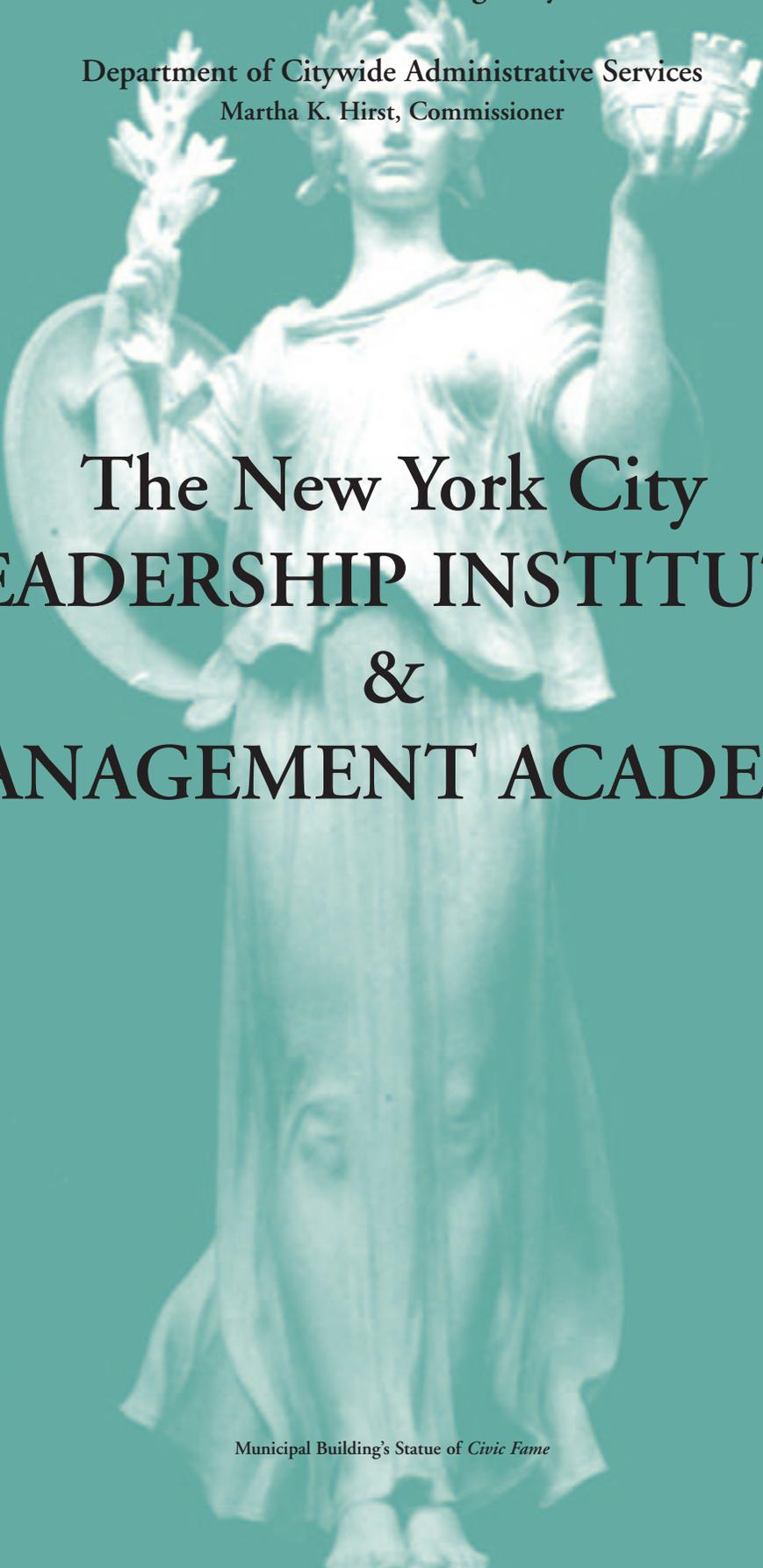


T H E C I T Y O F N E W Y O R K

Michael R. Bloomberg, Mayor

Department of Citywide Administrative Services

Martha K. Hirst, Commissioner

A large, semi-transparent image of the Statue of Civic Fame, a woman in classical attire holding a laurel wreath and a crown, serves as the background for the text.

The New York City  
LEADERSHIP INSTITUTE  
&  
MANAGEMENT ACADEMY

Municipal Building's Statue of *Civic Fame*

# THE NEW YORK CITY LEADERSHIP INSTITUTE & MANAGEMENT ACADEMY



The Leadership Institute and the Management Academy are the City's premiere executive development programs designed for new and established agency leaders. These programs provide their participants with the tools and techniques to bring forth organizational change in their agencies and implement process and service delivery improvements throughout the City.

