

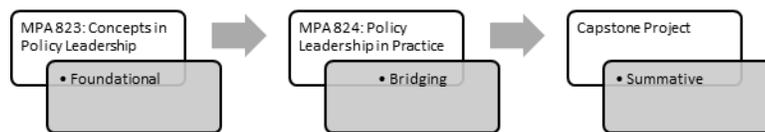
Course Outline: MPA 823 Concepts of Policy Leadership

September 13, 14, 15 2018

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MPA 823: The start of your PMPA journey

You might ask why you will be starting your studies at Queen's School of Policy Studies (QSPS) with an intense, three-day half-credit course focused on leadership. You will, by the way, be doing the same thing in September 2019 when you will take the follow up course to MPA 823, MPA 824: Policy Leadership in Practice. MPA 824 will continue your exploration of what policy leadership means by building on this course and the four other courses you will be taking in your first year. And, just to give you a full overview of the journey's end, you will be ending your program with a Capstone Team Project (MPA 825), in your third year, to bring together what you have learned about policy leadership, working with your familiar colleagues to "bring it all home" for you.



MPA 823 will be intensive but also reflective and fun. It will introduce you to the QSPS world of cohort learning in public policy. Hopefully, it will also start you on both a learning journey and a reflective and adaptive one in which you consider how you want to make a difference in public policy and how what you learn at QSPS can help or challenge you.

Why is policy leadership a foundational framework for the PMPA?

The theme of leadership for MPA 823 and MPA 824 reflects the mission for the PMPA program at Queens, which is:

Through high quality interactive teaching and integrated learning, we enhance leadership in public policy by providing students the inspiration, skills, competencies and connections to become better contributors to the public good.

The mission clearly puts leadership front and center of the learning objectives of the PMPA program. The objective of this approach is not simply to “teach leadership”, an aspiration that could be healthily debated any time. Rather, it is also to have students see their learnings through the lens of future leadership roles you may undertake.

But let’s be clear, when the School uses a word like leadership as a core aspiration, we also mean it in the context of our values and what we all do in the pursuit of public policy and service excellence. Therefore, we bring a holistic perspective to this idea of leadership, based on the following beliefs:

- Leadership is independent of position.
- Leadership is a behaviour not a person.
- Opportunities to lead occur at all levels and come daily.
- Leadership is episodic and moves from person to person.
- Leading in public service means creating the grounds of others to lead.
- Leadership and followership are interwoven.
- Leadership can be developed and must be nurtured.

We see leadership in the public sector as being much more than hierarchical power or an attribute of a single, great leader. These are part of the equation, but only one. So much of what we do in public service is to produce analysis, recommendations and support for others to make decisions, thereby leading up rather than the traditional leading down view, which is still part of that broader equation. Therefore those involved in public service do a significant amount of leading out or sideways, working with others within government and outside of government at all stages of the policy process, from policy formulation through decision-making, implementation and accountability. All these activities are forms of leadership.

Our objective for this course, therefore, is not to develop specific leadership skills, but rather to help you develop a theoretical understanding of leadership, how it relates to the public policy and execution realm on which we focus, how we lead in various ways to serve our public policy ends and how you see yourself as a leader today and tomorrow.

Objectives and aspirations for MPA 823

These are the approved objectives for MPA 823:

- To understand the role of leadership in the formulation, implementation, and evaluation of public policy
- To articulate how public policy leadership affected by such values as stewardship of the public purse, transparency and accountability, and democratic values, differs from leadership in the private sector and what is similar across these sectors
- To describe and assess different forms, styles and models of leadership and their impact
- To understand leadership in a diverse environment
- To reflect upon oneself as a leader: lead what, how and why?
- To engage in reflection with peers and guests on leadership.

We want to add a few more, which we will call aspirations:

- To build an understanding of the PMPA program flow, logic and connections.
- To begin the journey of creating an exciting and deeply important cohort culture with your colleagues, from whom you will learn, get support and share many moments of insight.
- To develop an understanding of the Queen's advantage, our commitment to experiential learning and how to maximize your engagement with the University.

Learning Outcomes

This course will focus on ideas about leadership, where they fit in the narrative of public policy, and how you see yourself as a leader in that narrative. To that end, we aspire to have certain learning outcomes so that you will be better able to:

- Describe, analyze and compare various concepts of leadership in the public realm
- Demonstrate and interpret how leadership operates at different levels and different ways in the public sector
- Describe and evaluate your own leadership experience and formulate a forward set of leadership goals
- Distinguish and weigh different perspectives on leadership seen from an indigenous and a gender lens
- Develop an informed view of leadership in a future public service.

The Architecture of the Course

As with your weekend experiences over the fall and winter and the intense timeframes of the summer courses, MPA 823 will be focused and concentrated. There will be strong emphasis on:

- Active and experiential learning through group work, case studies and debate.
- Seeing perspective through the eyes of others through shared experiences, guests with experience and insight, case studies of individual and organizational relevance.

- Debating, comparing and contrasting different theories and ideas of leadership.
- Individual reflection, structured in pre and post-course assignments.
- Inspiration derived from guests and their stories.

Assessment

Due to the intensive nature of this course, one assignment will be due prior to the start of the course with the remaining assignments due after the end of the classroom portion.

