

Course Outline: MPA 824 Policy Leadership in Practice

September 13-14-15, 2018 with advanced work

Andrew Graham, Course Leader
School of Policy Studies
andrew.graham@queensu.ca
www.andrewbgraham.ca
Room 316 Sutherland Hall
613 583 0096

Before the September Sessions There is Work to Do

As you know from MPA 823, this course is intense and tightly organized. You will not have a lot of time for reading and preparation for class. In addition, we need you to complete certain exercises in advance to permit analysis and prepare the feedback session. The work that you need to do in advance is:

1. Complete the **Emotional Intelligence Questionnaire EQ-i 2.0**. Shannon Hill, from Queen's organizational development and learning area will be sending the questionnaire directly to you in late August.
2. Read the **three case studies**, which will be sent to you mid-August. If you want them earlier, get in touch with me at andrew.graham@queensu.ca. These cases are for in-class discussion. **Do not treat them as an assignment but be prepared to discuss with colleagues.**
3. Complete as much of the reading material in advance that you can. Reading material is designed for general application to the course. As in 823, one of your

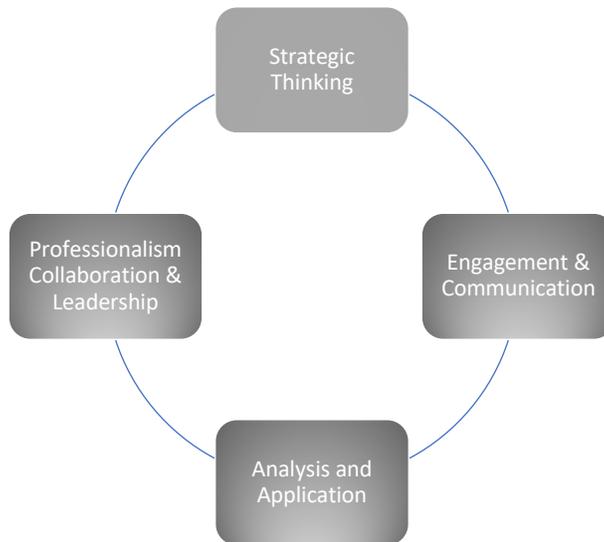
All course material will accessible on onQ once we have the course registration open and also on my website at www.andrewbgraham.ca

Learning Objectives of MPA 824

- To identify, critically analyze and apply competencies essential for effective policy leadership.
- To define and assess the leadership in policy development, implementation and evaluation consistent with values and ethics associated with the public interest .

- To analyze and resolve potential conflicts of values and ethics in various leadership situations.
- To reflect upon oneself as a policy leader, assess strengths and weaknesses.
- To assess the application of leadership qualities in real-world situation.
- To develop strategies to resolve conflict facing a policy leader.

Linkage to the Master of Public Administration Competency Profile



This course contributes to the development of the MPA competencies in a number of ways:

- **Strategic Thinking:** Core to this course is the application of leadership thinking to real-life situations requiring the application of thinking processes we normally associate with leadership. This thinking involves the bigger picture, long-term and integrated views of problems, challenges and opportunities.
- **Engagement and Communication:** The course has a strong focus on engaging students with expert guests, the course instructor and each other through case studies, group discussions and master classes. Further, assignments will emphasize the need for effective communication of ideas in ways that they can be understood and applied.
- **Analysis and Application:** The main emphasis of this course, building on MPA 823, is on the actual practice of leadership and its various dimensions. This will require analysis of situations and theories and their application to the student's individual situation or to the case material to be discussed in class.
- **Professionalism, Collaboration & Leadership:** With the core focus on public administration leadership, all three competencies will be explored throughout the course.

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>).

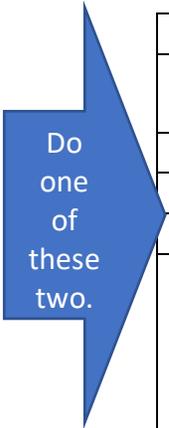
Students are responsible for familiarizing themselves with the Academic Integrity Policy of the School of Graduate Studies, available at <http://www.queensu.ca/sgs/forstudents/policiesprocedures/SGSAcademicIntegrityPolicyasofFeb2012.pdf>.

