

An aerial photograph of Baltimore, Maryland, showing the harbor, city buildings, and a large marina with many boats. The sky is clear and blue. A large blue diagonal shape is overlaid on the left side of the image.

ICMA
conference

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

Shopping for Talent Development Solutions

Miranda Lutzow, Administrative Services Director, Waterford, CA, President MMANC

Rolando Fernandez, Jr., Capital Contracting Officer, Austin, TX, President Local Government Latino Network

Don Maruska, Master Certified Coach, Director, ICMA Coaching Program

September 25, 2018

#ICMA2018

Featured Offers

FOR TALENT DEVELOPMENT SHOPPERS

● From [Cal-ICMA Talent Initiative](#) – [“Talent 2.0” Report](#) & [Best Practices Compendium](#)

Attracting and Recruiting

- [Refine job announcements to focus on learning and organizational culture](#)
- [Consider offering incentives or assistance for workforce housing and child care](#)

Retaining

- [Incorporate more flexibility in scheduling, rethink the “8 to 5” business model](#)
- [Create a culture of appreciation and recognition](#)

Growing

- [Provide ongoing performance conversations with employees](#)
- Partner with organizations such as [MMANC](#), [MMASC](#), [ELGL](#) and [ICMA](#) for program development in your community (especially rural areas)

● From [ICMA Career Stages and Leadership](#) – Courses and Programs

- [ICMA Practices for Effective Government Leadership](#)
- [ICMA Career Stage Guide](#)
- [ICMA Leadership Development Programs](#)

● From [ICMA Coaching Program](#) – No-Cost Resources to Grow Together

Webinars (live and archived available 24/7)

- [Creating a Culture for Cultivating Talent and Getting Results](#)
- [Maximizing Your Growth at Each Career Stage](#)
- [Being a Great Coach and a Winning Player in Your Organization](#)

1-1 Coaching (volunteer coaching matches through ICMA)

- [Be a Coach](#)
- [Find a Coach](#)

Career Compass Columns (expert advice from Frank Benest)

- [Ten Ideas to Become a Talent Magnet](#)
- [City Managers Need Coaches Too](#)

Talent Development Tools (jump start a talent development program in your agency)

- [Take Charge of Your Talent Participant Guide](#)

Miranda Lutzow

Administrative Services Director,
Waterford, CA
President MMANC

#ICMA2018

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ATTRACTING

ATTRACTING

RETAINING

RETAINING

GROWING

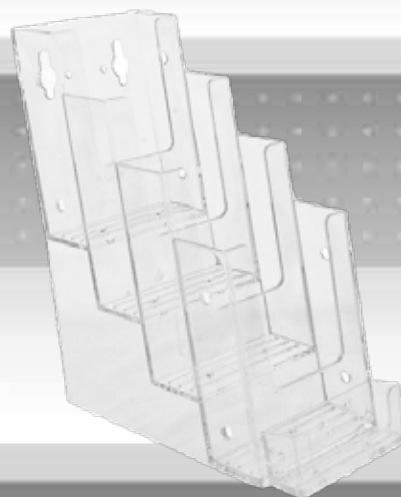
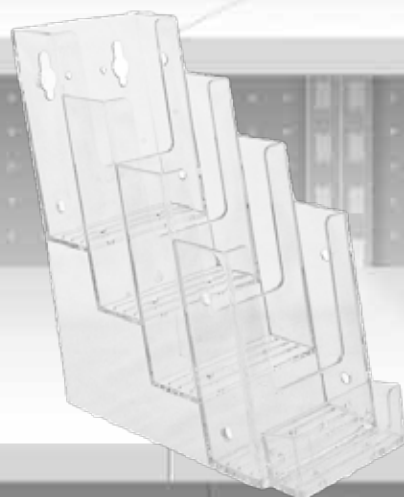
GROWING

ICMA LEADERSHIP RESOURCES



CHECK OUT

ICMA COACHING PROGRAM



TALENT 2.0

A Modern Approach to Attracting & Retaining
Top Talent in Local Government

Spring 2018 Report

Cal-**ICMA**
California Consortium
A State Affiliate of **ICMA**
Talent Initiative



Cal-ICMA Talent 2.0 Report

<https://bit.ly/2PJZjtL>

- Agency Leaders
- Electeds
- Professional Organizations

Resources

Talent 2.0 Report

- [Talent 2.0: A Modern Approach to Attracting and Retaining Top Talent in Local Government](#)
 - Read the [Spring 2018 Report](#), produced by the Cal-ICMA Talent Initiative.
- [Best Practices Compendium: Recruitment, Retention and Organizational Culture](#)
 - The Cal-ICMA Talent Initiative gathered dozens of best practices from cities, counties, and special districts throughout the state. In 2018, leaders from the Contra Costa County Local Government Leadership Academy teamed up to produce a database of resources, sortable by topic (recruiting, retention/development, workplace culture, and engaging elected officials). Links to the initiatives and downloadable resources are available in this compendium.
- [Talent Development Survey Results Summary](#)
 - Read the summary of results from the 2016 survey of local government executives and leaders in California.

Talent Initiative Resources

- [Winning the Race for Talent: Winter 2018 Presentation](#)
 - Download the presentation delivered at the League of California Cities' City Managers' Department Meeting in Newport Beach. (January 2018)
- [Ten Ideas to Better Attract, Retain, and Grow Talent](#)
 - Download a summary of ten ideas for leaders to start attracting, retaining and growing talent. (February 2018)
- [Workforce of Tomorrow Report](#)
 - Download a December 2015 report from the Local Government Research Collaborative and the Center for State and Local Government Excellence (SLGE) on attracting and retaining talent.
- [Stay Interview Questions](#)
 - Learn more about how to conduct a stay interview.

Cal-ICMA Talent Initiative

Best Practices Compendium

<https://bit.ly/2MZWqGL>

Best Practices in Recruitment, Retention and Organizational Culture

One of the biggest challenges local governments are facing throughout the State is how to attract, develop and retain exceptional talent. Constrained resources, rising pension costs, escalating housing values are just a few reasons that impact the ability to recruit and retain talented candidates.

Cal-ICMA with the help of the Contra Costa Local Government Leadership Academy (CCLGLA) has created a tool of **BEST PRACTICES** to help local governments attract, retain and grow talent. The **BEST PRACTICE MATRIX** can be found below. You can access all the initiatives or go to the individual initiative that would best help your organization.

Once in the matrix, you will find the initiatives in the left column and the best practices resources in the far right column. Just click on the link for those initiatives best practices you would like to learn more about. While reviewing the document, if you have any best practices you would like to add, please send them to Nat Rojanasathira, Cal-ICMA Talent Initiative, at nat@danville.ca.gov or to the CCLGLA team at bmorris@sanramon.ca.gov.

- [All Initiatives](#)
- [All Initiatives \(organized by topics\)](#)
- [Recruitment Only Initiatives \(filtered view\)](#)
- [Retention and Developing Talent Only Initiatives \(filtered view\)](#)
- [Work Place Culture Only Initiatives \(filtered view\)](#)
- [Engaging Officials Only Initiatives \(filtered view\)](#)



	A	B	C	D	E	F	G	H	I	J	K
1											
2	Building the Workforce of the Future - Today										
3	Attracting, Retaining and Growing Local Government Employees										
4	A report from the Cal-ICMA Talent Initiative, Fall 2017										
5											
6											
7											
8	Topic	Initiative	Initiative #	Topic	Type	Resource Agencies					
9	Attracting and Recruiting Talent	Create a 'brand' for the agency that includes consistent graphics, fonts, and messaging.	1	Attracting and Recruiting Talent	Branding	Link to sample agency docs					
10	Attracting and Recruiting Talent	Refine job descriptions and job announcements focused on meaning, values, learning, skills development, and the narrative about the organizational culture.	2	Attracting and Recruiting Talent	Human Resource Policy/Program	Link to sample agency docs					
11	Attracting and Recruiting Talent	Check the tone of the recruitment (from "are you good enough to work for us" to "why you want to work for us").	3	Attracting and Recruiting Talent	Recruitment						
12	Attracting and Recruiting Talent	Expedite the recruitment and selection timeline.	4	Attracting and Recruiting Talent	Recruitment						
13	Attracting and Recruiting Talent	Use technology such as video conference interviews to screen candidates.	5	Attracting and Recruiting Talent	Technology						
14	Attracting and Recruiting Talent	Expand the recruitment reach by using LinkedIn, Glassdoor and other sites.	6	Attracting and Recruiting Talent	Recruitment						
15	Attracting and Recruiting Talent	Reform civil service and 'merit' rules to include more flexible class plans and more workforce agility.	7	Attracting and Recruiting Talent	Human Resource Policy/Program						

**Cal-ICMA Talent Initiative - Exemplary Talent
Development Programs : Entry # 136****Program Name**

Building an Employee Culture of Excellence, Service and Pride

Sponsoring Agency / Lead Agency

City of Pismo Beach

Contact Name

Debra Garcia

Emaildgarcia@pismobeach.org**Target Audience**

Organizational Leaders

Program Focus

Enhancing Organizational Culture

Program Goals (please describe)

**Cal-ICMA Talent Initiative - Exemplary Talent
Development Programs : Entry # 136**

Develop a program to bring about cultural change rooted in service, innovation, and collaboration that would increase retention of skilled employees and attract the best and the brightest.

In 2013, the City of Pismo Beach recognized several unique challenges facing the City, the greatest among them being employee turnover, the retirement of a long-serving City Manager, and a strong desire by the City Council to make progress on several major initiatives.