Both the Leadership Institute and the Management Academy draw upon outstanding practitioners and academic experts to share their expertise and insight into leadership. With the support of senior administration officials and executives from the public, private, and non-profit sectors, the Leadership Institute and the Management Academy are dedicated to providing exceptional city managers with educational and technical resources to meet the challenges faced by City government.

## THE LEADERSHIP INSTITUTE

Since 1993, the Leadership Institute has prepared a select group of outstanding mid-level agency executives to lead organizational change initiatives. By introducing these managers to state-of-the-art change models focusing on process and performance improvement, the Leadership Institute provides City agencies with a skilled and innovative cadre of leaders ready to help our City face its operating and service challenges.

### Content

The Leadership Institute assumes that its participants have mastered the skills needed in daily management, and devotes its curriculum to planning and implementing strategic change. Issues such as economic and political environments, diagnosing and redesigning organizational processes, and managing multiple stakeholders are examined in the four month curriculum led by an outstanding faculty from the public, private, and non-profit sectors.

Institute focus areas include:

- Organizational and System Diagnosis
- Organizational Vision: Developing and Communicating
- Process Analysis and Redesign
- Program Planning and Measurement
- Stakeholder Management
- E-Government and Modern Leadership Practices
- City Systems: Procurement, Budget and Personnel Processes
- Change Implementation Models

### Who Should Apply

Applicants to the Leadership Institute should be outstanding middle-level managers who have had several years of management experience and are in an appropriate position to bring about strategic change. A candidate for the Leadership Institute is usually a manager who: supervises at least two levels of staff ; has significant decision making authority in his/her area of work ; and is, at most, two positions away from a senior management job in the agency. Some managers from small agencies and offices may have a smaller span of control but should have a significant policy-making role in the agency or the City.

The Leadership Institute meets weekly from 9:00 am - 2:30 pm during the winter months. For further program information, please review the Leadership Institute application or call (212) 669-3615.

# THE NEW YORK CITY LEADERSHIP INSTITUTE & MANAGEMENT ACADEMY

## THE MANAGEMENT ACADEMY

The Management Academy is a program designed specifically for the City's new and emerging leaders. The Academy's goal is to expose participants to exceptional management practices and offer them a fuller understanding of the formal and informal processes that drive City government. Through workshops and opportunities to apply new skills and knowledge, the Academy prepares its participants to meet the unique demands of managing in City government.

### Content

The Academy focuses on three areas essential to management success in City government: developing and utilizing human resources; improving service delivery; and understanding the operational aspects of City systems.

Academy focus areas include:

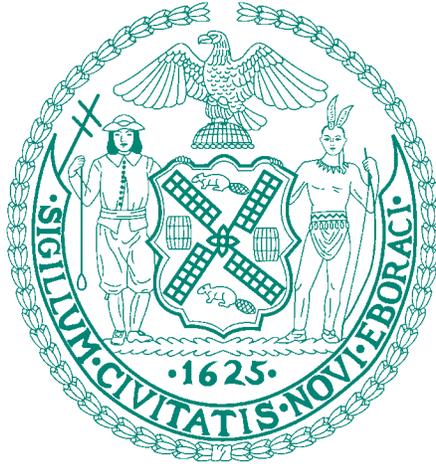
- Leadership Paradigms and Managerial Flexibility
- Negotiation and Persuasion Practices
- Empowerment and Motivation
- Customer Focused Process Improvement
- Measurement and Evaluation
- Managing Change
- How Agencies Work/Where to Look for Resources
- Civil Service and Labor Relations
- Ethics in Government
- The Discipline Process/Rewards and Consequences
- E-Government Initiatives

Additionally, participants will be able to select an elective workshop – – either Project Management or Oral Presentation – – to meet the functional demands of their position.

### Who Should Apply

Management Academy applicants should be agency employees who have demonstrated superb technical competence in their areas of expertise. They should be at a managerial level or be high-level professionals with responsibility for the design and/or implementation of City programs or processes. Finally, they should be in a position where they have assumed, or are ready to assume, positions of greater responsibility in their agencies.

The Management Academy meets weekly from 9:00 am - 5:00 pm during the Spring months. For further program information, please review the Management Academy application or call (212) 669-3615.



Department of Citywide Administrative Services

Division of Citywide Personnel Services  
Joseph A. De Marco, Deputy Commissioner

Bureau of Personnel Development  
Michael Forte, Assistant Commissioner

Organizational & Executive Development Programs  
Barbara Grossman, Director