

# Leadership Development Starts Day One

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**#ICMA2018**

**ICMA**  
conference

**BALTIMORE**  
104th Annual Conference  
SEPTEMBER 23-26 **2018**



# 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

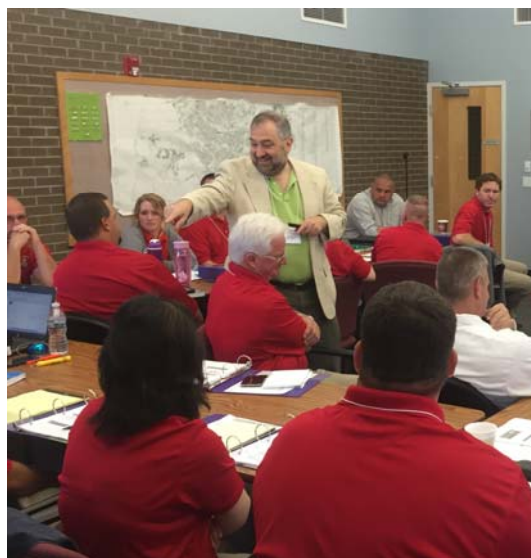


# Academy Model



- 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



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## Where it began...



Donald O. Clifton, Ph.D.  
psychologist and business  
executive (1924-2003)

“What will happen when we think about what is **right** with people rather than fixating on what is **wrong** with them?”

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:

**41%**  
LOWER  
Absenteeism

**24%**  
LOWER  
Turnover  
(High-Turnover  
Organizations)

**59%**  
LOWER  
Turnover  
(Low-Turnover  
Organizations)

**28%**  
LESS  
Shrinkage

**70%**  
FEWER  
Employee  
Safety  
Incidents

**58%**  
FEWER  
Patient Safety  
Incidents

**40%**  
FEWER  
Quality Incidents  
(Defects)

**10%**  
HIGHER  
Customer  
Metrics

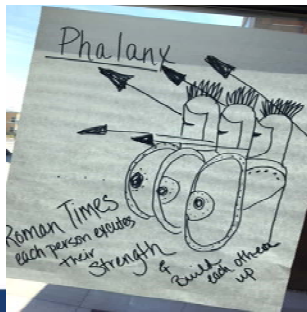
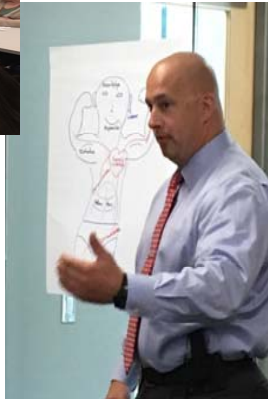
**17%**  
HIGHER  
Productivity


**20%**  
HIGHER  
Sales

**21%**  
HIGHER  
Profitability

## 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**

Partnership of Aurora City Employees

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:

Recruiting and hiring	Benefits	Marketing and communications
Culture and philosophy	Employee development	Physical environment



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=Rx9WIqllbuk&feature=youtu.be>

An aerial photograph of Baltimore, Maryland, showing the harbor, city buildings, and a marina. A banner is overlaid on the top half of the image. The banner has a dark blue section on the left with the ICMA logo and 'conference' text, and a white section on the right with 'BALTIMORE' in large red letters, '104th Annual Conference' in smaller black text, and 'SEPTEMBER 23-26' in black text. The year '2018' is written in large red letters to the right of the date. At the bottom right, the hashtag '#ICMA2018' is displayed in white on a dark blue background.

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