The unprecedented turnover was due primarily to retirements and pension reform and would result in over half of the City's employees leaving employment in a four-year period. This challenge was exacerbated by the fact that, the City of Pismo Beach being a small, full-service city did not have a deep bench. Additionally, our unique, secluded, geographic location made it difficult to recruit and our proximity to seven cities within a sixty-mile range put us at a high risk of losing the experienced and talented employees remaining to nearby municipalities as they themselves dealt with turnover.

While Pismo Beach's employee culture could best be described as congenial and friendly, there wasn't a strong City culture that would provide momentum to keep people with the City. The City was departmentalized with organizational barriers like "silos" and collaboration, risk-taking and open communication weren't encouraged or recognized in part because the long-serving and retiring City Manager was from a military background.

Communication from the City Manager to all levels of the organization was also largely "top-down" with very little explanation to employees when large decisions were made. The transition from a retired military colonel was more dramatic as the new manager was a "Generation X" manager who exercised a style of inclusion, collaboration and innovation. Finally, with the economy firing again, the City Council had high expectations for achieving a great number of projects and addressing several priorities. So a perfect storm developed. How would the City move forward and achieve all the community desired?

Our solution was to proactively and aggressively engage the staff to develop an employee culture that would retain excellent employees through higher job satisfaction, morale, and professional development, a focus on attracting the best and brightest individuals to open positions, an emphasis on customer service, and breaking down departmental "silos" to encourage collaboration. This ultimately would encourage efficiency, motivation, collective skill, and therefore would supply the team that could achieve all the City Council expected.

Upload Related Documents

- [Cuz-Were-Pismo-Poster.pdf](#)



Update Job Descriptions & Announcements

<https://bit.ly/2BSPali>

~~“A minimum of seven (7) years of increasingly responsible and relevant experience in municipal or local government administration, including a minimum of (3) years in a supervisory position. A Bachelor’s degree in public or business administration, or related discipline is required. A Master’s degree is preferred.”~~

Any combination of education, training, and experience which would demonstrate the skills, depth of knowledge, and ability required to perform the job.

'CUZ WE'RE PISMO



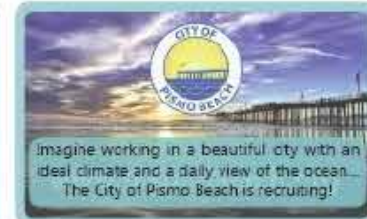
BUILDING AN EMPLOYEE CULTURE OF EXCELLENCE, SERVICE, AND PRIDE



"'Cuz We're Pismo was deep therapy for me. The morning exercises were meaningful, creative and informative. The afternoon was as good as it gets. I have a renewed sense of pride in my City because of your efforts."
-Pismo Employee



"That was an extraordinary session with our staff. Everyone was enthusiastically engaged and sought ways to improve the way we deliver services. The spirit of cooperation was amazing. One of the goals was to have fun and that certainly achieved with laughter and smiles all around."
-Pismo Beach Council Member



PRIDE IN SERVICE
In the spirit of mutual respect and trust, we are dedicated to protect and enhance a safe and excellent quality of life for all who live, work, visit and recreate in our community.

INTEGRITY IN ACTION
We are committed to transparency and accountability for our actions. We recognize the sum of our contributions leads to greater results, by promoting employee teamwork, community collaboration, creativity and innovation.



- IDENTIFY VALUES IMPORTANT TO THE EMPLOYEES.
- DEVELOP SHARED OWNERSHIP IN THE FUTURE OF THE CITY.
- IDENTIFY WHAT EMPLOYEES' NEEDED TO BE MORE EFFICIENT AND SUCCESSFUL IN THEIR PERFORMANCE.
- WAYS TO PROVIDE NOT JUST GOOD CUSTOMER SERVICE BUT "LEGENDARY" CUSTOMER SERVICE.
- CREATE NEW AND LASTING RELATIONSHIPS BETWEEN STAFF MEMBERS FROM DIFFERENT DEPARTMENTS.



"OUR ORGANIZATION IS STRONGER, OUR CUSTOMER SERVICE IS BETTER AND OUR EMPLOYEES ARE UNIFIED AS A RESULT OF THE "'CUZ WE'RE PISMO" PROGRAM. I'M LOOKING FORWARD TO SEEING CONTINUED POSITIVE CHANGE, NEW IDEAS AND EVEN MORE PASSION AS WE CONTINUE OUR PROGRAM."



Build Relationships



<https://elgl.org/membership/>

<https://www.mmanc.org/partnerwithus/>



ELGL

**ENGAGING
LOCAL
GOVERNMENT
LEADERS**

<https://elgl.org/supper-clubs/>



<https://www.mmanc.org/events/>



Utilize Technology



LINKEDIN COMPANY PAGES

City of Toronto
Government Administration • Toronto, Ontario • 95,125 followers

+ Follow See jobs

See all 14,597 employees on LinkedIn →

Overview

Jobs

Life

About us

Recent update

Ad

<https://business.linkedin.com/marketing-solutions/company-pages>

Using LinkedIn Recruiter

<https://business.linkedin.com/talent-solutions/recruiter-lite>



Find

top candidates using our ready-made search filters.



Contact

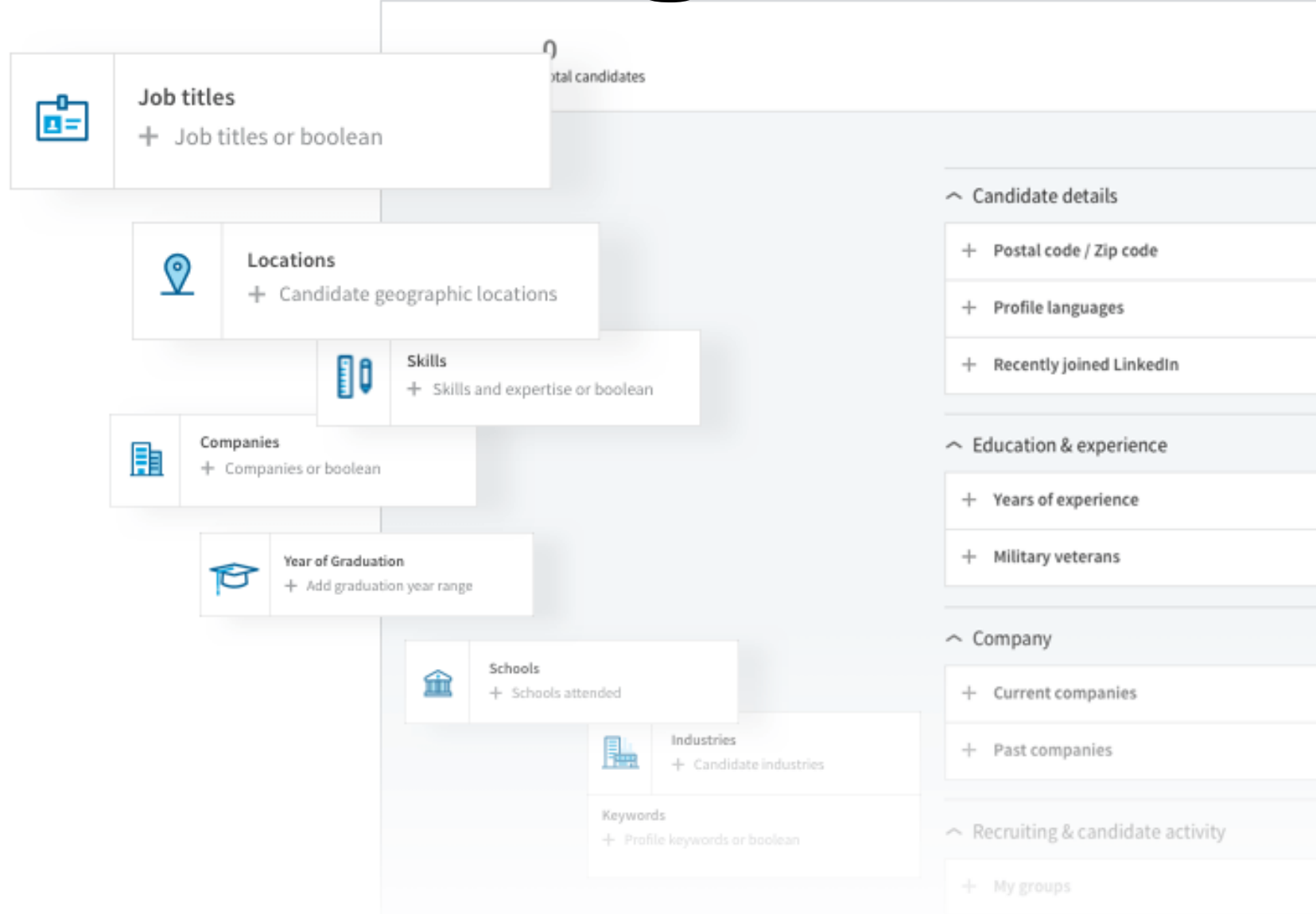
candidates with personalized messages using InMail.



Manage

your pipeline using projects, and by saving searches and profiles.

