



CSAC Institute for Excellence in County Government presents

# **2016 Executive Leadership Symposium**

**A Challenging Leadership Practices Seminar for County Supervisors  
and County Administrative and Executive Officers**

**FACULTY**

**Marty Linsky**

Harvard University – John F. Kennedy School of Government



**San Jose, CA ♦ Thursday, March 10 – Saturday, March 12, 2016**

# 2016 Executive Leadership Symposium

The CSAC Institute Executive Leadership Symposium is an intensive, three-day residential leadership development seminar designed exclusively for County Supervisors and County Administrative and Executive Officers.

**This has been** a fabulous experience. Wish we could have had more time. Sincerely appreciate CSAC making this opportunity available.

*Supervisor Karen Mitchoff  
Contra Costa County*

We have high aspirations for this time together. At the end of this intensive three-day experience, participants will have a shared language and new tools for diagnosing and making progress on the toughest issues facing

them. They will think differently about their own leadership and the nature of leadership itself. Each participant will receive a disciplined consultation on a personal leadership challenge and return to the fray with a plan for moving forward on it. Real problems, real conversation, and realistic steps for leading change.

## SYMPOSIUM OVERVIEW

Thursday March 10 (Beginning at 1:00 PM)

- ✳ *Introduction to Adaptive Leadership* – Understanding purpose and the current gap between what's precious and what's expendable.
- ✳ *Leadership and Authority* – Distinguishing leadership from authority is one of the basic tenants of adoptive leadership.
- ✳ *Distinguishing Technical Problems from Adaptive Challenges* – The ability to recognize and apply the right skills to an adaptive challenge is critical to high performance.
- ✳ *Getting on the Balcony* – Systems thinking is a critical skill for practicing leadership in complexity.

**Rarely do I find** a leadership development session that is truly engaging; Prof. Linsky is a wonderful exception. He was interesting and motivating throughout. I left with a renewed sense of where to invest in myself as a leader.

*CAO Patrick Blacklock  
Yolo County*

Friday March 11

- ✳ *Productive Disequilibrium* – Managing groups as they experience disequilibrium is critical for mobilizing people and achieving impact.

- ✳ *Personalizing Your Adaptive Challenge* – A structured experiential activity that reveals why – despite the best of intentions – things tend to remain the same.
- ✳ *Diagnosing Your Challenge* – Participants move their ideas from concept to internalized tools through a peer consulting case methodology.
- ✳ *Thinking Politically* – A multi-dimensional stakeholder analysis which illuminates system factions and creates strategies for mobilizing people across traditional loyalties.

Saturday March 12 (Concluding with lunch at noon)

- ✳ *Courageous Conversations* – Address competing interests and conflicts of an adaptive issue while preserving the relationship.
- ✳ *Action Planning* – Applying Adaptive Leadership tools to their work.
- ✳ *The Way Forward: Leadership is Risky – Surviving and Thriving* – What you can do to anchor and rejuvenate yourself to survive acts of leadership throughout your career.

## INSTRUCTOR

### MARTY LINSKY

Marty Linsky has taught at Harvard University Kennedy School of Government, including the Senior Executives in State & Local Government Program, for over 25 years. He is the co-founder of Cambridge Leadership Associates.

He served as Chief Secretary and Counselor to Massachusetts Governor Bill Weld; Assistant Director, Harvard's Institute of Politics; Executive Editor, The Advocates, PBS; Editorial Writer and Reporter, The Boston Globe; Editor, The Real Paper; Assistant Minority Leader, Massachusetts House of Representatives; and Massachusetts Assistant Attorney General.

Marty has published widely, in print and online. He has authored or co-authored 10 books including, with Ron



Heifetz, the best-selling *Leadership on the Line* (Harvard Business Press 2002) and, with Heifetz and Alexander Grashow, *The Practice of Adaptive Leadership* (Harvard Business Press 2009).

A graduate of Williams College and Harvard Law School, Marty lives in New York City with his wife Lynn Staley. He has three children, works out every day (9 marathons, but no more!), enjoys Mexican food and good beer, collects baseball cards and is addicted to Free Cell.

## DATES AND LOCATION

The Symposium will be held Thursday, March 10, through lunch on Saturday, March 12, 2016, at the Hayes Conference Center in San Jose. The Symposium begins at 1:00 PM on Thursday and concludes with lunch on Saturday. The Symposium includes a Thursday evening session.

Hayes is a residential conference center designed for intensive learning experiences. The center features outstanding conference facilities, lodging and meals. All meals are included in the lodging costs and will be served at the center. The Hayes Center is easily accessible from the San Jose airport and the San Jose train station (Amtrak, Capital Corridor and CalTrain).



## COST

The costs for the faculty and course materials have been generously under-written by the Symposium sponsors. Participants are responsible for a nominal registration fee and their own lodging and meals.

