



coaching program



INTERNATIONAL CITY/COUNTY
MANAGEMENT ASSOCIATION
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icma.org

Having Difficult Conversation in Your Organization and Beyond

Thursday, November 14
12:30 - 2:00 pm ET / 09:30 am - 11:00 pm PT
Registration is FREE - Advance registration is required.

Local government professionals frequently need to have difficult conversations with employees, elected officials, and key stakeholders. Learn how you can guide these challenging circumstances toward productive outcomes.

Webinar Topics:

1. What are difficult conversations with employees, citizens, and others?
2. What techniques and skills can you develop to be more effective in such conversations?
3. How can you be agile and successful in navigating these challenging circumstances?

Presenters:

Andrea Arnold, City Manager, Decatur, GA

Pat Martel, ICMA West Coast Regional Director, former City Manager, Daly City, former President ICMA

Bonnie Svrcek, City Manager, Lynchburg, VA, former President ICMA

Audience: All persons in or interested in local government careers

Meets Practice 13. Human Resources Management and Workforce Engagement, 14. Communication and information Sharing

Note: Please "white list" or "allow sender" for "customer@gotowebinar.com" to receive a confirmation email for the webinar.

We'll be using webinar tools (including real-time questions and live polling) to make this an excellent opportunity for audience interaction.

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) Where do we face difficult conversations in our agency and beyond?
- b) Which of the techniques and skills would be helpful for us to develop and practice applying?
- c) What's a game plan to move forward?

Biographical Sketches of Presenters

Andrea Arnold, City Manager, Decatur, GA



Andrea Arnold is the City Manager for the City of Decatur, Georgia and has served in this role since January 2019. Previously, she served as the Assistant City Manager for the City of Decatur. She has been with the City since November 1997. Prior to Decatur she worked at the Atlanta Regional Commission.

She has her undergraduate degree in Urban Studies and Political Science from Furman University in Greenville, South Carolina and MPA from the University of Georgia in Athens. Andrea is a 2001 graduate of Leadership DeKalb and is a graduate of Leadership ICMA's inaugural class of 2007. She served on the International City/County Management Executive Board with her term starting in September 2009. She attended the Atlanta Regional Commission's Regional Leadership Institute in 2018.

Andrea is married to David Arnold and they have 3 children. In her free time, she is an avid runner and is training for a fall marathon.

Pat Martel, ICMA West Coast Regional Director, former City Manager, Daly City, former President ICMA



Recently appointed as ICMA West Coast Regional Director following thirty-eight years of distinguished service in California local government, Pat Martel held executive leadership positions with the cities of Inglewood, South San Francisco, Daly City, San Francisco and Hayward. Serving as an Assistant City Manager, General Manager of Public Utilities and City Manager, Ms. Martel was responsible for managing public services in communities ranging in size from 67,000 to 850,000 residents.

Most recently, Pat served as City Manager of Daly City from 2005 until retiring in June 2018. She previously served as Assistant City Manager of Daly City from 1995 to 2001 before moving to the City and County of San Francisco to serve as the General Manager of the Public Utilities Commission. Throughout her career, Ms. Martel was committed to delivering high quality public services efficiently and cost effectively, enhancing community engagement and civic leadership, supporting organizational development and excellence, working collaboratively with elected officials to enhance governance and leadership, providing staff leadership development, advancing women and diversity in local government through inclusive recruitment, selection and professional development practices.

As West Coast Regional Director for the International City/County Management Association, Pat is responsible for coordinating ICMA's presence in the West Coast Region which includes the states of Alaska, California, Hawaii, Nevada, Oregon and Washington. Providing support to well over 1500 ICMA members in the region, Pat serves as ICMA's liaison to each of the state associations in making available the resources required by local government management professionals to successfully fulfill their public service responsibilities. The Regional Director also supports the ICMA Executive Board Vice Presidents representing the west coast.

The logo for the International City/County Management Association (ICMA), consisting of the letters "ICMA" in a bold, blue, sans-serif font.

Throughout her tenure in public service, Pat was actively engaged in professional development as a member of the International City and County Management Association (ICMA). She served on the Governmental Affairs and Policy Committee, Task Force on Women in the Profession, Task Force on Financing ICMA, Task Force on Leadership, and the Task Force on Strengthening Inclusiveness in the Profession. Currently, she is the ICMA co-chair, in partnership with the Center for Public Safety Excellence, of a white paper research project on 21st Century Fire Services.