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.

Assessment Tools

This is an intensive course and you will be fully occupied during the three days. Of course, you active participation will be a vital part of the program. All other assignment activities will be due after the course is complete and due before the start-up of the Fall-Winter Term in October. The first two assignments are required. Then, choose one of the two final assignments

Assessment Activity	Mark	Due Date
The Case of Laura Esserman and What Makes a Leader: 1000 word note or 10 slide PowerPoint	30	Oct. 7, 2018
Overcoming Obstacles: A Personal Story: 600 word essay	25	Oct. 7, 2018
EITHER Article Review: 600 word essay	25	Oct. 7, 2018
OR St. Crispin’s Day: Bring Shakespeare into Your Leadership Participation: We do several cases in the class, requiring both individual and group input. In addition, we have Master Classes on key topics, with guests primed for interaction. Hence, participation is important. Participation is measured in many ways and included active intervention, active participation in groups, facilitating discussions, quality of intervention, active listening and respectful interventions.	20	Sept. 13-15, 2018



Course At A Glance

Thursday, September 13, 2018	Friday, September 14, 2018	Saturday, September 15, 2018
0830 – 0900 Welcome and Mid Program Reflections	0830 – 1100 Case Power: How to Get It & How to Use It “The Power of an Idea Meets the Idea of Power”	0830 – 1100 Master Class Guest: Ian Wiggitt The Architecture of Failure Phoenix as a Case <i>How Come This is Happening Around the World?</i>
0900 – 0930 824 Overview Case Methodology Rule of Active Listening: Nail in the Head		
0945 – 1100 Case: The Mind of a Leader “The Push and Pull of the Regional Director”	1100 – 1200 Snakes in Suits and The No Asshole Rule	1100-1200 Group: Recovery How do You Recover from a Failure?
	1200-1300 Open	1200 – 1300 Open Featured Noon Speaker: Malcolm Brown, Deputy Minister of Public Safety
1300-1600 Emotional Intelligence Guest: Shannon Hill Feedback and Review	1300 – 1600 Master Class Guest: Jim Mitchell The Magic Elixir of Public Sector Leadership Telling Truth to Power Sherpa Leadership The Political Chemistry	1300 – 1430 Talk and Group: Leading Risk Innovation and Risk
		1445 – 1600 Group: Surviving and Thriving Complexity as Reality Building Leadership Capacity
	1630-1900 The Circle of Leadership Lead: Terri Brennan Jointly with Year 1 823 a circle on indigenous leadership followed by an optional indigenous meal	

Course Narrative

To begin, thank you for your input to the design of the course. I took everyone's comments into account. The heart of the course is how to lead, what are the instruments of leadership, what are key dynamics that affect the capacity to lead and, quite centrally, what is the mind of a leader? We build upon the notion of emotional intelligence, which weaves its way through many of the sessions, beginning of course with our first look mind of a leader who is in some peril. We then turn to you and the results of your individual EQi – 2.0 questionnaire. We turn them to power as a central element of leadership. How you acquire, use and respect the power you need to lead reflects deeply on your understanding of it. It also has a dark side, which we will explore as well. We move into the realm of you lead in government by providing sound and fearless advice and the political sensitivities and skills needed to do that. We return to and benefit from another and quite different look at indigenous leadership and what it can teach about listening, hearing and a different time perspective. From this we look into the heart of darkness for all leaders: failure, how it can happen and how we can recover. We end with an exploration of how leaders integrate risk and innovation and how to balance and adapt the two. We end with a discussion of how leaders thrive and survive.

Be ready with your stories. They are central to our dialogue. You will note there are no lectures. I cannot speak to how our guests will be presenting their ideas, but they are well briefed on the need for something more powerful than a Q&A session. We will also be using three case studies in a structured way. But, still, bring your stories.

We also plan on having one or two guests, executives who are more than happy to meet you individually and certainly to contribute their expertise and background and, yes, stories.

