



LEADERSHIP ON THE LINE:

Meeting the Challenges
of Leading Local Government



August 25-27, 2005
Royal Sonesta Hotel Boston
Cambridge, MA

LEADERSHIP
TRAINING INSTITUTE



NLC's Leadership Training Institute



Leadership on the Line: Meeting the Challenges of Leading Local Government

Exercising real leadership—taking initiative, putting new ideas on the table, taking personal risks without knowing if you will be successful, asking people to face up to challenging realities, motivating difficult conversations that others may be avoiding—can complicate your life. Exercising real leadership is making the lives of people around you—in your work, in your communities, in your families—better. Often, exercising leadership means transcending the authority you are given to tackle the challenge at hand.

Make your plans now to participate in the 13th Annual Leadership Summit at the Royal Sonesta Hotel Boston in Cambridge, MA. The National League of Cities' Leadership Training Institute presents a program designed to enhance your success and understanding of your leadership role and responsibilities as an elected official.

Explore the Dangers of Leadership

Explore the difficulties and opportunities in exercising leadership. Examine why the exercise of leadership is different from practicing good management and exercising authority. Build the skills and knowledge required to be effective in taking on these tasks and increasing your ability to be successful; develop frameworks and practical techniques that will be useful in analyzing situations you are confronting.

Discern those ideas about critical, often neglected, aspects of exercising leadership; how to manage your personal vulnerabilities, care for yourself, and sustain your spirit. Recognize the dangers of leadership including the perils of adaptive change; going beyond one's authority; loss at the heart of danger; and the faces of danger, including marginalization, diversion, attack and seduction.

Develop Skills for Exercising Leadership and Staying Alive

Focus on analytic and political skill development, including the capacity to distinguish technical from adaptive work; assessing where others are; delving beneath the issue; how to read authority figures for clues; finding partners in the enterprise; keeping the opposition close; accepting responsibility and ownership; modeling behavior; and accepting causalities. Learn about orchestrating the conflict, giving the work back, and how to hold steady so that attention is focused on the right issues.

Overcome the Challenges for Leading Local Government

Join author and leadership scholar Marty Linsky, along with Cambridge Leadership Associates trainers Jay Kaufman, and Sousan Abadian, as you engage in a dynamic and reflective program that confronts the challenges of leadership in local government. Discover how to focus your efforts and grasp new ideas and insights, as you improve your ability to achieve results in your community.

Insightful learning experiences will provide you the opportunity to reflect, recognize and appreciate what you can do to enhance your success as a local elected official. Thoughtful presentations will help you identify those leadership skills and abilities necessary to lead effectively and strengthen your role in local government. Fortify your dedication to leadership in an engaging program that will bring you a renewed sense of energy, commitment, and enthusiasm to your role as a local leader.

Core Competency:

Cornerstone... 10 Credits in the Certificate of Achievement in Leadership program

*Preliminary schedule of events for the Summit
(subject to change).*

Thursday, August 25th

8:00 a.m.	Registration
9:00 – 11:30 a.m.	<i>Leadership Training Council meeting (LTC Members only)</i>
9:00 – 5:30 p.m.	Leadership Bookstore open
12:00 – 1:30 p.m.	Lunch
1:30 – 5:00 p.m.	The Framework of Adaptive Leadership: Distinctions in Exercising Leadership ★ Marty Linsky, Jay Kaufman, and Sousan Abadian
6:00 p.m.	Welcoming Reception

Friday, August 26th

8:00 a.m.	Continental Breakfast
8:00 – 5:30 p.m.	Leadership Bookstore open
8:30 – 3:00 p.m.	<i>Guest/Spouse Tour of Cambridge and Boston area</i>
8:30 – 12:00 noon	Why Leadership is Difficult ★ Marty Linsky, Jay Kaufman, and Sousan Abadian
12:00 – 1:30 p.m.	Lunch
1:30 – 5:00 p.m.	Why Leadership is Dangerous ★ Marty Linsky, Jay Kaufman, and Sousan Abadian
6:00 p.m.	An Evening Cruise on Boston Harbor

Saturday, August 27th

8:00 a.m.	Continental Breakfast
8:00 – 2:00 p.m.	Leadership Bookstore open
8:30 – 12:00 noon	Developing the Skills and Staying Alive: Analysis of Technical and Adaptive Challenges ★ Marty Linsky, Jay Kaufman, and Sousan Abadian
12:00 – 1:30 p.m.	Lunch
	Summit concludes



Leadership Summit Presenters



Marty Linsky

Marty Linsky is an author, scholar, principal of Cambridge Leadership Associates, LLC, and faculty member at the John F. Kennedy School of Government at Harvard. Linsky has extensive experience as a consultant, facilitator, and trainer in leadership, ethics, external relations, press relations, political relations, communications, strategic planning, and discussion-based teaching in the US and abroad. At Harvard, he teaches about leadership, press, politics, legislatures, and public management; he has been Faculty Chair of several of the School's Executive Programs on leadership and public management, including Leadership for the 21st Century. Linsky returned to Harvard in 1995 after three years as Chief Secretary and then Counselor to Governor William Weld of Massachusetts. Former positions include serving as a Member and Assistant Minority Leader of the Massachusetts House of Representatives; Assistant Attorney General for the Commonwealth of Massachusetts; Assistant Director, Institute of Politics, Harvard; Executive Editor, *The Advocates*, PBS; Editor, *The Real Paper*, editorial writer and reporter, *The Boston Globe*.

