ Conducting a Solution Search
- ◆ Drafting Policy Proposals
- ◆ Using Media to your Advantage

Readings

People: MHB- Ch. 13
Policy: LCG- Ch. 8-9

11/12/09 Week 10 Implementation & Assessment

Topics

- ◆ Putting Plans and Policies in Place & Making them Work
- ◆ How Are We Doing? Assessing Outcomes and Making Adjustments

Readings

Policy: LCG- Ch. 10-12

11/19/09 Week 11 Ethics and Managing in the Public Interest

Topics

- ◆ The *NEW* Public Service
- ◆ State of the US Public Sector Workforce
- ◆ Management Agendas, Succession Planning, and Administration Changes

Readings

Handouts to be distributed in-class

12/3/09 Week 12 Integrating Leadership & Life: *Where do you draw the line?*

Topics

- ◆ Public life
- ◆ Personal decision making & overcoming obstacles

12/10/09 Week 14 Integrating People & Policy

Topics

- ◆ Making sense out of chaos

Assignment

- ◆ Media Clip 2 Due

12/17/09 Week 15 Final Paper Due