824 Readings and Listenings

The Mind of a Leader

Richard Olivier, Julie Verity, (2008) "Rehearsing tomorrow's leaders: the potential of mythodrama", Business Strategy Series, Vol. 9 Issue: 3, pp.138-143,
<https://doi.org/10.1108/17515630810873375>

Daniel Goleman: The Leader's Brain with Dr. Daniel Siegel:
<https://www.youtube.com/watch?v=5sjNdM1IMVU> short but a great summary

The Mind of a Leader – Dame Anita Roddick
https://www.youtube.com/watch?v=Oxfk1fH_WWM - limited use – idea of opportunism

Emotional Intelligence

Executive Book Summaries, Primal Leadership, Daniel Goleman, Richard Boyatzis, Annie McKee, available in onQ

Daniel Goleman, **What Makes a Leader?**, HBR OnPoint, available at onQ

The Asshole Rule

https://www.youtube.com/watch?v=_LdSB-udpco - 12 minute video of Robert Sutton, talking about The Asshole Rule

Robert Sutton: How to Outwit Workplace Jerks – this is a longer and fuller lecture, if you have the time: <https://www.youtube.com/watch?v=wFTkQmPw2Gk>

Alan Deutschman, **Is Your Boss a Psychopath?**, available at
<https://www.fastcompany.com/53247/your-boss-psychopath>

Good Boss, Bad Boss: A Peek Inside the Minds of the Best (and Worst):
<https://www.youtube.com/watch?v=lmBSh1FGQyY>

Dan Siegel: Cultivating the Next Generation and Innovative Leaders:
<https://www.youtube.com/watch?v=YIGEpJep43g> - longer – 57 minutes

Alan Morantz, Case Study: Respectful Workplace Campaign: IT Branch of the Canada Revenue Agency, available on onQ

Power

Vidula Bal, Michael Campbell, Judith Steed & Kyle Meddings, **The Role of Power in Effective Leadership**, Centre for Creative Leadership, available at www.ccl.org/wp-content/uploads/2015/04/roleOfPower.pdf

Jeffrey Pfeffer, **Power Play**, Harvard Business Review, July-August 2010, available at <https://hbr.org/2010/07/power-play>

Jeffrey Pfeffer, **You're Still the Same: Why theories of Power Hold Over Time and Across Contexts**, 2013, vol. 27, No.4, 269-280, the Academy of Management Perspective, available at course onQ website

Political Skills/Telling Truth to Power

Phillip Braddy & Michael Campbell, **Using Political Skills to Maximize and Leverage Work Relationships**, Center for Creative Leadership, available at <https://www.ccl.org/wp-content/uploads/2015/04/UsingPoliticalSkill.pdf>

Failure

Michael Petty, **The Dark Side of Leadership: Catastrophic Failure**, Strategic Leadership review, available at <https://www.entrepreneur.com/article/292820>

Paul C. Light, **A Cascade of Failures: Why Government Fails, and How to Stop It**, Brookings Institute, available for download at <https://www.brookings.edu/research/a-cascade-of-failures-why-government-fails-and-how-to-stop-it/>

Treasury Board of Canada, **Lessons Learned from the Transformation of Pay Administration Initiative**, available in full at <https://www.canada.ca/en/treasury-board-secretariat/corporate/reports/lessons-learned-transformation-pay-administration-initiative.html>

Recovery

Jeffrey A Sonnenfeld & Andrew J. Ward, **Firing Back: How Great Leaders Rebound After Career Disasters**, HBR, Jan. 2007, available on onQ

Andrew Warden, **Firing Back....as above**, YouTube at https://www.youtube.com/watch?v=IDgviaQ_xkg Note: the length is listed as 53 minutes but the M.C. goes on forever and the actual talk starts at Minute 9.30.

Brian Fielkow, **5 Leadership Failures That Contributed to the United Fiasco**, available at <https://www.entrepreneur.com/article/292820>

Risk & Innovation

Lewis, Ricard and Klijn, **“How innovation drivers, networking and leadership shape public sector innovation capacity”**, International Review of Administrative Sciences, 2018, Vol 84(2) 288-307, available on onQ.

Andrew Graham, **Risk is Not the Bermuda Triangle of Innovation: Sharing Insights and Research**, presentation to the Canada Revenue Agency Risk Management Group, April, 2018, PowerPoint available on onQ.