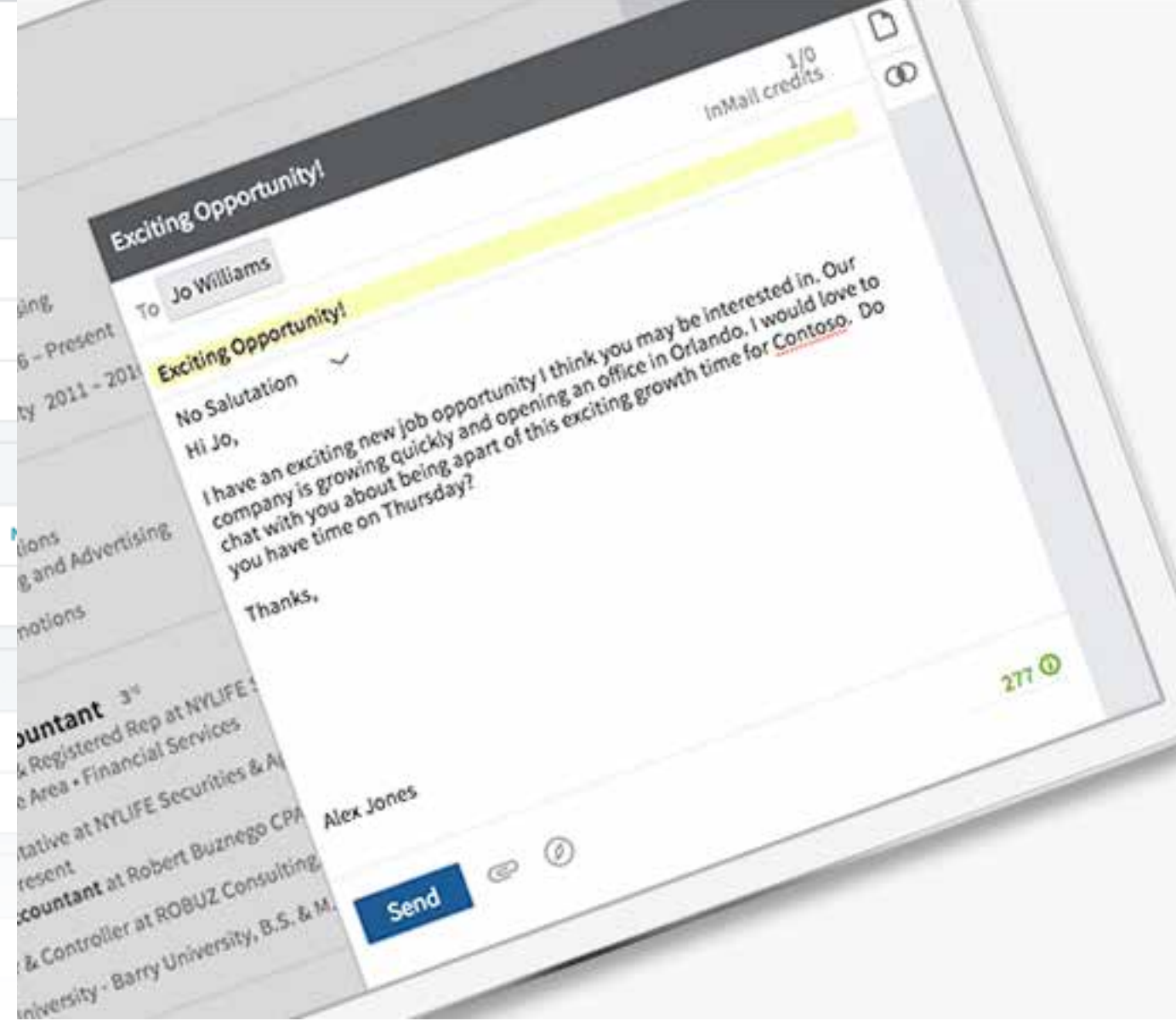
Using LinkedIn Recruiter



total candidates

- Job titles**
+ Job titles or boolean
- Locations**
+ Candidate geographic locations
- Skills**
+ Skills and expertise or boolean
- Companies**
+ Companies or boolean
- Year of Graduation**
+ Add graduation year range
- Schools**
+ Schools attended
- Industries**
+ Candidate industries
- Keywords**
+ Profile keywords or boolean

- Candidate details**
 - + Postal code / Zip code
 - + Profile languages
 - + Recently joined LinkedIn
- Education & experience**
 - + Years of experience
 - + Military veterans
- Company**
 - + Current companies
 - + Past companies
- Recruiting & candidate activity**
 - + My groups



Exciting Opportunity!

To Jo Williams

Exciting Opportunity!

No Salutation

Hi Jo,

I have an exciting new job opportunity I think you may be interested in. Our company is growing quickly and opening an office in Orlando. I would love to chat with you about being apart of this exciting growth time for Contoso. Do you have time on Thursday?

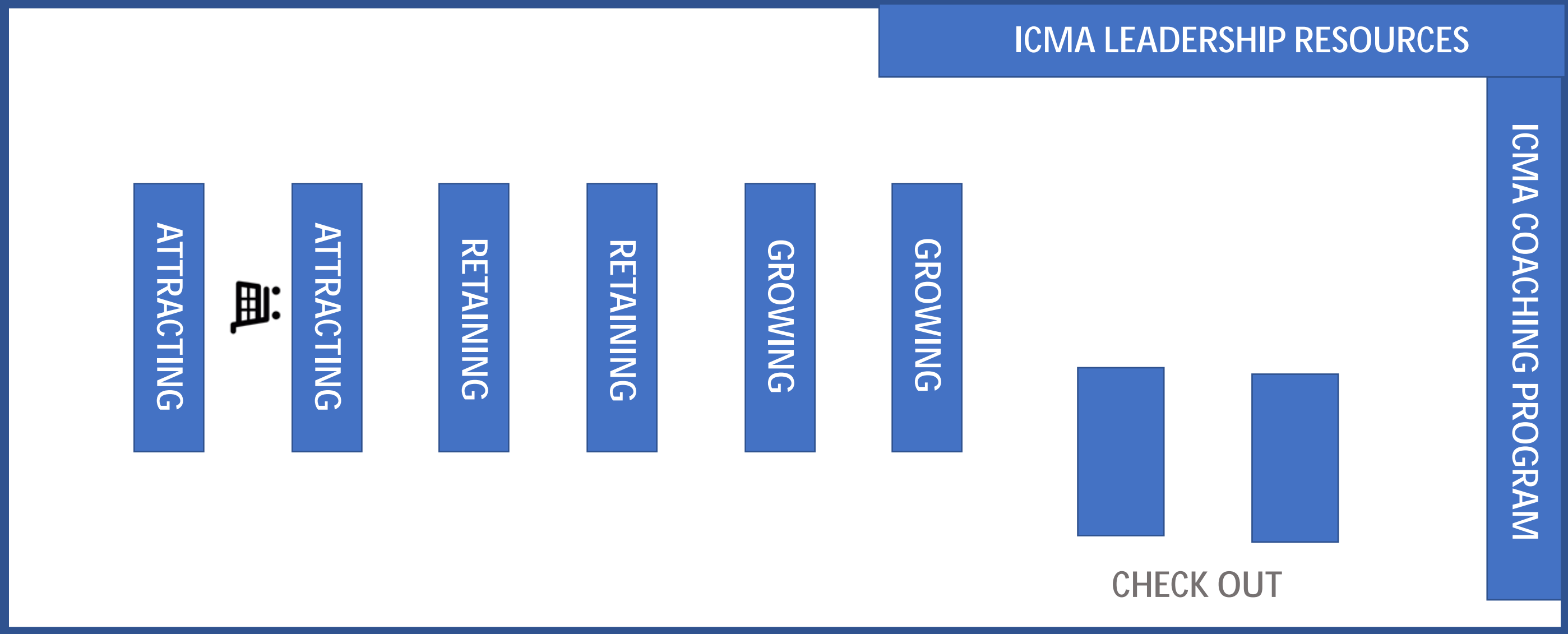
Thanks,

Alex Jones

Send

InMail credits: 1/0

277







Get Comfortable with **Flexible Work Arrangements**

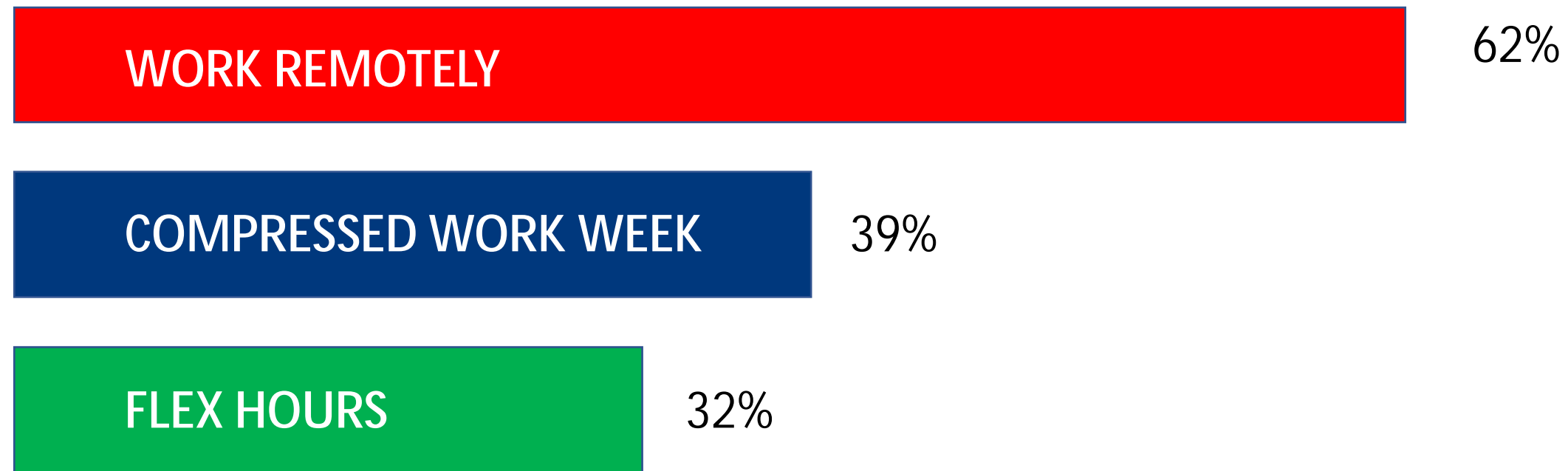


**IT'S NOT THE EMPLOYER'S RESPONSIBILITY
TO HELP PEOPLE BALANCE THEIR WORK
WITH OTHER ASPECTS OF THEIR LIFE.**

66%

Disagree

WHAT CAN YOUR ORGANIZATION DO TO HELP YOU ACHIEVE BETTER WORK/LIVE BALANCE?



