LEADERSHIP ICMA 2019

“Creating spaces to connect and thrive”

October 21, 2019
What is Leadership ICMA (LICMA!)

• Leadership ICMA is a competitive, intensive, two-year ICMA University program designed to cultivate key competencies needed for successful leadership at all levels of local government management.

• What do you gain?
  ➢ Great Leadership training
  ➢ Awesome new friends and expanded networks
  ➢ Experience working for another city
WASHINGTON, D.C.
LEADERSHIP TRAINING

3 Day session in DC to learn about:

- Leadership
- Ethics
- Personal Strengths
- Personal Biases
CHARLOTTESVILLE, VA
SENIOR EXECUTIVE INSTITUTE

- Team Building
- Building High Performance Organizations
- Divided Community Table-Top Exercise
- Monticello / Historical Context
- Personalities
BALTIMORE, MD

ICMA ANNUAL
CONFERENCE

- Strengthening connections
- LICMA 2018 Presentations
- Quality Quad 2 time
- Dan Pink for Prez
PHOENIX, AZ
CAPSTONE PREP

- 3 Days to learn about proposals from Cities
- Select proposals and teams
- Develop scope of work in teams
CAPSTONE PROJECTS

On the flip side...
The joy of being a consultant
\textit{“Best predictor of future failure is past success”} - Bob O’Neill
Boulder, Co

The Challenge: Employees do not find value in the current performance management system, but in order to remain engaged and continually challenged, today’s workforce wants a clear path for career development. How can the City have more meaningful and frequent interaction while spending less time doing so?
RECOMMENDATIONS

- Adopt an annual Employee Development Cycle
- Create a culture of more frequent conversations
- Create performance development trainings
- Create a performance development toolkit
- Implement citywide performance development software
The main topic of the quarterly conversation will be the focused conversation; supervisors will also check-in on progress in the other areas. Conversations would be noted and answers to the focus questions would become a part of the annual evaluation; this would be rolled into the annual evaluation and submitted on the common review date. The quarterly focus areas would be enhanced by aligning trainings and development opportunities to the quarterly theme.
Frisco, TX

The Challenge: How can Frisco manage the increasing number of requests for special events while maintaining recurring annual city sponsored events and providing checks and balances?
RECOMMENDATIONS

- Acquire a permit tracking software
- Develop an online event application portal
- Establish clear and precise application review criteria
- Establish a standard base permit fee
- Meeting discussion limited to events that are conflicting
Twin Falls, ID

The Challenge: How can the City of Twin Falls better manage capacity to deliver higher quality services through an organization-wide Process Improvement program?
<table>
<thead>
<tr>
<th>Immediate Implementation</th>
<th>Future Implementation</th>
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<td>The development of a parallel team within the Twin Falls organizational structure to lead city-wide Process Improvement efforts.</td>
<td>Build an organizational performance improvement skillset</td>
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<td>Develop methods for testing attempted performance improvements</td>
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<td>Keep “head on a swivel” and adjust structure as necessary</td>
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The Challenge: How could the City take a successful Business Improvement Process (BIP) program that was developed in one department, expand it Citywide, and align it with existing performance programs?
RECOMMENDATIONS

- Establish a Performance Management Office that directly reports to CMO
- Expand training and development opportunities
- Provide Open access to tools that support project and workload management
- Re-evaluate the purpose and need of steering committees citywide
- Communicate the purpose and benefit of BIP throughout organization
- Implement citywide BIP implementation in phases
Thank you

Questions?