Registration                      \$150/person

**This helped** organize my thinking (gave me a vocabulary) regarding some things I have known and am already doing. AND gave me some new insights that will be interesting to experiment with.

*Supervisor Bruce Gibson  
San Luis Obispo County*

Lodging and Meals              \$350 + taxes  
*(Includes two nights lodging, all meals and breaks, wireless Internet access, parking and fitness facilities)*

**Participants are responsible for making their own lodging reservations.** Details on reservations for the Hayes Center and additional symposium information will be sent with the registration confirmation. The registration fee must accompany the application. The fee is refundable up to 30 days prior to the Symposium.

## REGISTRATION PROCESS

The Symposium is limited to 50 participants. Only County Supervisors and County Administrators/ Executives are eligible to register.

To register, complete the registration form and submit it with the \$150 registration fee to:

CSAC Institute Leadership Symposium  
CSAC Institute  
1100 K Street, Suite 101  
Sacramento, CA 95814

**I valued** the opportunity to be required to reflect and observe and learn from Marty and others in the room. Thought provoking and insightful as to what else leadership means and requires.

*CAO Birgitta Corsello  
Solano County*

An online version of the form can be found at [www.csacinstitute.org](http://www.csacinstitute.org).

Deadline for applications is **Friday, January 22, 2016**. Participants will be notified of their acceptance by Friday, January 29, 2016.

**Space is limited.** If registration exceeds available seats, preference will be given based on application date, and to those who have earned their CSAC Institute Credential or attended CSAC Institute courses (including the New Supervisors Institute). The Institute will maintain a waiting list for any cancellations.

For additional information please contact CSAC Institute Dean, Bill Chiat at 916/650-8122 or [bchiat@counties.org](mailto:bchiat@counties.org).

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# A Foundation of Leadership



Hallmarks of effective county elected officials and senior executives

## LEADERSHIP COMPETENCIES

### Personal Literacy

- Trustworthiness
- Respect
- Responsibility
- Fairness
- Compassion

### Strategy

- Strategic planning
- Adaptive change
- Shared vision
- Appreciate possibilities
- Future generations

### Relationship Dexterity

- Coalition building
- Facilitate dialogue
- Appreciate differences
- Manage conflict

### Advocacy

- Service to community
- Value to county
- Community needs

## KNOWLEDGE COMPETENCIES

### Governance

- State and local relations
- County roles and powers
- Finances
- Decision-making

### Policy

- Social and human services
- Public safety
- Land use
- Environmental protection

### Administration

- Personnel and employee relations
- Performance assessment
- Customer service
- Accountability

### Stewardship

- Financial and human resources
- Meeting management
- Communication
- Media relations
- Crisis management

LEARN . GROW . ACHIEVE

## ABOUT THE CSAC INSTITUTE

The **California State Association of Counties (CSAC)** is the voice of California's 58 counties at the state and federal level. The Association's long-term objective is to significantly improve the fiscal health of all California counties – from Alpine County with a little more than 1,200 people to Los Angeles County with more than 10 million – so they can adequately meet the demand for vital public programs and services. CSAC also places a strong emphasis on educating the public about the value and need for county programs and services.

The **CSAC Institute for Excellence in County Government** is a professional, practical continuing education program for county officials. The experience is designed to expand the capacity and capability of county elected officials, senior executives and managers to provide extraordinary services to their communities. Over 3,600 county officials and staff have participated in classes since the Institute was established in 2008.

For more information please visit [www.csacinstitute.org](http://www.csacinstitute.org).





# 2016 Executive Leadership Symposium

## R E G I S T R A T I O N

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Name

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Name on Nametent (if different)

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County

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Position

### CONTACT INFORMATION

*Please provide personal contact information. This information will also be included on the symposium roster.*

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e-mail

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Executive Asst. (if applicable)

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Mail Address

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City

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State

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Zip

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Office Phone

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Mobile Phone

### APPLICATION QUESTION

Please attach a document (max 1 page) with your response to this question from Marty Linsky:

*Briefly describe challenges you have encountered in your exercise of leadership.*

### APPLICATION PROCESS

Completed application including this form, response to the question and the \$150 registration fee should be sent to:

CSAC Institute Leadership Symposium  
CSAC Institute  
1100 K Street, Suite 101  
Sacramento, CA 95814

Deadline for registration is

**January 22, 2016.**

Confirmations of acceptance will  
be sent by Friday, January 29.

### CANCELLATION POLICY

Participants may cancel up to Friday,  
February 12, 2016 for a full refund of the  
registration fee. *Cancellations after  
February 12 are non-refundable.*

### PAYMENT OPTIONS

Form of Payment: ☐ Visa ☐ MasterCard ☐ Amex ☐ Check

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Name of Cardholder

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Billing Address and Zip Code of Credit Card

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Credit Card Number

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3-Digit Security Code

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Expiry Date