Telecommuting Policy - Sacramento, CA: <https://bit.ly/2LyGE0E>

Telecommuting Policy – Pittsburg, CA: <https://bit.ly/2Ns6uVZ>

Telecommuting Performance Agreement – Los Angeles, CA:
<https://bit.ly/2MVObeM>

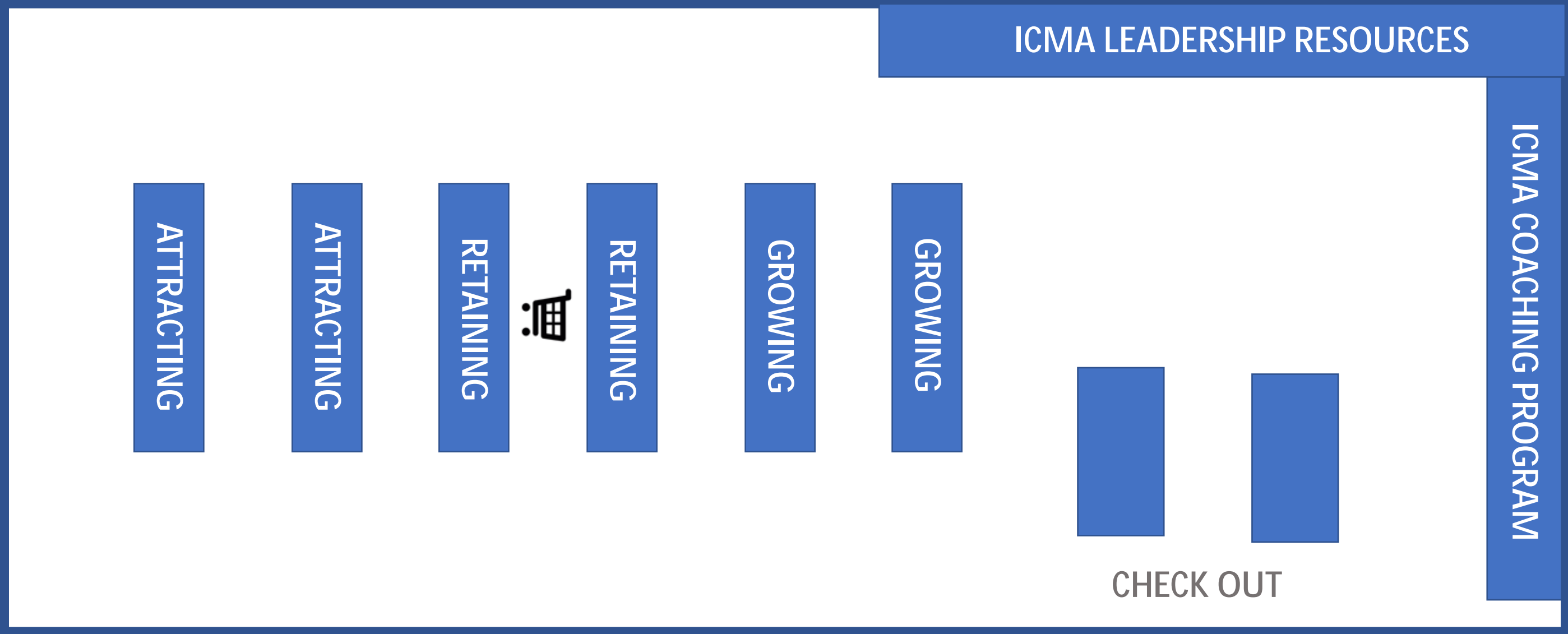
9/80 Schedule Policy –Sacramento, CA: <https://bit.ly/2oktcEy>

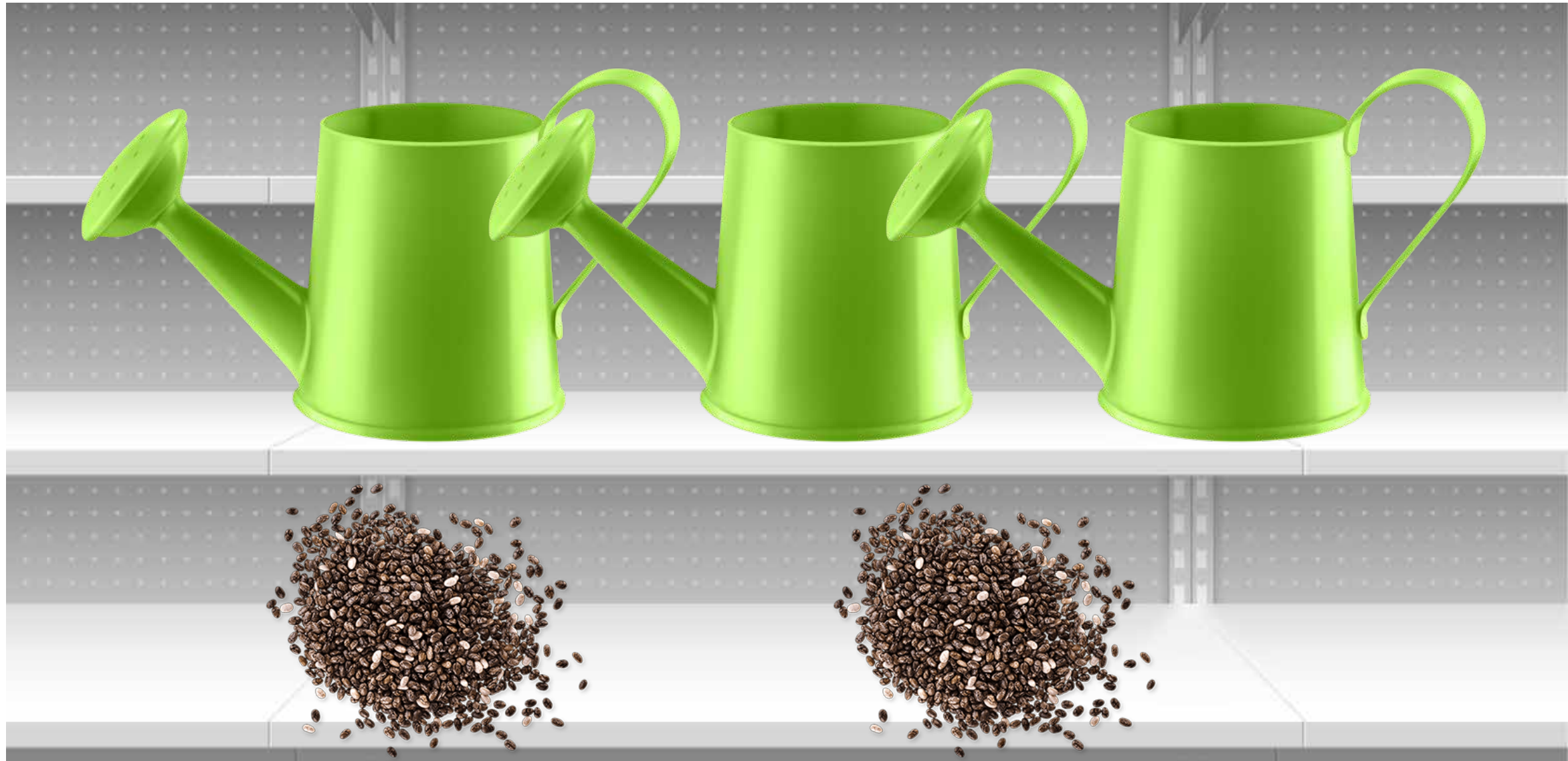
Alternative Work Schedules – San Jose, CA: <https://bit.ly/2wmUoXx>

Citywide 9/80 Transition Plan – Santa Barbara, CA: <https://bit.ly/2wntD5v>

9/80 Citywide Transition Press Release – Los Altos, CA: <https://bit.ly/2PfPX7V>

Family Friendly Workplace Ordinance – San Francisco, CA: <https://bit.ly/2ogHTZf>





Support and Encourage Membership in Professional Associations



Municipal Management Association
of Northern California

Growing Local Government Leaders since 1950

www.mmanc.org



www.mmasc.org



www.elgl.org



www.icma.org

ICMA



ICMA LEADERSHIP RESOURCES

ICMA COACHING PROGRAM

GROWING



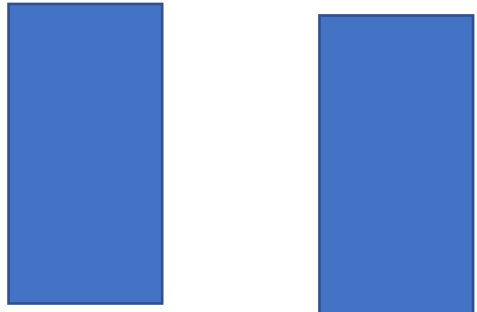
GROWING

RETAINING

RETAINING

ATTRACTING

ATTRACTING



CHECK OUT

Rolando Fernandez, Jr.