Ms. Martel was elected a member of the ICMA Executive Board as West Coast Regional Vice President, 2010-2013. She was selected by the Executive Board to serve as the 102nd President of ICMA in 2015. Pat has also served the profession as a member of the California City Management Foundation Board, the City Managers Department of the League of California Cities, Women Leading Government Board, the Local Government Hispanic Network Board, and was most recently selected to serve on the Board of the Institute for Local Government. Ms. Martel was inducted as a Fellow of the National Academy of Public Administration in 2015 where she has served on the Fellows Nominating Committee.

Martel is the recipient of numerous awards and recognition for her contributions to local government, public service and the city management profession including: California City Management Foundation “City Manager of the Year” (2017), Elected a Fellow of the National Academy of Public Administration for sustained exemplary contributions to the improvement of Public Administration (2015), Women Leading Government Career Excellence Award (2013), San Francisco State University Award for Significant and Outstanding Public Service (2013), Daly City/Colma Chamber of Commerce Cypress Business Award for Leadership (2013), KQED Public Broadcasting Corporation and Kaiser Permanente Hispanic Heritage Month Local Hero for outstanding contributions and commitment to community service (2004), San Francisco Business Times Top 100 Women Business Leaders (2003) and 100 Most Influential Business Leaders in the Bay Area (2002).

A graduate of the University of Southern California, Martel holds a B.S. degree in Public Affairs and Journalism, as well as a master’s degree in public administration.

Bonnie Svrcek, City Manager, Lynchburg, VA, former President ICMA



Bonnie Svrcek began her appointment as City Manager for the City of Lynchburg July 1, 2016. Prior to this appointment she served the City for 17 years as Deputy City Manager. Prior to working in Lynchburg, Bonnie worked for the Town of Blacksburg as Assistant Town Manager for nine years and as a Senior Budget Analyst in Fairfax County, Virginia for five years. She also worked for the City of Los Angeles’s Washington, D.C. office.

She graduated from the University of Maryland with a B.S. in Housing and Applied Design, received her Master of Public Administration from the University of Southern California’s Washington Public Affairs Center, attended the Senior Executive Institute in Charlottesville, VA, and completed the State and Local Government Excellence Executive Education Program at the Harvard Kennedy School of Government in 2011. Bonnie completed the Dale Carnegie “Skills for Success” Program where she received the Human Relations and Highest Achievement Awards from her classmates.

Bonnie is a member of the Board of Directors of the All Points Employee Assistance Program; serves on the Advisory Board for Big Brothers/Big Sisters of Central Virginia; and is Vice President of the League of Women in Government Board of Directors. She is a former President and Southeast Regional Vice President for the International City/County Management Association. Bonnie is proud to have served as ICMA's first female non-Chief Administrative Officer President and only the second female to serve in this role in ICMA's history.

Bonnie enjoys shopping for unique and locally sourced yarn to create hand knit items and is working towards becoming a Certified Master Knitter by The Knitting Guild Association.

Additional Coaching Resources

[Career Compass](#)

Monthly Advice Column

[Career Compass No. 75](#)

Patience Is A Leadership Virtue

[CoachConnect](#)

One-to-one Coach Matching: Find a coach or sign up to be a coach!

[Webinar Archives](#)

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The ICMA Coaching Program provides resources on best practices and career development to local government professionals worldwide. The program uses the knowledge and expertise of experienced managers and leaders to inspire, support, and guide emerging and mid-career professionals.

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

ICMA Outreach Partners: Canadian Association of Municipal Administrators, Engaging Local Government Leaders, International Network of Asian Public Administrators, International Public Management Association for Human Resources, League of Women in Government, Local Government Hispanic Network, Local Government Management Association of British Columbia, National Association of County Administrators, National Forum for Black Public Administrators, Women Leading Government

The ICMA logo is located in the bottom right corner of the page. It consists of the letters "ICMA" in a bold, blue, sans-serif font. The logo is partially overlaid by a decorative graphic of overlapping, semi-transparent squares in various shades of blue and grey.