

# CCSF & MEA Leadership & Change Management

*(Formerly known as Leadership 2.0)*



*Sponsored by the City and County of San Francisco Department of Human Resources (DHR) and the Municipal Executives Association (MEA).*

## Program Requirements

- ✓ Completion of a basic supervision program with 24 hours. (24 Plus or equivalent programs, including programs offered at AIR, GSA, HSA, or PUC).
- ✓ MEA-represented manager, or unrepresented manager (an unrepresented manager is typically an executive level manager that is not represented by any union) with direct reports.
- ✓ Responsible for leading a unit or department change project in calendar year 2024, or co-leading as part of a change project lead team.
- ✓ Applications will be considered in the order they are received. *(Only complete applications will be reviewed).*
- ✓ Space is limited. We are unlikely to accept every applicant into cohort.

## IMPORTANT DATES

**Dates: Feb 28, 2024 - April 3, 2024**

- **Wednesday – February 28**  
(9:00a – 4:00p in-person)
  - **Wednesday – March 6, 13, 20, 27**  
(9:00a – 12:30p virtual)
  - **Wednesday – April 3**  
(9:00a – 12:30 in-person presentations)  
(1:30p – 4:00 in-person graduation)
- Applications will be accepted starting **January 16<sup>th</sup>** until **February 9<sup>th</sup>**.
  - Acceptance email will be sent starting **February 12<sup>th</sup>, 2024**.
  - Applicants must be able to attend all sessions in person and virtual.

## Application Steps

1. Download the application:
  - I. [Leadership & Change Management Application](#)
2. Complete the application and change project proposal in the link.
3. Application must be signed by both:
  - I. Applicant's manager
  - II. Department Head or designee
4. Send application to: [dhr.leadershipchangemgmt@sfgov.org](mailto:dhr.leadershipchangemgmt@sfgov.org)



## Program Overview

Leadership & Change Management aims to develop City leaders' mindsets and skill sets around leading change. During the program, leaders will receive tools and strategies around change management, including analysis of case studies presented by City leaders, participate in leadership support groups to discuss and apply the course content to their own leadership context, and problem-solve change management situations together.

In addition, leaders in the program will reflect on areas of strength and growth in their leadership through completion of a DiSC leadership self-assessment and work with experts to assess their personal change management.



Workshops will focus on these change leadership topics:

- Self-assessment as a change leader
- Vision & strategy
- Implementation with equitable outcomes.

Participating leaders will also identify a *Change Project* they will be responsible for leading, or co-leading and begin implementing within their unit or department in 2023. The project can be in any stage of implementation: 1. Preparation 2. Early Stages 3. Mid-Stage (*space permitting, projects can be in the planning stage*).

## Program Experience

*Each program component will help participants apply the learning to their own leadership context.*

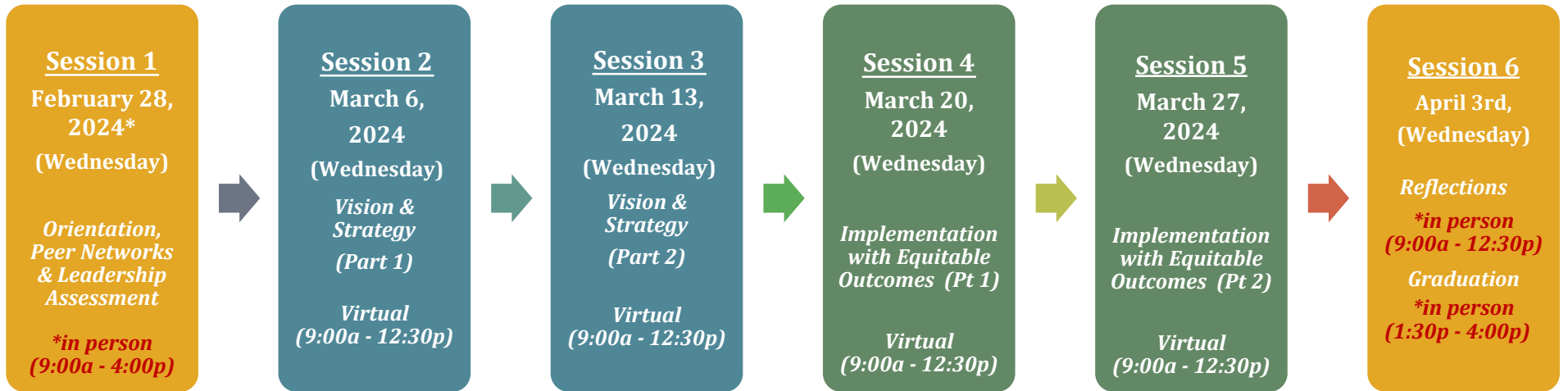
### Case Studies

Leaders will hear stories from other City leaders about the challenges and successes of implementing change initiatives in the City. Leaders will analyze case studies, ask questions, and learn from executives and managers who have implemented change within City departments.

### Leadership Support Groups

The Leadership program brings together diverse leaders that represent a variety of City departments. This diversity of leadership perspectives enhances learning through peer-to-peer support groups and structured opportunities to share change project plans. Leaders will reflect on leadership challenges and share effective leadership strategies and practices with peers.

# Leadership & Change Management Learning Map & Program Schedule



## Program Components

*This workshop series will help leaders to create and implement strategic and effective change.*

### DiSC Work of Leaders Assessment

Leaders will complete a self-assessment and get feedback from a DiSC coach to identify strengths and areas for growth. This information will be discussed throughout the change management program.

### Change Management: Vision & Strategy

The workshop series begins with an examination of the question, “What does it take to lead change strategically and effectively within the City and County of San Francisco?” Leaders will hear from experienced City leaders on how to create a vision with external and internal stakeholders, and align with common values, mission and goals. Leaders will also discuss strategies for affecting change, including engaging our people, crossing department boundaries, and focusing on results in our complex public sector. Vision and strategy must be viewed through the lens of equity and based on data and data analysis.

### Change Management: Implementation with Equitable Outcomes

After development of vision and strategy, City leaders are challenged with implementation. How do we lead change with a focus on people, processes, systems, and technology? Decision making in change management projects will be reviewed through the lens of equity and we will hear from City leaders about engagement strategies that help increase accountability and ensure the equitable distribution of services to our communities.