Capital Contracting Officer, Austin, TX,
President, Local Government Latino Network

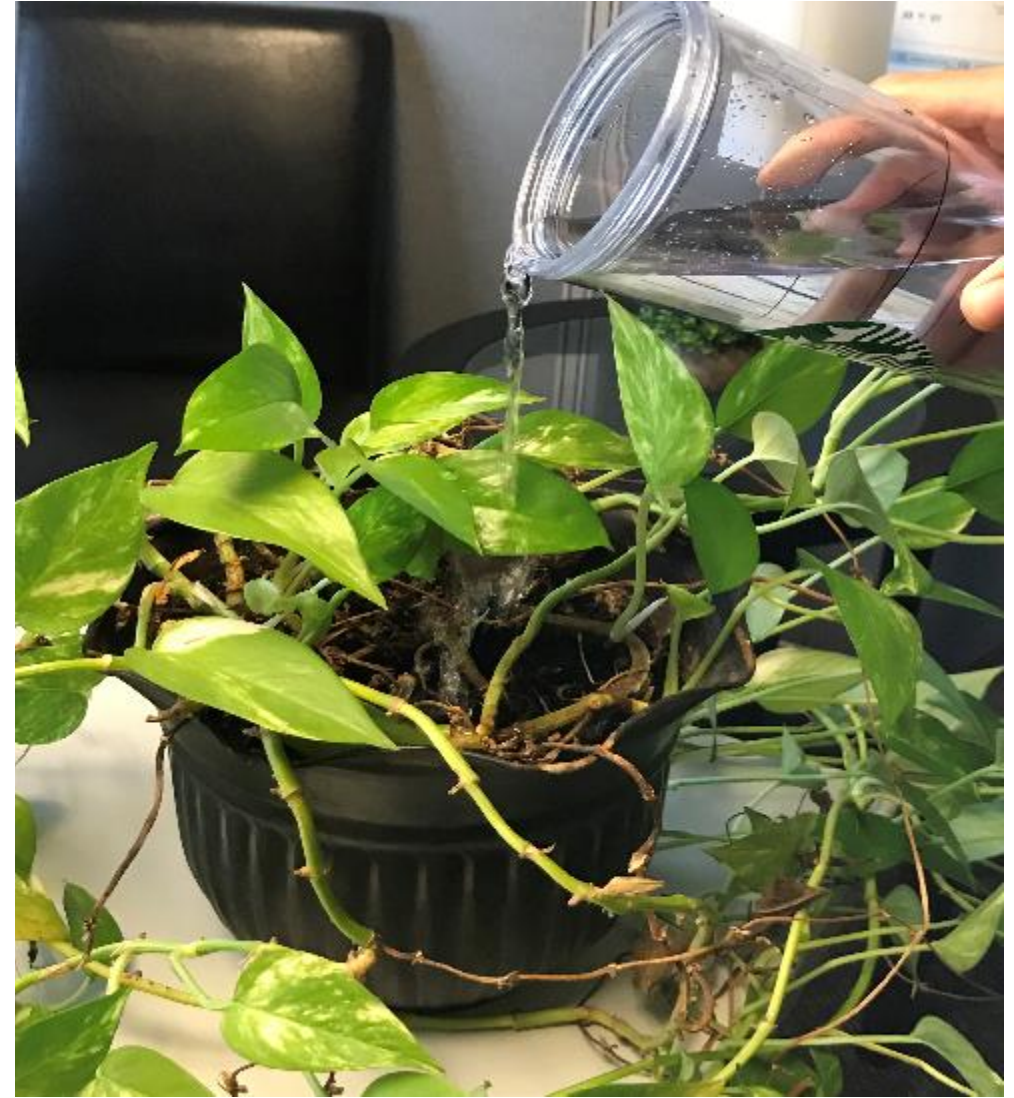
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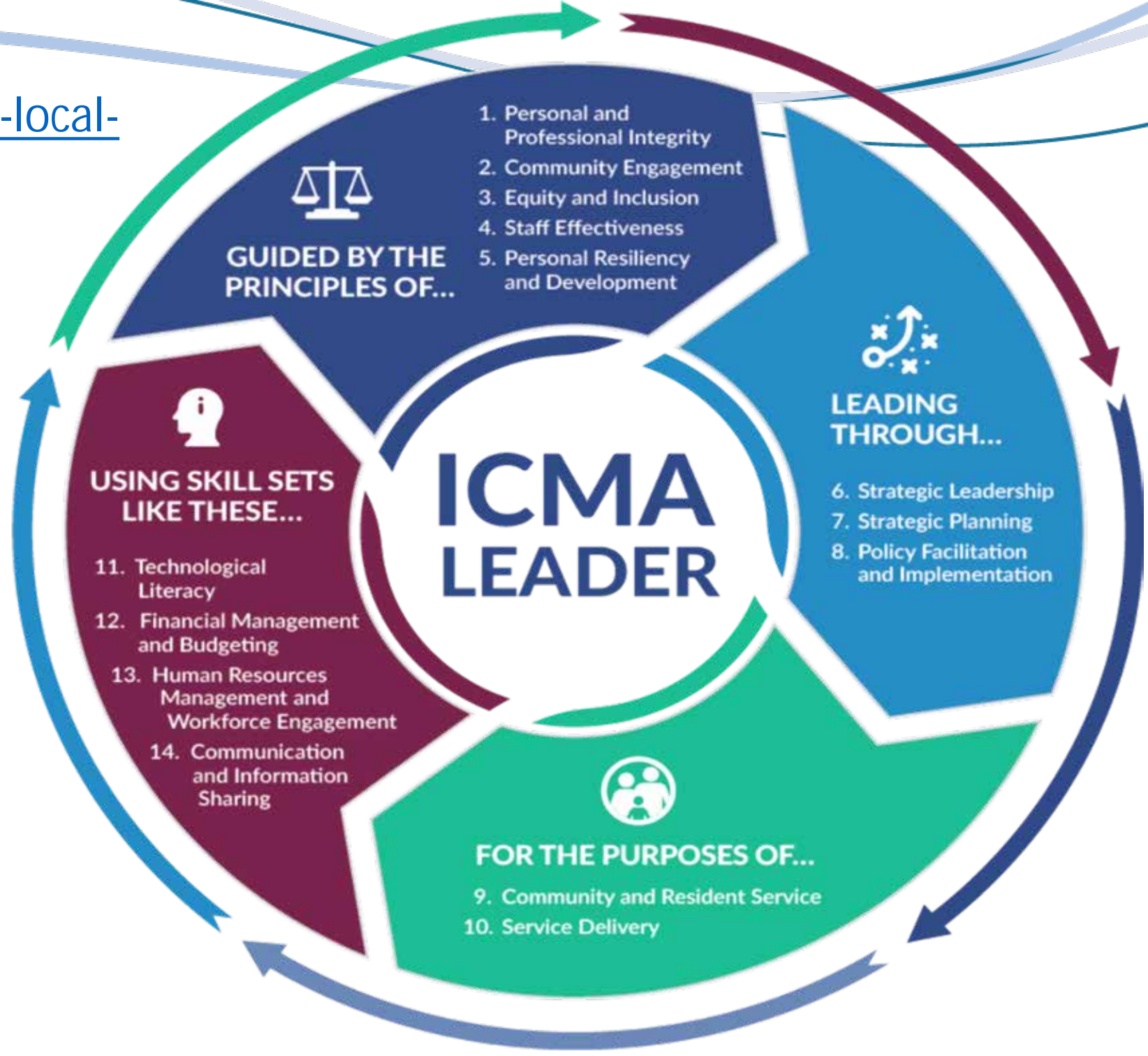
GROWING Talent



Practices for Effective Local Government Leadership & Management

- Encourage local government professionals to think in terms of Leading and Managing the organization.
- Leadership is engaging with and inspiring others to participate in developing, achieving, articulating, and embodying a shared set of values, shared sense of purpose, and shared vision of the desired community outcome.
- Leadership requires professionals who are highly interpersonally competent as well as self-aware.

<https://icma.org/practices-effective-local-government-leadership>



ICMA LEADER

GUIDED BY THE PRINCIPLES OF...

- 1. Personal and Professional Integrity
- 2. Community Engagement
- 3. Equity and Inclusion
- 4. Staff Effectiveness
- 5. Personal Resiliency and Development

LEADING THROUGH...

- 6. Strategic Leadership
- 7. Strategic Planning
- 8. Policy Facilitation and Implementation

FOR THE PURPOSES OF...

- 9. Community and Resident Service
- 10. Service Delivery

USING SKILL SETS LIKE THESE...

- 11. Technological Literacy
- 12. Financial Management and Budgeting
- 13. Human Resources Management and Workforce Engagement
- 14. Communication and Information Sharing

Practices

1. **PERSONAL AND PROFESSIONAL INTEGRITY:** Being fair, honest, and ethical in all personal and professional relationships and activities.
2. **COMMUNITY ENGAGEMENT:** Ensuring and managing community involvement in local government to support good decision making.
3. **EQUITY AND INCLUSION:** Creating an environment of involvement, respect, and connection of diverse ideas, backgrounds, and talent throughout the organization and the community.
4. **STAFF EFFECTIVENESS:** Taking responsibility for the development, performance, and success of employees throughout the organization
5. **PERSONAL RESILIENCY AND DEVELOPMENT:** Demonstrating a commitment to a balanced life through ongoing self-renewal and development in order to increase personal capacity.

Practices Cont.

6. **STRATEGIC LEADERSHIP:** Defining and communicating a vision and leveraging all resources and tools to achieve it.
7. **STRATEGIC PLANNING:** Developing a plan of action that brings the community together, provides clarity of purpose and priorities, and guides the organization's actions in achieving its goals and objectives.
8. **POLICY FACILITATION AND IMPLEMENTATION:** Engaging with elected officials and other community stakeholders to create and execute policies that achieve common goals and objectives.
9. **COMMUNITY AND RESIDENT SERVICE:** Discerning community needs and providing responsive, equitable services.
10. **SERVICE DELIVERY:** Understanding the basic principles of service delivery, using strategic decision making and continuous improvement to serve the organization and community, and influencing the components and relationships between operational areas.

