



# The Art Public Sector Leadership

## CD Phase 1. Visioning – In-Class Exercise

### Purpose:

This exercise is intended to guide you through a reflection on several important aspects of leadership in a transforming world. The topics being discussed in this exercise will be revisited and revised (potentially) in a later module. Please:

- Discuss them with your group members at our live session
- Be prepared to discuss with the larger group at the upcoming in-person session

Here are the questions:

- 1) How does your municipality develop its strategic plan?
- 2) Who owns the Strategic Plan?
- 3) If ownership is shared, how does affect direct and personalized visioning?
- 4) How clear are definitions of the strategic plan document to everyone? How aligned are pervasive understandings of the strategic plan?
- 5) What is a “fluid document”? How does fluidity affect commitment and application? What message does fluidity send to the organization?
- 6) How are metrics reported on?
- 7) How do you feel when ambitious “stretch goals”, requiring your direct involvement, are promised to Council and to the public?

