

LEADERSHIP DEVELOPMENT PROGRAM

**Creating a Successful,
Sustainable Program**

**“The future influences
the present, just as
much as the past.”**

- Maya Angelou

Today's Agenda



- Why
- What
- Success Factors
- Ongoing Challenges
- Getting Started



Leadership Development Program *Defined*

Program designed to meet City's need for *future* leaders by developing the capacity of *current* employees with a strong potential to take on higher level responsibilities

Target Audience



- ▣ Supervisors
- ▣ Managers
- ▣ Those who oversee major program/project, or other areas of substantial responsibility

Why, why, oh why...???



The Pay Off



- ✓ Meet challenge of boomer retirements
- ✓ Create incredible networks
- ✓ Implement solutions to real needs
- ✓ Foster positive change in City's organizational culture

COB LDP: The What



- ▣ Competencies
- ▣ Selection Process
- ▣ Program Design & Content

How We Started



- ▣ Regional conferences
- ▣ Identified key positions
- ▣ Identified critical skills
- ▣ Created high-level planning committee

3 Major Competency Areas

- ▣ Strategic Management
- ▣ Leadership
- ▣ Communication



Selection Process

- ▣ Eligibility requirements
- ▣ Application packet
- ▣ Department director's assessment
- ▣ Panel review & approval by City Manager



15-Month Program Includes:

- ▣ Orientation
- ▣ 360s & Other Assessments
- ▣ Coaches/Mentors
- ▣ Classroom Training
- ▣ Panel Discussions
- ▣ Participant Presentations
- ▣ Group Projects



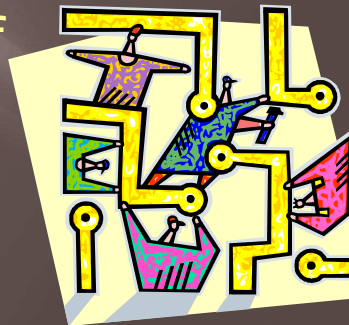
Group Projects



- ▣ 7-8 Team Members
- ▣ 6 months to make recommendations
- ▣ 6 months to implement
- ▣ Project Coach
- ▣ Monthly check-ins w/ facilitator
- ▣ Presentations to Executive Team

Previous Group Projects

- ▣ Building a Neighborhood Services Culture
- ▣ Creating a Culture of High Performance
- ▣ New Employee Benefits Video
- ▣ 311 Launch



What graduates are saying...



“I now have a higher level of confidence in my own skills, and a new vocabulary that has helped me speak ‘City talk’.”

“I have a broader view of the City and greater knowledge of other dept’s work and other City staff who I now collaborate with.”

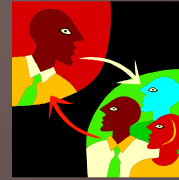
What graduates are saying... (cont.)



“I’m glad it’s over... but I’m even more glad I was invited to participate.”

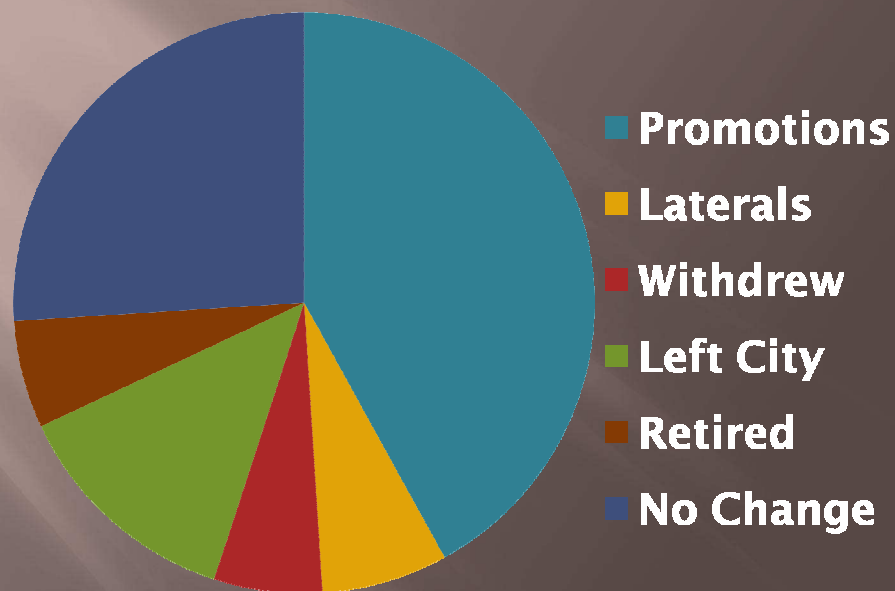
“What an incredible experience. So glad I did it.”

What LDP supervisors are saying...



- 100% agreed that they “noticed positive development in their LDP employee.”
- 90% agreed that LDPers “shared some of their LDP learnings with others in their dept/division/unit.”

Where are they now?



Executive Team



Initial Success Factors

- ❖ **Laid groundwork**
 - ✓ **Garnered executive support**
 - ✓ **Established key competencies**
 - ✓ **Created high-level planning team**
 - ✓ **Launched as pilot**



Post-Pilot Success Factors

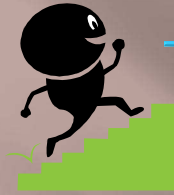
- ❖ Extensive post-program evaluation
- ❖ Reconvened planning committee w/ addition of LDP grads
- ❖ Retooled:
 - Group Projects
 - 360s
 - Program Content
 - Coaches/Mentors



Ongoing Challenges

- Balancing internal & “outside” perspectives
- Coaches/Mentors
- Group Projects
- Workload
- Sustainability





Tips for Getting Started

- ▣ Enlist support of senior management & other key stakeholders
- ▣ Lay the groundwork
- ▣ Establish Planning Committee
- ▣ Clarify program goals



Questions to Consider

- ▣ What needs would an LDP respond to in my organization?
- ▣ What factors are already in place to support an LDP in my org?
- ▣ Who are my champions?
- ▣ What/who are my biggest hurdles?
- ▣ What first step should I take?

“A community is like a ship; everyone ought to be prepared to take the helm.”

- Henrik Ibsen