Practices Cont.

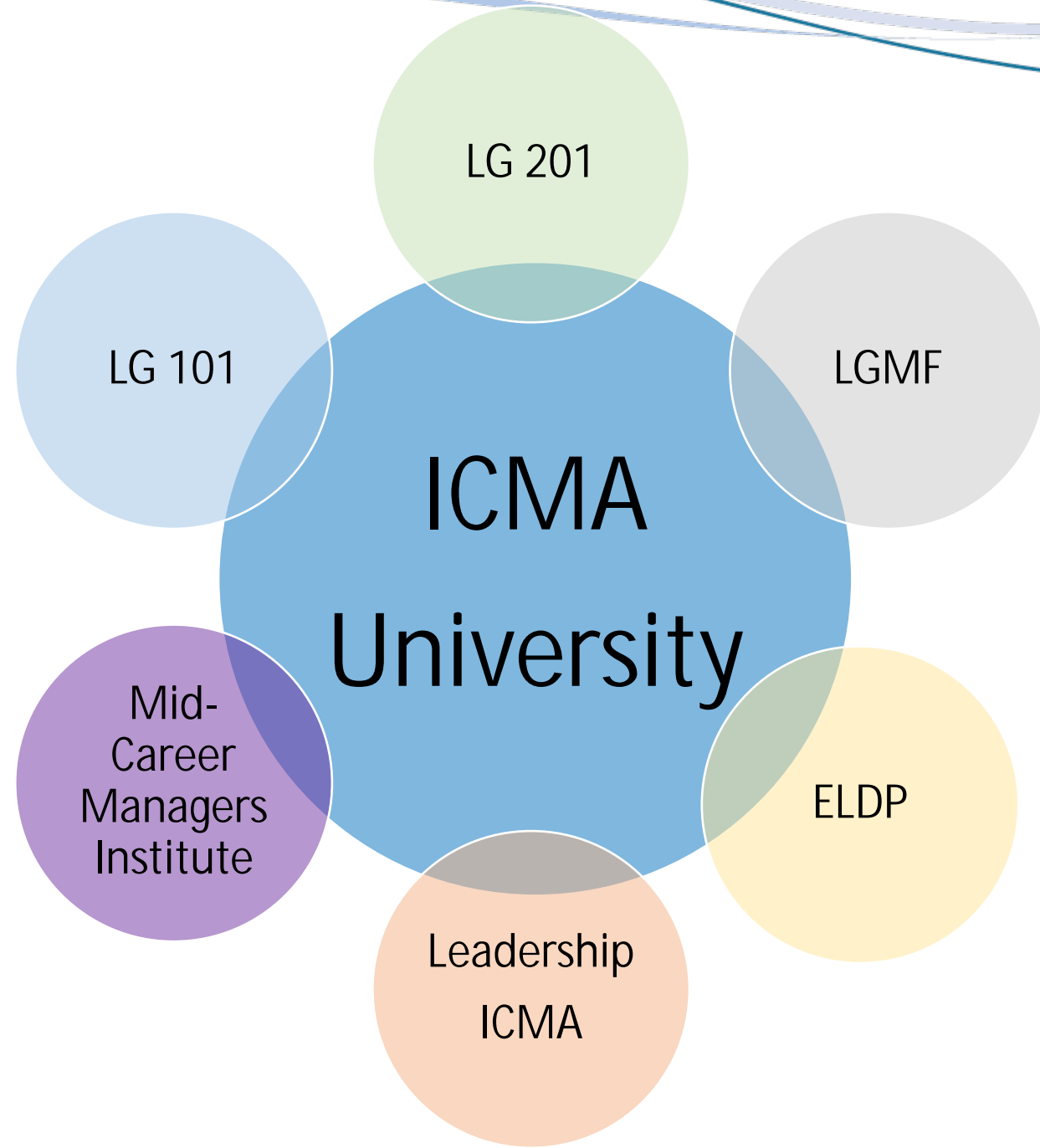
11. **TECHNOLOGICAL LITERACY:** Demonstrating an understanding of information technology and ensuring that it is incorporated appropriately in service delivery, information sharing, and public access.
12. **FINANCIAL MANAGEMENT AND BUDGETING:** Implementing long-term financial analysis and planning that integrates strategic planning and reflects a community's values and priorities; preparing and administering the budget.
13. **HUMAN RESOURCES MANAGEMENT AND WORKFORCE ENGAGEMENT:** Ensuring that the policies and procedures of the organization are applied consistently and fairly, and motivating and engaging the workforce to its highest potential.
14. **COMMUNICATION AND INFORMATION SHARING:** Effectively facilitating the flow of ideas, information, and understanding.

Career Stage Guide

- The local government professional's go-to-guide for valuable educational opportunities.
- Each career stage includes a personalized plan for achieving your professional goals.
- Find programs that confront your greatest challenges, including changes in the workforce, advances in technology, ethical and leadership dilemmas, and staff learning needs.

<https://icma.org/career-stage-guide>





Other Available Resources



TCMA Idea Share



mejorando group

MOVING FORWARD

Resources to get better all the time.

ARTPETTY

Public
Works



Leadership Freak



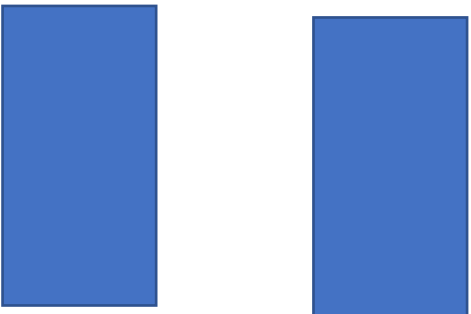
Work to be continued.....

- Identify leadership skills and training people should have for each ICMA Practice at each career stage.
- Identify the best way to engage the wider membership.
- Make short- and long-term plans to address any gaps through curriculum development and new programs or content from ICMA and partners.
- Revise the ICMA Applied Knowledge Assessment to reflect the new ICMA Practices.
- Continue to update the career stage guide/calendar.

ICMA LEADERSHIP RESOURCES



ICMA COACHING PROGRAM



CHECK OUT

GROWING

GROWING

RETAINING

RETAINING

ATTRACTING

ATTRACTING

Don Maruska

Master Certified Coach,
Director, ICMA Coaching Program

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Solutions from the ICMA Coaching Program



Coaching Webinars

Six live webinars spotlighting best practices featuring local government professionals an...



1-1 Coaching

Personal guidance in your local government career from a local government professional.



CoachConnect

Get paired with the perfect coach or coachee for you today!



Career Compass

An ICMA Coaching Program column focused on career issues for local government...



Webinar Archives

Miss a webinar? Watch it anytime!



Coaching Resources & FAQs

These PDFs and videos will help you get started on your coaching journey.



Talent Development

Resources you can use independently, with a coach, or across your organization to create ...






Coaching Program Partners & Sponsors

The Coaching Program thrives because of our state association partners, outreach partner...

Webinars—best practices live and archived

Archived Videos

Name	Date	Duration			
 Creating a Culture for Cultivating Talent and Getting Results [see Agenda packet for presentation materials, resources, and polling results]	Jun 20, 2018	01h 35m	Agenda	Video	Podcast
Entrepreneurial Solutions for Local Government Challenges [see Agenda packet for presentation materials and polling results]	Mar 28, 2018	01h 31m	Agenda	Video	Podcast
 Maximizing Your Growth at Each Career Stage [see Agenda packet for presentation materials and polling results]	Feb 28, 2018	01h 31m	Agenda	Video	Podcast
Tools to Resolve Tough Issues in Your Community [see Agenda for presentation materials and polling results]	Nov 9, 2017	01h 32m	Agenda	Video	Podcast
Strategies for Having Difficult Conversations [see Agenda, which includes presentation and resource materials]	Oct 11, 2017	01h 33m	Agenda	Video	Podcast
Effective Communication of Complex Issues to the Public -- webinar [see Agenda for presentation materials, resources, and polling results]	Sep 7, 2017	01h 31m	Agenda	Video	Podcast
Best Practices in Citizen-Customer Service -- webinar [see Agenda for presentation materials and polling results]	May 11, 2017	01h 30m	Agenda	Video	Podcast
 Being a Great Coach and a Winning Player in Your Organization [see Agenda for presentation materials and polling results]	Apr 19, 2017	01h 27m	Agenda	Video	Podcast

2018 ICMA Coaching Program
 Creating a Culture for Cultivating Talent & Results
 Wed., June 20, 2018

00:07 / 1:35:00

Creating a Culture for Cultivati...

Index Share Download Embed

Agenda



ICMA | coaching program

Creating a Culture for Cultivating Talent & Results – Free Webinar

Rescheduled: *Wednesday, June 20, 2018*
 10:00 - 11:30 a.m. PT (1:00 - 2:30 p.m. ET)

*** Advance registration required for this webinar ***
<https://attendee.gotowebinar.com/register/984779079600659459>

ICMA State Association Coaching Partners:
 Alabama, Alaska, California, Colorado,
 Connecticut, Florida, Georgia, Illinois, Iowa,
 Kansas, Kentucky, Maine, Massachusetts,
 Michigan, Minnesota, Missouri, Nebraska, New
 Hampshire, North Carolina, Oklahoma, Oregon,
 Pennsylvania, South Carolina, Texas, Utah,
 Virginia, Washington, Wisconsin

Webinar Topics:

1. How can you retool your organizational culture and design your workplace for better results?
2. What are practical steps to make your agency better able to attract, grow, and retain talent?
3. What resources are available to support your efforts?

