



Municipal Technical  
Advisory Service

INSTITUTE *for* PUBLIC SERVICE

*Municipal*

**LEADERSHIP PROGRAM**

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# Municipal Leadership Development Framework

# *Welcome!*



Effective leadership is essential to the success of any organization. Even more important is the ability to define the leadership capabilities expected of leaders to achieve organizational goals. Defining those expectations is the purpose of a leadership development framework.

Leadership development frameworks outline principles that define expected leadership behaviors within organizations. Besides providing a shared language to describe leadership across an organization, other benefits of using a leadership development framework include:

- Increased clarity on what is expected of leaders,
- Improved talent attraction and retention,
- Enhanced employee engagement; and
- A blueprint for building the talent pipeline (succession planning).

In an ongoing effort to deliver on the MTAS mission of “helping Tennessee municipalities improve the lives of those they serve,” MTAS developed the Municipal Leadership Development Framework to:

- 1) Help Tennessee municipalities shape leadership development within their organizations, and
- 2) Guide MTAS’s leadership development and continuing professional education programming.

Because leadership development processes vary across organizations, MTAS offers our leadership development framework to municipalities to either use as-is or adapt for their specific leadership development needs.

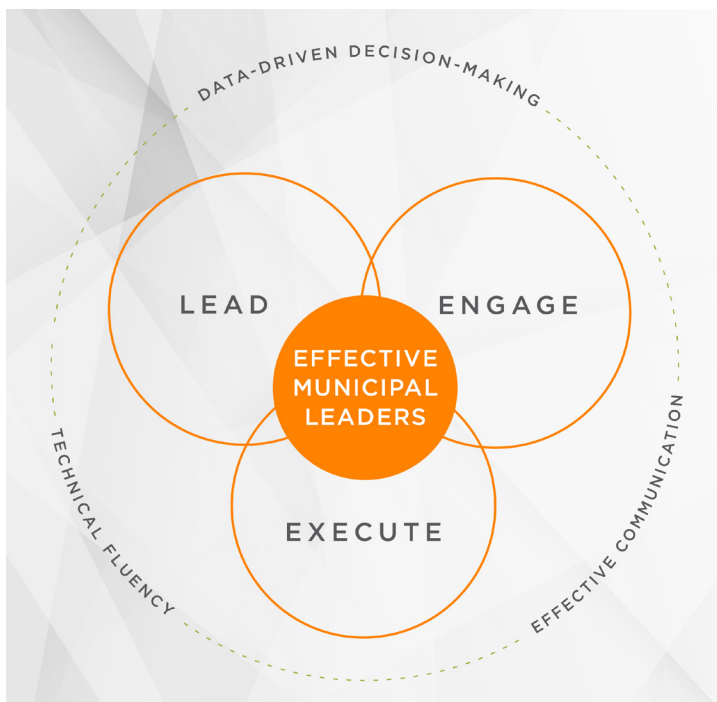
## THE FRAMEWORK

Developed from extensive feedback from external and internal customers, this framework identifies key capabilities municipal leaders should prioritize and demonstrate to effectively lead their organizations.

Referencing the framework, municipal leaders can assess their current performance, identify gaps and develop a plan to improve.

Effective Municipal Leaders		Key Capabilities
<b>Lead</b> by example	Know themselves and inspire others through actions and behaviors	<ul style="list-style-type: none"> <li>• Trust</li> <li>• Accountability</li> <li>• Emotional Intelligence</li> <li>• Professionalism</li> </ul>
<b>Engage</b> others to build a high-performing culture	Create thriving workplaces by building cohesive, collaborative teams	<ul style="list-style-type: none"> <li>• Relationship Building</li> <li>• Conflict Management</li> <li>• Employee Experience</li> </ul>
<b>Execute</b> to achieve organizational outcomes	Evaluate and translate strategies into actionable goals	<ul style="list-style-type: none"> <li>• Critical and Strategic Thinking</li> <li>• Problem-solving</li> <li>• Leading Change</li> <li>• Organizational Processes</li> </ul>

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While these key leadership capabilities apply to municipal leaders at all levels, leaders may apply them differently based on their respective roles within their organizations.

## DEFINING LEADER LEVELS

Effective leaders positively influence others to accomplish goals that support the overall mission of the municipality. Leadership is a quality that employees across all positions and levels of authority can possess and develop. To define the target audiences for MTAS municipal leadership programs, we define leaders as employees who have managerial oversight of other employees based on the organizational chart.

MTAS classifies municipal leaders into three distinct groups in different career and leadership development stages.

**Emerging leaders** include those just beginning their leadership journey. They may supervise individuals or small work teams and are considered frontline or first-level because they directly interact with customers and the public. Many are first-time managers, newly promoted into the leadership ranks. This group also includes anyone aspiring to leadership roles.

**Mid-level leaders** include those that supervise work teams or distinct departments (i.e., department heads) and bridge the gap between emerging and senior leadership.

**Senior leaders** are the highest-level leaders of the organization. In municipal government they will be city managers, mayors, or those that report directly to them, which may include department heads and other positions in the city leader's cabinet.



Progressing from one level to the next requires a conscious commitment to personal and professional development. Tenure and seniority alone no longer guarantee career advancement in the public sector.

*If your actions inspire others to dream  
more, learn more, do more and become  
more, you are a leader.*

*— John Quincy Adams*

## **BRINGING IT ALL TOGETHER**

With the introduction of **the** leadership development framework, MTAS is designing training opportunities to help municipal leaders develop **these** key capabilities.

The MTAS Municipal Leadership Program will address training and development needs at different career and leadership stages. Periodically, other leadership training opportunities may be offered. All upcoming MTAS training opportunities are available on the MTAS Training Calendar.

To further support municipal leaders across the state, MTAS will also:

1. Expand Continuing Municipal Education (CME) programming to provide foundational management topics and more leadership training opportunities;
2. Expand the Elected Officials Academy (EOA) to include virtual continuing education topics and offer Municipal Foundations and Municipal Operations as pre-conference sessions at the annual TML conference. MTAS will continue to evaluate additional training opportunities for elected officials on an ongoing basis.

For questions or more information about MTAS training and development, please contact the consultant for your region:

- East: Johanna Owenby, Training and Development Program Manager, (865) 974-9858
- West: Yolanda Dillard, Training and Development Consultant, (901) 410-5386
- Middle: Del Sable, Training and Development Consultant, (615) 647-0764

*We work with Tennessee municipalities  
to improve the lives of those they serve.*



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