Linsky is co-author with Ronald Heifetz of *Leadership on the Line: Staying Alive through the Dangers of Leadership*, (Harvard Business School Press April 2002); author of *The View From the Top* (Poynter Institute for Media Studies, 1997); co-author with Ed Grefe of *The New Corporate Activism* (McGraw-Hill, 1995); and author of *Impact: How the Press Affects Federal Policy Making* (W. W. Norton, 1986). Other publications include book reviews in *The Wilson Quarterly*; a chapter entitled "Talking to Your Teenager About Leadership" in *Beyond Scandal - The Parents' Guide to Sex, Lies, & Leadership* (JFL Books, Inc.), and an essay entitled "The Pursuit of Higher Standards in 'The Real World'" in *Ethics, the Press and the Presidency* (Media Studies Center).



Jay Kaufman

Jay Kaufman is an associate with the Cambridge Leadership Associates and currently serves as a State Representative in the Massachusetts House of Representatives since 1995, where he has initiated many pieces of new legislation. Kaufman has enjoyed a varied career in which he has both practiced and experienced the challenges of adaptive leadership. He has launched a monthly public policy forum, initiated and chaired a special commission on alternative funding sources for public education, as well as proposed and served on a special commission on complementary and alternative medicine. Kaufman has also served as the Director of A New Public Education, as a strategic planning consultant, an educator, and has served in numerous civic positions. As a result of his wide-ranging work, Jay has received much recognition for his contributions to public policy.



Sousan Abadian

Sousan Abadian is an associate with the Cambridge Leadership Associates, where she has considerable experience teaching, consulting and facilitating work in organizations within the adaptive leadership framework as applied by CLA. Abadian has engaged in research and intervention related to aboriginal peoples in the United States and abroad. Her doctoral dissertation, entitled "*From Wasteland to Homeland: Trauma and the Renewal of Indigenous Peoples and their Communities*" and principally supervised by Nobel laureate in economics Amartya Sen, examined issues of socioeconomic impoverishment and healing in U.S. and Canadian indigenous communities. Abadian is a graduate of Swarthmore College and also holds two masters' degrees and a Ph.D. in Political Economy and Government from Harvard University.



As part of NLC's mission to create stronger communities, the Leadership Training Institute serves as a learning and resource center on local government leadership. More than 3,000 mayors, council members, and local leaders participate in leadership seminars and programs designed to explore the nature and practice of local government leadership.

All of the Institute's programs focus on building leadership skills and developing strategies for implementation in the participant's home community.

Registration Benefits...

- ★ Personal leadership development focused on local city officials
- ★ Enlightening and timely presentations by leadership scholars
- ★ Leadership retreat designed specifically for local government officials
- ★ Find new ways to bring character and ethics into your role as a leader
- ★ Limited group size to provide insightful learning experiences
- ★ Profound and engaging retreat focused on You, the Leader



REGISTRATION FORM:

(check appropriate boxes below):

Don't Delay!! Availability is limited.

No registrations will be accepted after August 4th, 2005 or earlier when maximum retreat size is reached.



COPY THIS FORM AS NEEDED FOR ADDITIONAL REGISTRANTS

Early Bird Registration

(faxed or postmarked by March 1, 2005)

- \$595 Member City
 \$195 Spouse/Guest Fee

Advance Registration

(faxed or postmarked by July 1, 2005)

- \$695 Member City
 \$245 Spouse/Guest Fee

Late Registration

(faxed or postmarked after July 1, 2005)

- \$795 Member City
 \$295 Spouse/Guest Fee

NLC Member City: Yes No

Non-Member City add \$100.00 to reg. fee

Total Registration Fees submitted

Name _____

Spouse/Guest Name: _____

Title _____

Representing City of _____

Address _____

City _____ State _____ Zip _____

Area Code/Phone # (____) _____ Fax # (____) _____

E-mail _____

Special Needs _____

Credit Card Authorization:

NLC is authorized to use the credit card below to pay my registration fees.

VISA/MasterCard Number _____ Exp. Date _____

Card Holder Name _____

Card Holder Signature _____

How to Register

- 1.) To register by credit card...
a. Complete the registration form and include your credit card information
b. Fax your registration form to **(202) 626-3043**

- 2.) To register by check or purchase order...
a. Fax your completed registration form and a copy of your check or purchase order to **(202) 626-3043**
b. Attach a copy of your registration form with

a check made payable to **NLC** and mail to:

**National League of Cities
13th Annual Leadership Summit
1301 Pennsylvania Ave., NW, Suite 550
Washington, DC 20004-1763**

- 3.) Make your room reservation directly with the **Royal Sonesta Hotel** before July 30th by calling **(617) 806-4200**
Guest Room Rate for :
Single... \$139 Double... \$139 Suite... \$239
Check-in: 4:00 pm Check-out: Noon

4.) Make your travel reservations...

The **Royal Sonesta Hotel**, located in Cambridge is accessible from Boston Logan International Airport by cab or rental car. Cabs are available outside of baggage claim for \$40.00 each way.

Registration Cancellation Policy:

All requests to cancel a registration must be submitted in writing by July 30, 2005, to receive a refund. All cancellations are subject to a \$75.00 processing fee. Telephone cancellations cannot be accepted. Submit written cancellation request to LTI Summit c/o NLC.

For More Information, call (202) 626-3127 • No registrations after August 4th, 2005.

National League of Cities Institute

1301 Pennsylvania Avenue, NW
Washington, DC 20004

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