Presenters:

- * **Charlie Bush**, City Manager, Sequim, WA
- * **Karen Niparko**, Executive Director, Human Resources, City and County of Denver, CO
- * **Nat Rojanasathira**, Admin. Services Dir., Danville, CA, and **Donna Vaillancourt**, Human Resources Dir., San Mateo County, CA, [reporting on Cal-ICMA Talent Development Initiative]

Audience: leaders at all levels

Meets Practice 4. Staff Effectiveness, 7. Strategic Planning, 13. Human Resources Management and Workforce Engagement

Post-Webinar Discussion Questions:

Many agencies organize groups to participate in the webinars (live or recorded) and discuss the topics among themselves after the webinars. Some are summarizing their discussions and distributing them to managers throughout their organizations. Here are some discussion starters for this session.

- a. What areas of our culture and practices need attention and how do we engage our employees in this discussion?
- b. What resources would we like to tap to support us?
- c. What actions would we like to take?

INTERNATIONAL CITY/COUNTY
 MANAGEMENT ASSOCIATION

777 N Capitol St. NE, Ste. 500
 Washington, DC 20002-4290

202.962.3680
 202.962.3500 (t)

icma.org



project full-screen for group learning

2018 ICMA Coaching Program

Creating a Culture for Cultivating Talent & Results

Wed., June 20, 2018



00:12 / 1:31:39

Maximizing Your Growth at Each C...

Index Share Download Embed

Agenda

d





Advice Time



TOP FIVE

1. Be authentic
2. You don't have to know everything
3. Success in government cannot be achieved alone
4. People are more important than tasks
5. All of us always have something to learn and something to teach

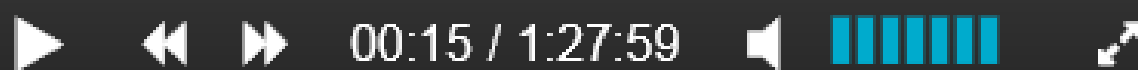




2017 ICMA Coaching Program

Being a Great Coach and a Winning Player in Your Organization

Wed, Apr 19, 2017



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Being a Great Coach and a Winnin...

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BEING A GREAT COACH AND A WINNING PLAYER

IN YOUR ORGANIZATION

free webinar

11:00 a.m. - 12:30 p.m. Pacific Time, Wednesday, April 19, 2017

*** Advance registration required for this no-charge webinar ***

<https://attendee.gotowebinar.com/register/8964358263028836865>

Webinar topics:

1. What are players looking for from coaches and what are coaches looking for from the players they help?
2. What are effective tools for local government agencies to use to boost a culture of talent development?
3. How can you use the ICMA Coaching Program and other resources to support personal and organizational success?

Presenters:

- * Bob Hart, City Manager, Corinth, TX, and recipient of TCMA Mentoring Award
- * Jamie Shockley, Assistant City Manager, Tonganoxie, KS
- * Don Manuska, Director, ICMA Coaching Program, and author "Take Charge of Your Talent"

Audience: all employees who want to make the most of their talent and have fun doing

Meets Practice 1 (Staff Effectiveness) and 18 (Personal Development) of ICMA's Practices for Effective Local Government Leadership.

1. Register for the Webinar:

There is no charge for participating in the webinars, but each requires advance registration.

*** Advance registration required for this no-charge webinar ***

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1-1 Coaching — volunteer matches via ICMA

1-1 Coaching

Personal guidance in your local government career from a local government professional.

Coaches can help you chart a path in local government, find information you need, and guide you to the answers that are right for you to difficult career questions. Coaching offers value for people at any stage in their careers by providing coachees with the opportunity to see their situation and opportunities from a fresh perspective.



Coaching sessions can take on many forms. Some are casual, informal networking and check-ins. Other pairs set up a more formal relationship and continue over time. You also may choose to get perspectives from more than one coach. See the [ABCs of 1-1 Coaching](#).

Looking to conduct a coaching session? View our [outline](#).



Visit [CoachConnect](#) to create a profile. Use your ICMA login credentials (member or non-member) to login. You will receive an email after you are vetted by ICMA or our State Association Coaching Partners and your profile has been approved. We encourage ICMA State Association Coaching Partners to nominate additional volunteer coaches for [CoachConnect](#). Please send nominations to ICMACoaching@donmaruska.com.

For more information, watch "[Being a Great Coach](#)".



There are three ways to find a coach:

1. Tap your personal network or ask someone in your ICMA State Association to suggest a coach for you.
2. Visit [CoachConnect](#). You will need to use your ICMA login credentials (member or non-member) and create a Player profile to get started. You can search by keywords and by state to connect with ICMA approved coaches ready and eager to help.
3. Tap the ICMA Senior Advisors in a state of interest to help you find a match and perhaps offer a warm introduction for you. You can find them through the

state association websites.

[How do I contact a coach?](#)



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More than 200
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Guidelines for Player

HOW CAN YOU BE A WINNING PLAYER?

A little preparation will help you get more value from coaching. See some things you can do.



Guidelines for Coach

HOW CAN YOU BE A GREAT COACH?

A Coach can be a wonderful catalyst for a Player's growth. See what will help you enjoy this valuable role.



Take home sample – “Being a great coach, and a winning player”



ICMA | coaching program

Being a great coach, and a winning player

Being a Great Coach. Below are some useful actions a volunteer Coach can take to stimulate a productive coaching discussion. See the video *Being a Great Coach* for illustrations at icma.org/coaching.

Ask “What are your hopes?” Start your relationship by understanding what’s important to the person you are coaching and, most importantly, why. Help them look a little deeper for what truly interests them.

Serve as a generous listener. A generous listener demonstrates curiosity, a suspension of judgment and evaluation, and a desire to understand the meaning and the motivation of the Player.

Identify concerns and tap their experiences. What stands between them and where they want to be? What issues or obstacles need attention? Use reflective listening (paraphrasing what you hear from them) to help them surface underlying concerns. Listening thoughtfully is a big gift. Then, explore how they have addressed similar challenges before.

Encourage growth and resources. How will they need to grow? What resources do they have? Resources and choices encourage and empower people.

Offer stories and experiences...with permission. If you have insights to add to the Player’s own thinking, ask for permission. Rather than telling people what to do, offer stories about what you’ve seen or experienced that may be relevant to them. Stories help people understand the messages more deeply and integrate them into their own thinking.

Invite a stretch. Sometimes people hold themselves back in their careers. They make too many assumptions about what they think can and can’t happen. Tell the person you are coaching what you want for them. Encourage them to consider a big leap.

Target action. Ask them who could help them achieve their objectives and what actions they’d like to take. Most people need a nudge to take flight and really soar. “Would you like to consider [whatever action seems appropriate]?” You’re not telling them what to do, but you are giving them something concrete to which they can react. Always leave the choice to them. Don’t become attached to your own suggestions.

Celebrate the results!

Being a Winning Player. Your self-motivation provides the energy for your success. A Coach can be helpful as a catalyst to stimulate your thinking, but it’s your talent story to write. Below are actions you can take to get the most from coaching. See the video *Being a Winning Player* for illustrations at icma.org/coaching.

Select a topic of interest. What will be useful to you now? Instead of “just in case” learning, coaching is “just in time” support. Some of the topics coaching might address include: advancing in your career, how to handle a difficult situation, grappling with a technical issue, and many more.

Reach out to a coach. Although volunteer coaches are busy people, they want to support talent development in the profession. Here are some ways you can connect with them:

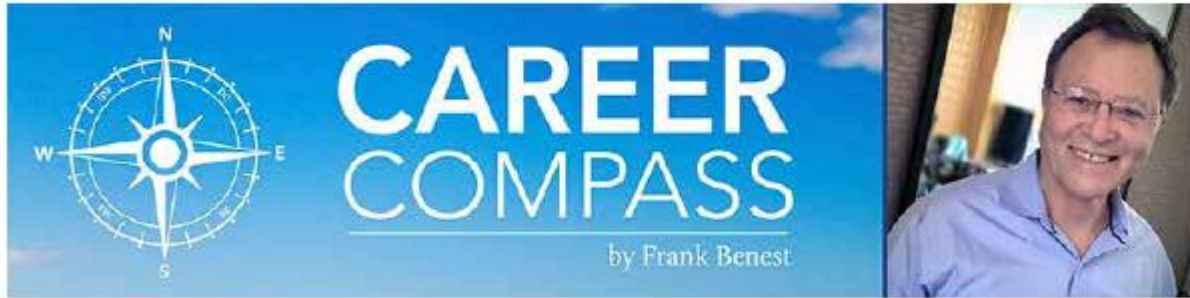
- Take advantage of Speed Coaching and other networking events to meet informally with Coaches and see who might fit.
- Mine your relationships or someone in your ICMA State Association to suggest a Coach.
- Search for a volunteer Coach in CoachConnect at icma.org/coaching.
- Connect with the ICMA Senior Advisors in a state of interest to you to help you find a match and perhaps offer a warm introduction for you to a Coach. You can find them through the state association websites.

Turn your intentions into results. How will you fulfill the actions you intend to take? What has worked well for you in the past to get things done successfully?

Find more resources for you and your agency including a template for a Talent Catalyst coaching conversation, and more on on the Talent Development page of icma.org/coaching.

Don Maruska, MBA, JD, Master Certified Coach
Visit the ICMA Coaching Program at icma.org/coaching.





Career Compass No. 64: Ten Ideas to Become a Talent Magnet

Attract top early-career talent and retain it.