Assignment	Due Date	Mark – Total 100
Pre-Course Assignment	September 9, 2018	20
Case Study: Leadership on Day One	October 5, 2018	20
Case Study: The Case of Three CEOs.....	October 5, 2018	20
Review of article or video	October 5, 2018	20
Participation		20

Pre-Course Assignment: This must be completed prior to class and sent to the instructor. The assignment has three sections:

1. About You: an overview of you goals for this program.
2. About Leading: your opening thoughts about leadership.
3. Brief survey on leading.

Further information about this assignment will be sent to you during the week of August 20th.

Case Study: Leadership on Day One: This case study will address the challenge of how to frame leadership goals for a group under stress and with you as its new leader.

Case Study: The Case of the Three CEOs: You will be asked to review a case involving major change in a complex environment, looking at leadership styles, their individual and collective impacts on the situation and what is needed going forward.

Article Review: You will prepare a synopsis and critique of one of the readings or video presentations listed for your reading list. Select the readings to let you reflect on some element of the course that particularly struck you as relevant to your aspirations as a leader and your experience to date. Provide some insights about leadership in the public sector based on these articles and your experience. Try to frame it in terms of your personal aspirations both as a current and future leader and a current and future follower.

Readings and Talks Online

A list of readings and talks online will be listed on the onQ site. They are linked to each session. We do not expect you to have read all this material in advance, but some work to do that would be helpful to you. Your final assignment is also linked to them.

Statement on Academic Integrity

Academic integrity is constituted by the five core fundamental values of honesty, trust, fairness, respect and responsibility (see <http://www.academicintegrity.org>). These values are central to the building, nurturing and sustaining of an academic community in which all members of the community will thrive. Adherence to the values expressed through academic integrity forms a foundation for the “freedom of inquiry and exchange of ideas” essential to the intellectual life of the University (see the Senate Report on Principles and Priorities <http://www.queensu.ca/secretariat/policies/senateandtrustees/principlespriorities.html>).

Students are responsible for familiarizing themselves with the Academic Integrity Policy of the School of Graduate Studies, available at <http://www.queensu.ca/sgs/forstudents/policiesprocedures/SGSAcademicIntegrityPolicyasofFeb2012.pdf>.

Departures from academic integrity include plagiarism, use of unauthorized materials, facilitation, forgery and falsification, and are antithetical to the development of an academic community at Queen's. Given the seriousness of these matters, actions which contravene the regulation on academic integrity carry sanctions that can range from a warning or the loss of grades on an assignment or the failure of a course to the rescinding of a degree.

Initial Course Agenda*

Pre-Course Assignment: To be sent during the week of August 20, 2018

- Self-Review of leadership experiences and challenges. Students will be asked to address a series of structured questions to provide information about themselves in advance and assist in defining their aspirations for the PMPA program in general and the leadership elements of it.

Day 1: Thursday, September 13, 2018

Welcome to Queens University, the QSPS and the PMPA:

- David Walker, Executive Director, QSPS;
- Rachel Laforest, Program Director, PMPA and MPA programs;
- Fiona Froats, Program Administrator, PMPA and MPA programs.

MPA 823:

- Introductions and who we are;
- The PMPA program and how it all fits; Learning objectives
- The learning objectives for MPA 823.

Administration: getting yourself up and running at Queens:

- The campus experience;
- Wellness and mental health resources at Queens
- Obtaining your university id cards etc.

Leadership in the Public Sector: What Does it Mean?

- Group exercise: characteristics of public sector leadership
 - Is leadership important in public administration?
 - What are the different kinds of leadership we see in the public sector?
 - Leading in a political environment.
- Synthesis

Ways to Look at Leadership: Part 1

- Theories of leadership
- Group discussions of specific topics
 - Are leaders made or do they just come that way?
 - What is positional leadership versus influence?
 - What is expected of leaders: most admirable traits.

Challenges of Public Sector Leadership:

- Group discussions
 - A changing public sector environment.
 - Cultural impediments to effective leadership.
 - The political/bureaucratic interface.
 - Personal impediments to effective leadership.
 - What are the rewards for effective leadership in government?
- Feedback
- Synthesis

Optional “getting to know you session” at Stone City Ales in Kingston:

- An opportunity to meet with fellow PMPA students and faculty members.

Friday, September 14, 2018

Ways to Look at Leadership: Part 2

Roundtable: Experiences of Leadership in the Public Sector:

- Panel discussion.

School of Policy Studies Speaker Series

Looking at Leadership through Different Perspectives

- An indigenous narrative of leadership

Leadership by Design: The Nudge Game

- Group work on a leadership case
- Discussion
- Synthesis

Leadership from an indigenous community perspective:

- This will be an interactive event open to all students and members of the public,
- For MPA 823 students this early evening event is an integral part of the course,
- Following this session there will be an optional self-pay social hour and dinner.

Day 3, Saturday, September 15, 2018

Leadership Gone Wrong

- Group Discussions:
 - What does bad leadership look like?
 - Why leaders fail?
 - Impacts of bad leadership.
- Synthesis and Presentation

Followership and Creating the Culture for Effective Leadership

- Reflection and Discussion
- Feedback and Synthesis

Barriers to Effective Leadership and How to Overcome Them

- Presentation and Discussion
- Group Review and Synthesis

Moving Forward

- Synthesis of Discussions to Date
- Is Leadership for Me? For Everyone?
- How the PMPA fits
- What do you want to see in 824?

*A detailed agenda will be sent to course participants during the week of August 20, 2018