

**ICMA** | conference

# LEADERSHIP ICMA 2019

“Creating spaces to connect and thrive”

October 21, 2019

**OCTOBER 20–23, 2019**

/

**MUSIC CITY CENTER, NASHVILLE, TN**

/

**#ICMA2019**

# 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



**#ICMA2019**





# 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





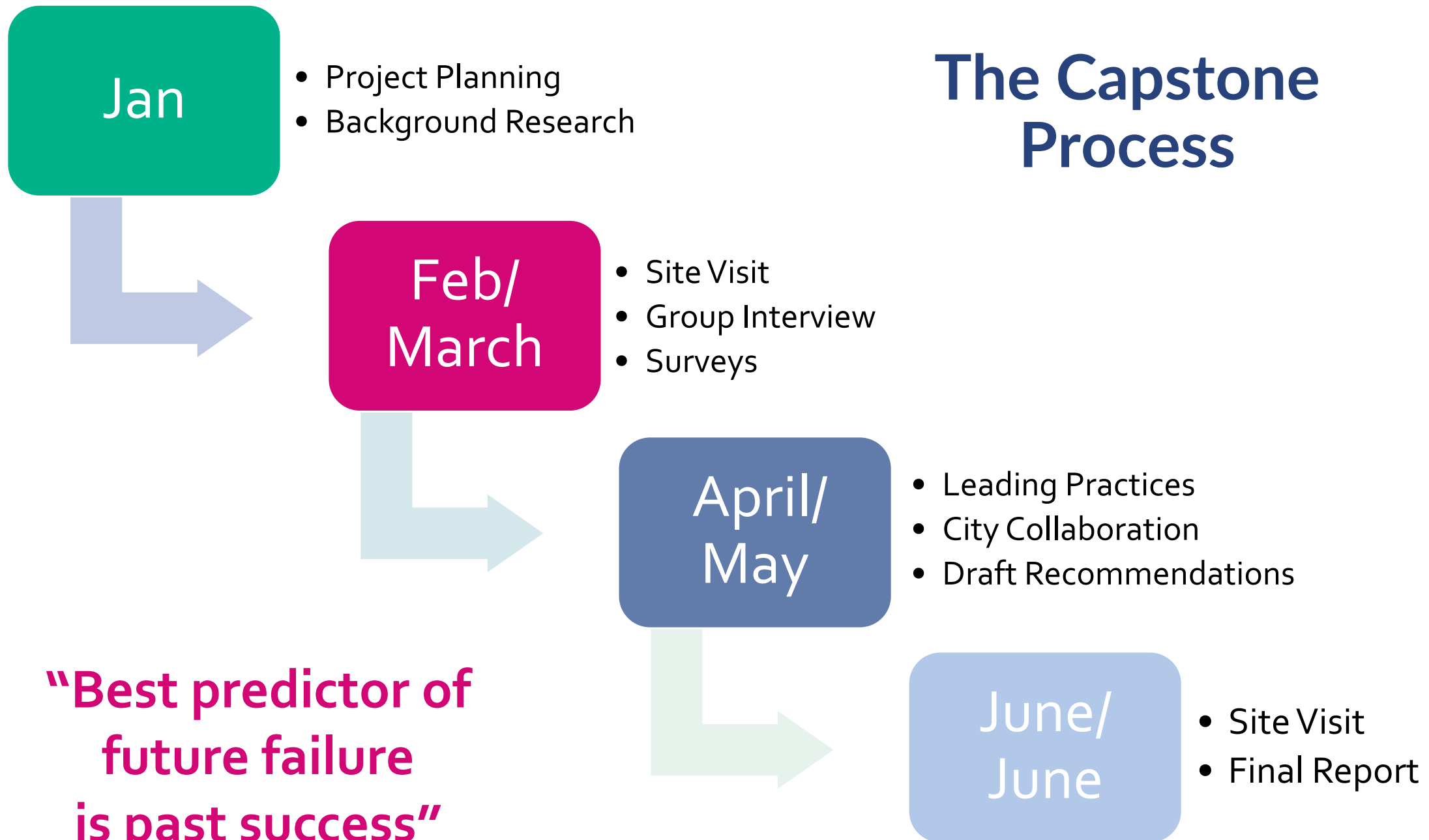


# CAPSTONE PROJECTS

On the flip side...

The joy of being a consultant

# The Capstone Process



**“Best predictor of  
future failure  
is past success”  
-Bob O'Neill**

**#ICMA2019**



# 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?**

**#ICMA2019**

# 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

**#ICMA2019**



# RECOMMENDATIONS

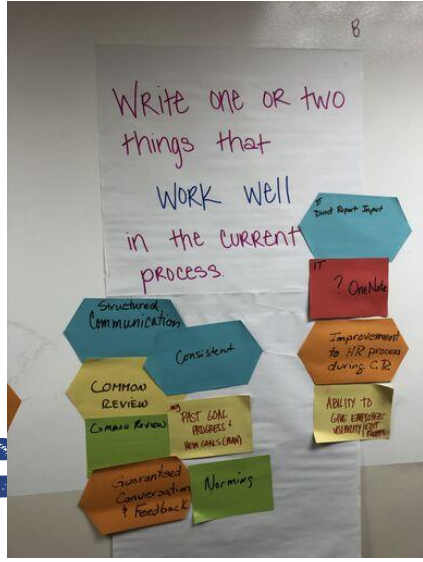
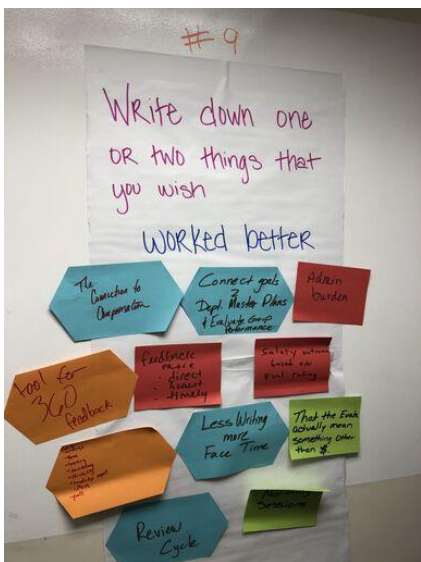
## *Annual Employee Development Cycle*

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.



