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**OFFICE OF THE GOVERNOR INTEROFFICE MEMORANDUM**

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**TO:** DR. DAVID COLE  
**FROM:** ARMERITA TELL  
**SUBJECT:** HARVARD UNIVERSITY LEADERSHIP FOR THE 21<sup>ST</sup> CENTURY  
**DATE:** 3/22/2000

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The John F. Kennedy School of Government at Harvard University is offering an intensive seminar designed to help senior executives in government, business and nonprofit organizations reflect on their fundamental assumptions about leadership and authority and develop a broad range of leadership skills. The program is designed to help you shift assumptions that can affect the way you understand and respond to situations that call for leadership. The seminar will be held May 7-May 12, 2000.

The curriculum includes classroom discussion, group exercises, peer group work, plus individual reading and reflection. Since leadership issues are at work in any group at any time, the seminar dynamics themselves will provide important content for learning about leadership. Because the participants' individual experiences are critical to the learning process, the school will choose a class that is professionally and geographically diverse.

To be considered for Leadership for the 21<sup>st</sup> Century: Chaos, Conflict and Courage, candidates must submit a completed application, including a brief description of the leadership challenge they plan to address during the course. The cost of the program is \$4350. I believe this would be a great opportunity for me to expand on my leadership capability. This program will also benefit the Governor's office by teaching me more about the dynamics that impede learning and change, the internal barriers that hinder your leadership potential, the ability to translate purpose and commitment into effectiveness and the ability to stay alive in a leadership role.