

Leadership & Organizational Practice Track

A 6-month dual-cohort program designed for emerging leaders and current managers. Similar content with differentiated depth and application.



Emerging Leaders Cohort
2 sessions/month 2 hrs each



Managers Cohort
2 sessions/month 4 hrs each

Emerging Leaders:
Employees not currently in a management position

Managers:
Employees currently in a management position

MONTH 1 Leader Identity & Emotional Intelligence

SESSION 1

From Followership to Leadership; Middle Management Mastery

EMERGING LEADERS

2 HRS

Explore the transition from contributor to leader using Kelley's Followership Model as a foundation. Reflect on the type of leader you want to become, examine assumptions about leadership, and identify the strengths and behaviors that build influence before you have formal authority.

MANAGERS

4 HRS

Reflect on your leadership journey and define the manager you aspire to become. Explore the unique challenges of leading from the middle, assess your leadership strengths, and identify opportunities to increase your effectiveness through peer discussion and self-assessment.

SESSION 2

Emotional Intelligence for Effective Leadership

EMERGING LEADERS

2 HRS

Introduction to the five EI domains. Self-assessment and baseline capture. Identifying personal triggers and default responses under pressure.

MANAGERS

4 HRS

EI self-assessment + deep dive into how your EI patterns show up in managerial moments. Identify common leadership blind spots and develop practical strategies for applying emotional intelligence during coaching conversations, conflict, feedback, and everyday leadership interactions.

MONTH 2 People Management

SESSION 3

Delegating, Motivating, & Engaging Employees I

EMERGING LEADERS

2 HRS

Explore why effective leaders don't simply do more, they empower others. Learn how to demonstrate initiative, earn additional responsibility, and contribute at a higher level through collaboration, ownership, and influence rather than positional authority.

MANAGERS

4 HRS

Situational leadership applied to delegation. Matching task to staff readiness. Building accountability structures that don't require constant oversight. The risks of both over- and under-delegation. Role-play and structured practice.

SESSION 4

Delegating, Motivating, & Engaging Employees II

EMERGING LEADERS

2 HRS

Explore what motivates people at work and how individual actions contribute to team engagement. Learn practical ways to recognize peers, encourage collaboration, and help create a positive workplace culture without formal supervisory authority.

MANAGERS

4 HRS

Building an engaged team culture. Diagnosing individual vs. team motivation. Group dynamics. Recognition systems and micro-moments with direct reports, the science behind small, consistent acknowledgment. Build recognition habits that strengthen engagement while avoiding common leadership pitfalls.



MONTH 3

Leading Through Conflict & Team Dynamics

SESSION 5

Conflict Resolution & Communication

EMERGING LEADERS

2 HRS

Conflict style inventory (TKI). De-escalation basics. Navigating peer conflict constructively. When to address it directly and when to involve someone else.

MANAGERS

4 HRS

Conflict styles + the supervisor's role in team conflict. Frameworks for difficult conversations. When to intervene vs. let it resolve. Power dynamics in manager-staff conflict. Extended scenario practice with debrief.

SESSION 6

Understanding Work Styles: Building Strong Team Dynamics

EMERGING LEADERS

2 HRS

Explore how different work styles, communication preferences, and personalities influence team dynamics. Learn strategies for navigating differences, building trust, resolving conflict, and strengthening collaborative working relationships.

MANAGERS

4 HRS

Examine how personality differences, communication styles, and team dynamics influence performance. Learn strategies for fostering collaboration, addressing unhealthy team behaviors, and creating an environment where diverse perspectives contribute to stronger outcomes.

MONTH 4

Thinking Sharply, Choosing Wisely

SESSION 7

Problem Solving & Innovative Decision Making

EMERGING LEADERS

2 HRS

Problem-solving frameworks. How to bring forward well-developed solutions rather than just surfacing problems. Innovation inside local government constraints, and how to advocate for a new idea without positional authority.

MANAGERS

4 HRS

Decision-making frameworks for when to decide alone vs. involve the team. Facilitating group problem-solving. Building a team culture where staff feel safe bringing unconventional ideas forward. Case-based practice using real municipal scenarios, from diagnosis to recommendation.

SESSION 8

Selecting the Right Fit: Interviewing Skills for Hiring

EMERGING LEADERS

2 HRS

Learn how to participate effectively on interview panels by asking meaningful questions, evaluating candidates objectively, maintaining confidentiality, and recognizing common forms of unconscious bias during the hiring process.

MANAGERS

4 HRS

Full behavioral interviewing process: competency-based questions, scoring rubrics, panel structure, and consensus debrief facilitation. Bias mitigation in hiring. Strategies for building diverse candidate slates. Managing relationships with internal candidates who don't get the role. Learn strategies for conducting fair, consistent, and legally defensible hiring processes while creating a positive candidate experience.

MONTH 5

Navigating Organizational Systems & Influence

SESSION 9

Manager's Toolkit: Corona Policies & Risk Management

EMERGING LEADERS

2 HRS

Gain an understanding of City policies, organizational systems, and risk management principles that guide daily operations. Learn why policies exist, how they support accountability, and where to find resources when questions arise.

MANAGERS

4 HRS

Apply City policies through practical supervisory scenarios involving employee relations, documentation, liability, and risk management while strengthening sound leadership judgment.

SESSION 10

Leading Through Influence

EMERGING LEADERS

2 HRS

Explore how influence is built through credibility, relationships, professionalism, and trust. Learn strategies for contributing ideas, navigating organizational dynamics, and leading effectively without formal authority.

MANAGERS

4 HRS

Deep dive into the responsible use of authority at the supervisory level. Positional power, informal influence, decision rights, fairness, and boundaries. Practical application on using influence ethically, communicating expectations, and building trust through leadership.



MONTH 6 Stepping Into Your Leadership

SESSION 11

Coaching, Mentoring, & Career Development

EMERGING LEADERS 2 HRS

Learn how to seek feedback, build mentoring relationships, advocate for your professional development, and intentionally shape your career pathway within the organization.

MANAGERS 4 HRS

Coaching as a core leadership tool, powerful questions, active listening, holding people to their own goals. Developmental conversations with direct reports. Building mentoring relationships with staff.

SESSION 12

Commanding the Room: Leadership Capstone

EMERGING LEADERS 2 HRS

Develop confident presentation skills by learning how to organize ideas, communicate with clarity, and engage an audience before delivering a capstone presentation that demonstrates personal leadership growth.

MANAGERS 4 HRS

Demonstrate executive presence and strategic communication through a capstone presentation that integrates key concepts from the program and showcases your leadership approach to a real organizational challenge.

PROGRAM LENGTH

6 Months

12 sessions per cohort

EMERGING LEADERS TOTAL

24 hrs

2 hrs x 12 sessions

MANAGERS TOTAL

48 hrs

4 hrs x 12 sessions

SCHEDULE

2x/month