Leadership Development Starts Day One

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#ICMA2018
Session Agenda

Introductions

Moderated Conversation

Questions from Attendees
Brian J. Valentino, MPA, CEAS
Executive Director & C.E.O.
Western Monmouth Utilities Authority
County of Monmouth, New Jersey

- Succession Planning Starts Day One
- Identification of potential talent during hiring process
- Leadership Assessment
- Professional Development and Training Willingness help identify likely leaders
- Formal and Informal Leadership Opportunities
- Special Needs & Tactics for Newly Promoted Supervisors and Leaders
The Academy Approach

- Baseline Knowledge for Front Line Supervisors
- Cohort-based, Professional Partnership
- Modeled after Public Safety Academies
- Four Tracks Every Supervisor Needs
- Teaching Methodology adapts to meet the needs of multigenerational learners
Baseline of Knowledge

• What does every front line supervisor need to know to be successful on Day One?
• Need to know “What I don’t know”
• Network
  • Colleagues
  • Mentors
  • Experts
• Mentor Program
• “Leave the Ladder Down”
Cohort-Based & Peer Reviewed

• Class Size is Critical
• Learning Space important
  • Professional
  • Comfortable
  • Flexible
  • Inspirational
• Professional/Peer Oversight
Academy Model

- Uniformed
- Strict Attendance Standards
- Nomination from Host Agency
- Practitioner-Taught
- Track Requirements
- Capstone Requirements
- Certification
- Mentoring
- Industry Recognized
Meeting the needs of the Learner
Scott J. VanDeWoestyne
Inclusion & Equity Administrator
Gallup-Certified Strengths Coach
City of Davenport, IA

• When you nurture a strengths-based culture you unleash the unlimited potential of your employees

• Gallup’s data is clear – when you allow your employees to do what they do best each and every day – your organization flourishes

• For nominal costs, you can develop and retain your talented employees
Thus emerged the assertion that individuals can gain far more when they expend effort to build on their greatest talents than when they spend a comparable amount of effort to remediate their weaknesses.
Results...

When compared with business units in the bottom quartile of engagement, those in the top quartile realize improvements in the following areas:

<table>
<thead>
<tr>
<th>Area</th>
<th>Improvement</th>
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<tbody>
<tr>
<td>Absenteeism</td>
<td>41% Lower</td>
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<tr>
<td>Turnover (High-Turnover Organizations)</td>
<td>24% Lower</td>
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<tr>
<td>Shrinkage</td>
<td>28% Less</td>
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<tr>
<td>Employee Safety Incidents</td>
<td>70% Fewer</td>
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<tr>
<td>Patient Safety Incidents</td>
<td>58% Fewer</td>
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<tr>
<td>Quality Incidents (Defects)</td>
<td>40% Fewer</td>
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<tr>
<td>Customer Metrics</td>
<td>10% Higher</td>
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<tr>
<td>Productivity</td>
<td>17% Higher</td>
</tr>
<tr>
<td>Sales</td>
<td>20% Higher</td>
</tr>
<tr>
<td>Profitability</td>
<td>21% Higher</td>
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Costs...

• Top 5 CliftonStrengths: $19.99
• All 34 CliftonStrengths: $49.99
• Become a Gallup-Certified Strengths Coach: $7,500*
“A leader needs to know their strengths as a carpenter knows his tools, or as a physician knows the instruments at her disposal. What great leaders have in common is that each truly knows his or her strengths – and can call on the right strength at the right time. This explains why there is no definitive list of characteristics that describes all leaders.”

- Clifton
Michelle Wolfe
Deputy City Manager - Public Safety
City of Aurora, Colorado

• **Consider generational differences.** Understand the needs and desires of different age cohorts and change culture and policy accordingly.

• **Attract and retain quality employees.** Robust development programs make your organization competitive in a tight labor market.

• **Reinforce organizational values.** Development programs can and must reinforce corporate values. Aurora’s are respect, integrity, professionalism, and customer service.

• **Foster ‘whole person’ development.** Go beyond skill development and enrich the ‘whole person’—provide employees with the chance to give back to the community.

• **Anyone can be a leader.** Employees don’t need to be supervisors or managers to be true leaders.
City of Aurora employee development ecosystem

SHIFT Next Generation Workplace

ARISE Base Leadership Development

PACE Committee Employee Outreach and Forum
SHIFT
Next Generation Workplace

The why: Create an environment that more effectively positions the City to attract and retain a highly qualified, diverse workforce.

The what. Employee-led team of 60 employees from all departments and generations convened to recommend and implement cultural and policy changes.

The how. Group proposed more than 40 recommendations on how to make Aurora a more desirable place to work.

- Recommendations addressed six different policy areas:

<table>
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<tr>
<th>Recruiting and hiring</th>
<th>Benefits</th>
<th>Marketing and communications</th>
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<tbody>
<tr>
<td>Culture and philosophy</td>
<td>Employee development</td>
<td>Physical environment</td>
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PM Magazine,
January/February 2017
ARISE Base
Aurora Respect Invest Support Encourage

• Year-long series of classes allows employees to get up-close and personal with each of the City’s departments and key staff. Started in 2013.
• Participants build relationships with one another, creating a rich, interdepartmental network.
• Program helps break down silos while providing personal enrichment.
Partnership of Aurora City Employees (PACE)

• Major focus on understanding the needs of the wider community; giving back to the community through volunteerism and spreading awareness.

• Capitalizes on the City’s paid volunteer leave program.

• Builds on employees’ growing interest in social entrepreneurship, social justice.

• All departments are represented. Committee members also have robust two-way dialogue with City Manager, HR Director about employees’ concerns.
Link to video:
https://www.youtube.com/watch?v=Rx9Wlqllbuk&feature=youtu.be