**#ICMA2019**







## 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

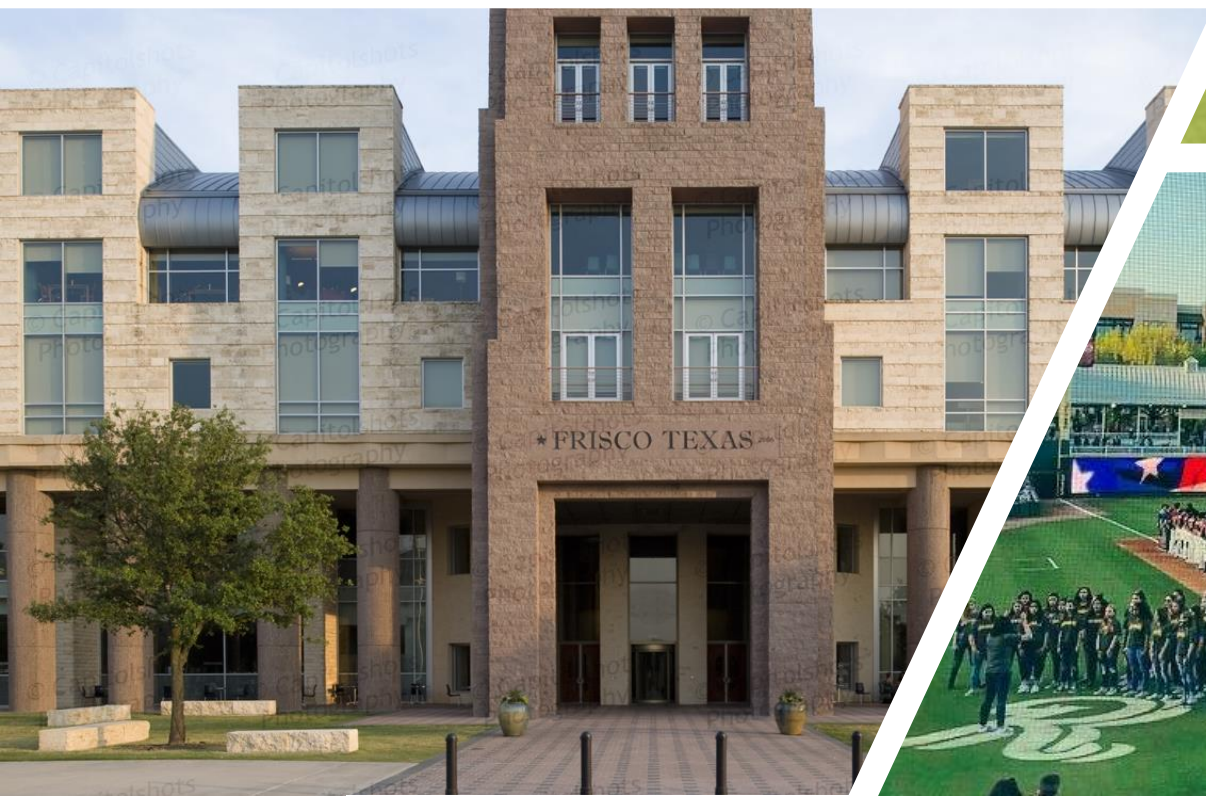
Establish clear and precise application review criteria

Establish a standard base permit fee

Meeting discussion limited to events that are conflicting

#ICMA2019









# 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?

**#ICMA2019**



# RECOMMENDATIONS

## Immediate Implementation

The development of a parallel team within the Twin Falls organizational structure to lead city-wide Process Improvement efforts.

## Future Implementation

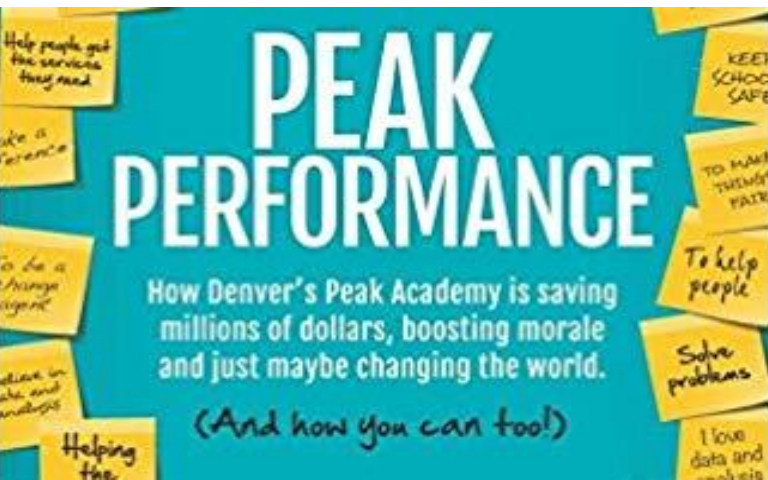
Build an organizational performance improvement skillset

Develop methods for testing attempted performance improvements

Keep “head on a swivel” and adjust structure as necessary

**#ICMA2019**









# Georgetown, TX

**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?

**#ICMA2019**

# 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









LICMA 2019



#ICMA2019





THANK YOU

---

Questions?

**ICMA** | conference