ARTICLE | Apr 9, 2018

I am a community development director in a mid-sized county. I oversee a department of 35 staff, most of whom are professionals. I've been in my position for three years. To become more successful as a department head, I want to better attract and retain great talent.



Many of our long-time managers and professionals have now retired. My challenge is that we are not attracting great professional talent from other public agencies as we were able to do in the past. When we do hire talented professional staff, such as land use planners, they tend to leave after a short stint with us. In addition, we are not attracting young, early-career talent from the universities in the region.

We pay competitive salaries and benefits in comparison to other local governments in the region.

Our department cannot be successful without attracting and retaining great staff. And I cannot be successful as a department director without top talent. What do you suggest we do to address these talent challenges?

Local governments are in a war for talent... and we are losing the war.

Cal-ICMA (the California affiliate of ICMA) recently launched the Talent Initiative to help city, county, and special district organizations better attract, retain, and grow talent. The research effort included a survey of 372 senior managers and emerging leaders, interviews with private and nonprofit sector thought leaders, and 11 focus groups held throughout California involving 272 local government executives.

To help you deal with your talent dilemmas, let me share some of the findings and recommendations from the Talent Initiative.

Why are local governments losing the war for talent?

For more than a decade, local governments have been experiencing a retirement wave of baby-boomer professionals and managers exiting full-time careers. This has been a quiet crisis that has snuck up on us. Thus, most local governments have not taken steps to build their talent and leadership pipelines.

Moreover, it has become increasingly difficult to steal or poach talent from other government agencies. The Gen X talent pool is smaller than the baby-boomer generation pool. While some agencies have raised compensation levels in the face of this talent challenge, it is difficult to raise salaries much greater than those offered by other local governments.

In addition, our protracted hiring processes, bureaucratic and hierarchical management models, risk-aversion, and stodgy cultures with little flexibility make it extremely challenging to compete with private and nonprofit sectors, especially for workers under 35 who seek innovation opportunities and agile organizations doing meaningful work.

It has become clear that local governments must grow their own talent and retool organizational cultures.

What is a winning culture?

TOPICS

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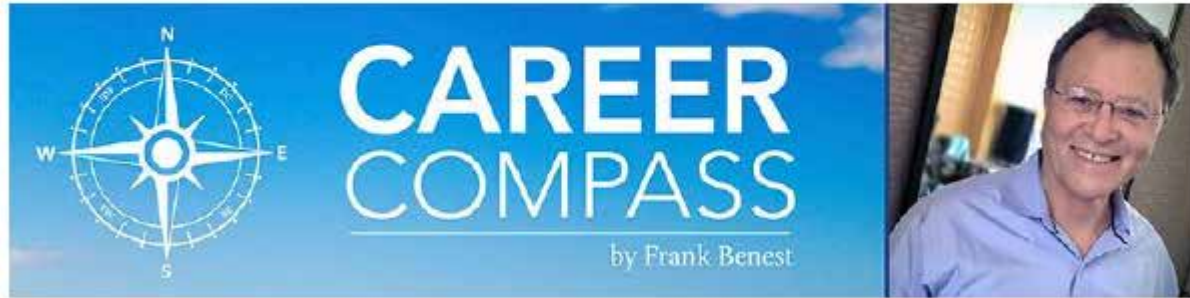
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Career Compass No. 45: City Managers Need Coaches Too

In this issue of Career Compass, Dr. Benest reminds us that everyone can benefit from a coach.

ARTICLE | Aug 31, 2015

I'm a mid-career City Manager for a suburban community who has served in my current position for five years. I am a strong leader who is comfortable dealing with most aspects of my job, such as department oversight, budget, operational management, personnel and service delivery issues. However, I find it is becoming increasingly difficult to effectively respond to political conflict between certain City Council members; a few Council members who don't respect my role or want to micro-manage the organization; and new demands as our community becomes ethnically more diverse.

Over time, the Chief Executive role in local government seems to have become a much more difficult job. I don't just want to survive; I want to feel more effective in these turbulent times.

I still enjoy my job (most days) yet I could probably use some advice and guidance about new challenges. I must admit that I don't feel comfortable sharing some of my dissatisfaction with other senior managers in my organization or asking them for advice.

I know that our State Association has a coaching program for emerging leaders (and some of the up-and-comers in our organization participate). However, I don't know of any City and County Managers in our region who have engaged a coach of any kind.

What do you think? Would a savvy coach help me? If so, how do I get a coach and use one?

(NOTE: While my response below is written for City Managers and other Senior Executives, many of the suggestions are relevant for all local government leaders needing advice, feedback, and support. -FB)

Yes. Serving as a City Manager has become a much more difficult job. In fact, in California, Cal-ICMA recently surveyed City and County Managers and held follow-up focus groups to identify conflicts and stressors. These disconcerting challenges include:

- Governing Board members who don't understand or value the Council-Manager form of government
- Attempts by Governing Board members to interfere into administrative matters or micro-manage
- Political conflicts among Governing Board members or "outlier" members, causing serious negative impacts on the staff and organization
- Lack of Governing Board priorities and overwhelming demands on the organization
- Dramatic loss of revenue, including state actions taking away local government authority and funding
- Growing controversies such as land use or development conflicts
- Changing demographics in the community, leading to a change in values at the political level and new demands on the organization
- Increasing misinformation and inflammatory attacks from social media posts



"I have a funny relationship with my governing board." "Funny haha, or funny strange? Wait...let me guess. A little bit of both." "It's great to talk about this in confidence with someone who's been there."

Why Don't City Managers Seek Coaches?

Chief Executives in local government often don't have the necessary support and guidance they need to excel effectively in

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- Q Management
- Q Next Generation of Managers
- Q CAO Resources

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Talent Development – unlock greatness in yourself and others

Talent Development

Resources you can use independently, with a coach, or across your organization to create a culture of talent development in the profession.

Did You Know...

Thirty to 40 percent of an individual's talent goes untapped? Surveys of hundreds of local government professionals show that even in strong organizations there is more that employees could be contributing. You probably have many ways in which you'd like to grow or develop to advance in your career or keep what you are doing fresh and engaging. Or, perhaps, your opportunities and workload are already overwhelming. There are tools to help you not just survive, but thrive.



Unlock Greatness in Yourself and Others

In the book, *Take Charge of Your Talent: Three Keys to Thriving in Your Career, Organization, and Life*, Don Maruska and Jay Perry describe how everyone can make greater use of their talent and boost their job satisfaction. The videos below briefly describe the keys and provide real-life examples of how they have made a positive difference for local government professionals and organizations.

Use the electronically fillable and downloadable [Take Charge of Your Talent Participant Guide](#) (complimentary for coaching program participants) to assist you in creating a rewarding new chapter in your talent story. Feel free to share your guide with a coach and benefit from a catalyst for your growth.

Video Guide (click to watch)	Summary
Key #1: Power up your talent story	Where are you in the use of your talent and job satisfaction and where do you want to be? Are you ready to move forward? The Talent Catalyst Conversation is the core of this key. Find someone to be a catalyst for you and give them the script on pages 8-11 of the Guide to stimulate your thinking. See video illustrations of the Talent Catalyst Conversation on the 1 to 1 Coaching page.
Key #2: Accelerate through obstacles	Shift how you and your team view obstacles. See how they become opportunities to accelerate your progress. The video references two tools that are in the book but not in the Participant Guide. For your convenience, you can download them by clicking the links below. <ul style="list-style-type: none"> Making Effective Requests - ICMA Coaching Program special edition Slice through Overwhelming Workloads - ICMA Coaching Program special edition
Key #3: Multiply the payoffs for yourself and others	This is the great win-win opportunity for you and your organization. Learn how you can make your talent tangible, create career assets for you and organizational assets for the community you serve. To get the opportunities that you want, don't miss the personal brand formula. The video includes examples of how people at various levels in local government have used it to get what they want. <p>The video references an expanded resource to develop your personal brand and get what you want. You can download it by clicking the link below.</p> <ul style="list-style-type: none"> Take Charge of Your Talent - creating a powerful personal brand ICMA edition

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FOR TALENT DEVELOPMENT SHOPPERS

From [Cal-ICMA Talent Initiative](#) – [“Talent 2.0” Report](#) & [Best Practices Compendium](#)

Attracting and Recruiting

- [Refine job announcements to focus on learning and organizational culture](#)
- [Consider offering incentives or assistance for workforce housing and child care](#)

Retaining

- [Incorporate more flexibility in scheduling, rethink the “8 to 5” business model](#)
- [Create a culture of appreciation and recognition](#)

Growing

- [Provide ongoing performance conversations with employees](#)
- Partner with organizations such as [MMANC](#), [MMASC](#), [ELGL](#) and [ICMA](#) for program development in your community (especially rural areas)

From [ICMA Career Stages and Leadership](#) – Courses and Programs

- [ICMA Practices for Effective Government Leadership](#)
- [ICMA Career Stage Guide](#)
- [ICMA Leadership Development Programs](#)

From [ICMA Coaching Program](#) – No-Cost Resources to Grow Together

[Webinars](#) (live and archived available 24/7)

- [Creating a Culture for Cultivating Talent and Getting Results](#)
- [Maximizing Your Growth at Each Career Stage](#)
- [Being a Great Coach and a Winning Player in Your Organization](#)

[1-1 Coaching](#) (volunteer coaching matches through ICMA)

- [Be a Coach](#)
- [Find a Coach](#)

[Career Compass Columns](#) (expert advice from Frank Benest)

- [Ten Ideas to Become a Talent Magnet](#)
- [City Managers Need Coaches Too](#)

[Talent Development Tools](#) (jump start a talent development program in your agency)

- [Take Charge of Your Talent Participant Guide](#)