

## Course Location, Dates, and Tuition

Date	Wednesday-Thursday October 29-30, 2008	
Course Times	8:00a.m to 4:30p.m. daily	
Course Code	08Charge	
Tuition	Early / Evans	\$850
	Regular	\$900
Early Registration Deadline	August 30, 2008	
Cancellation Deadline	October 8, 2008	
Location	Talaris Conference Center Seattle, Washington	

## Who We Are

The Cascade Center, founded in 1984, is the executive education arm of the Evans School of Public Affairs at the University of Washington, and is a nationally recognized education provider for the public and nonprofit sectors. The Cascade Center mission is to promote innovative and effective leadership in public and nonprofit service by providing professional development opportunities to strengthen management, leadership, policymaking, and analytical skills.

The Cascade Center offers over 25 different leadership and management courses for senior and midlevel managers. Cascade Center courses are designed to help on-the-job managers and leaders develop their skills, make their programs more effective, and increase customer and employee satisfaction.

## How to Register

Online: [www.casacadecourses.org](http://www.casacadecourses.org)

To receive more information or a course brochure please email [cascade@u.washington.edu](mailto:cascade@u.washington.edu)

## Contact Us

Cascade Center  
Evans School of Public Affairs, University of Washington  
109 Parrington Hall  
Box 353055  
Seattle, WA 98195-3055  
Phone: 206.685.0523  
Fax: 206.543.1096  
E-mail: [cascade@u.washington.edu](mailto:cascade@u.washington.edu)

# CASCADE CENTER

Evans School of Public Affairs ▲ University of Washington

Presents

## Leading When You're Not in Charge

*Eric Svaren, MA and Diana Gale, Ph.D.*

*October 29-30, 2008*

## Course Description

Leadership isn't only about the position you hold in the organization. Whatever their formal position, managers can effect change and advance the organization's work by using informal leadership. Informal leaders are flexible in their approach and tactics, yet exemplify integrity. They have the ability to balance both organizational and personal visions and interests, while at the same time translating big-picture ideas into specific, achievable tasks. Informal leaders are adroit at navigating the bureaucracy and typically eschew credit for success. Drawing from a variety of perspectives, this course focuses on giving participants the skills, tools, and perspectives that will help them successfully move their organizations and initiatives forward.

## Learning Objectives

The demand for leadership has increased in recent years as bureaucracies have become more complex, and the increased visibility of government coupled with the demand for accountability requires leadership skills at all levels. Leadership is not a solo performance. Individuals must be strong in their own right, able to make effective decisions, think strategically, and act decisively. Individuals lead at all levels of an organization, but how do managers lead when they are not in charge?

Whatever their formal position, managers can effect change and advance an organization's work by using informal leadership drawing on a variety of skills. At the conclusion of this course, participants gain the skills, tools, and perspectives to be able to:

- Define themselves as lateral leaders: Understand the pivotal role of the "lateral leader" and how they can be effective.
- Understand reality: Develop a fine-grained view of the current situation—politically, organizationally, and personally.
- Exercise influence: Master key principles of influence and apply them in a disciplined way. Develop key partners and supporters and act in ways that engender support.
- Deal with decision makers: See the world through the eyes of decision makers and provide the information and input they need when they need it.
- Work with different types: Recognize differences among people and adapt their approach to address them.
- Develop an influence plan: Leave with a detailed plan for what they will do and achieve.
- Act ethically: Recognize the ethical perils in influence and persuasion and learn to steer clear of problems.

## Lead Instructors



**Eric Svaren** is the founder and principal of Groupsmith, a Seattle-based firm specializing in helping managers and employees who are stuck to get traction by improving cooperation, bringing new perspectives, and resolving conflicts. His clients include a wide variety of state and local government agencies throughout Washington State. Before launching Groupsmith in 2000, Svaren managed a labor and management program for the City of Seattle designed to increase employee participation in the improvement of service delivery. He also worked as a public-policy analyst for Seattle City Council Member Tom Weeks and city departments, and as a human-services planner for a regional nonprofit. He earned his master's degree in organizational sociology and social psychology from the University of Washington.



**Diana Gale** is a senior lecturer at the Evans School of Public Affairs. She became the first director of Seattle Public Utilities when the department was created in 1997. She was responsible for all aspects of Seattle's utilities including water, sewer, drainage, solid waste, engineering services, and customer services. Previously, she served as the superintendent of the Seattle Water Department, a regional provider. Prior to that, she was the director of Seattle's Office of Management and Budget. She earned her baccalaureate degree from Wellesley College in history and political science, and her master's and doctoral degrees in urban planning from the University of Washington.