OVERALL OBJECTIVE OF THE PROGRAM

Build leadership bench strength and bench depth to ensure alignment with the objectives of the Public Works SMART Plan and overall strategy. To provide development and learning opportunities that enhance a leader’s ability to build functional teams, lead through change and innovation, manage succession, and be a coach and mentor. To build a learning organization that inspires its employees through coaching, engagement, and empowerment.

"Leadership and learning are indispensable to each other."

John F. Kennedy

WHY Provide a Leadership Development Program?

- One of the 18 proposed action items of the Public Works Employee Engagement Program foresees a leadership development program. Currently, no leadership program exists for Public Work’s leaders in supervisory / managerial positions.

- The overall success of individual and organizational development depends on credible development programs

- A sustainable and credible leadership development program
  
  ✓ Supports the PW SMART Plan execution
  
  ✓ Helps create a positive coaching culture
  
  ✓ Strengthens and increases participant’s self-awareness and self-management fostering a mindful leadership mindset
  
  ✓ Provides program participants with applicable tools, practical experience (versus theoretical) whenever possible, and opportunities to collaborate and network throughout and beyond the program
  
  ✓ Enhances employee engagement by instilling a coaching and mentorship culture
  
  ✓ Supports critical succession management by building bench strength in our ranks
  
  ✓ Supports preparing our workforce to reach the objectives of the Public Works Strategy
How did we get here?

- The following metrics were analyzed and considered in the development of the program:
  - Observations & Interviews
  - Aggregate Hogan Assessment Results (PW 2014)
  - Employee Relations Data
  - Aggregate Denver Employee Survey Results and Results from Focus Groups
  - Aggregate Exit Interview Data
  - Promotional Rates (including a look at promotion into leadership levels)
  - Turnover Rates and Turnover Cost (incl. New Hire costs / Training Costs)

How will we know we are successful?

To measure overall relevance and impact of the program to the entire organization, and to continuously improve and customize the program, the same metrics as above will be evaluated over time. In addition to this broader organizational data, we will collect and evaluate results from participant surveys directly after each module. Over a timeframe of 2-3 years, we will also collect self-reported and observed behavior changes to gauge overall impact.

THE PROGRAM

The citywide Emerging Leaders Program includes employees who are interested in a future supervisory role and has been successfully implemented since 2014 by the OHR Learning & Development team. There may be opportunity in the near future to build and deliver a specific program for Public Works. The focus of this overview is on the leadership journey of the next levels.
The PW Excellence in Leadership Program is designed for all levels of leaders who manage people from supervisors to the executive level. It is a nine module, three track, comprehensive leadership development program. A sustainable program strategy foresees roll out of all three tracks over a time period of 5 years.

The essential track sets the tone and framework for the leadership journey. It lays the groundwork for expanding and developing leadership capabilities for the 21st century such as leading through change; building a coaching culture; expanding collaboration skills; strengthen the awareness for great customer experience; grounds in the principle of using metrics to measure and manage performance of business and people; strengthens accountability, and imparts business acumen. This first level further develops leaders who already have a solid foundation of professionalism, personal accountability, and are on the track to become an even more mindful, engaging, and inspiring servant leader.

The progressive track is the natural continuation of the leadership journey. It refreshes the skills and capabilities addressed in the essential level and shifts perspective from Leading the Self and the Team from the essential level to Leading the Function. It changes the leaders’ perspective from learning and implementing the essentials of great leadership to a perspective of instilling the enhanced capabilities into each team member, leading individuals, teams, and the division through change and innovation, and builds upon personal areas for development, coaching and mentoring skills, and affirms and sustains the principles of mindful and servant leadership.

The strategic track of the program builds upon the essential and progressive levels and changes the leader’s perspective to that of a look at the entire organization and its key business objectives. The strategic level includes Leading the Self, Leading the Team and the Division, Leading the Organization. As leaders progress through this last stage of the program, s/he is very competent in all aspects of the business system and people system. Leaders should now be very self-aware and can adjust and improvise according to any situation at hand by employing a variety of methodologies and tools from her/his toolkit and knowledge base. This advanced leader coaches and mentors, addresses conflict in an efficient and timely manner, builds and retains cohesive teams that maintain productivity beyond the day to day business through crisis and conflict. At completion of this level, a leader has strong business acumen including strong financial literacy, applies and teaches the methodologies of lean principles and continues improvement while fostering a culture of purpose, engagement, and innovation.

2017

Starting in 2017 we will be rolling out the first three modules of the essential track to two cohorts (30 participants for each cohort). We will then continue to add three modules and two cohorts per year until saturation is reached and all 180+ leaders in PW have completed all none modules of the first level. Thereafter, the progressive level will be customized for roll out in the same manner. Starting in 2017 the Board of Directors will also engage in a customized progressive level.
THE PRINCIPLES OF THE PROGRAM

✓ Let Go & Lead – Leadership in the 21st Century
✓ Learning & Growth Mindset
✓ Neuroscience
✓ Mindfulness and Building Beliefs

People do what makes sense to them – otherwise they wouldn’t do it!
These principles are embedded in all nine modules:
PW has approximately 180+ leaders in formal supervisory and managerial positions overall. Cohorts have 36 months to complete all nine modules of the essential track then move into the progressive and strategic tracks in the following years. Cohort participants will be nominated by their managers/directors. Participation in all modules is limited at 30 seats per session. BOD will complete an accelerated progressive level in the same manner. The anticipated start of the program is May 2017.
PROGRAM MODULES – OVERVIEW

Please note that all modules of the strategic track are customized and based on case studies. They are not included on this overview.

NINE MODULES

1. Leading Change (BP Co-facilitator: LaToya Linzey)
2. Coaching for Performance and Development (BP Co-facilitator: Jack Davies)
3. Accountability for Strategic Results (BP Co-facilitator: Lacy Gonzales)
4. Conflict Dynamics (BP Co-facilitator: LaToya Linzey)
5. Developing the Talent Bench (BP Co-facilitator: Ome Enebeli)
6. Collaboration (BP Co-facilitator: Lacy Gonzales)
7. Customer Experience (BP Co-facilitator: All)
8. Metrics & Evaluation (BP Co-facilitator: Jack Davies; Client SME: Brandon Lawrence & Lisa Howard)
9. Financial Literacy & Business Acumen (Suggested PW SMEs: Ian Doherty; Jill Ferguson; Beth Zollo; Lynn Doyle; Peter Spanberger)

1. Leading Change

   Essential Level
   • The paradox of change – the case for change leadership
   • Understanding change styles
   • Neuroscience of change: beliefs drive actions that determine results
   • Intentionally building belief – change levers
   • Leading Change I: Symbols: Being purpose-driven
   • Leading Change II: Engage others in a two-way change dialogue
   • Leading Change III: Leading by Example
   • Leading Change: A 10 Step Approach

   Progressive Level
   • The case for change leadership and the neuroscience of change
   • Clarifying purpose and the case for change
   • The power of storytelling to inform, align, and engage others in change

2. Coaching for Performance and Development

   Essential Level
   • Growth mindset – being open to feedback and coaching
   • FeedForward Practice
   • Performance Coaching
   • Strategies and tips for giving and receiving FeedForward
Progressive Level
- *FeedForward*
- Powerful conscious listening
- Powerful coaching tips – performance coaching, giving and receiving help, asking the right questions
- Inspiring a learning and growth culture

3. **Accountability for Strategic Results**

Essential Level
- PW SMART Plan: Team goals and priorities
- Creating and executing business strategy
- Cultivating an accountable mindset
- Creating a more accountable organization – what leaders can do

Progressive Level
- Leadership Forum – PW Strategy
- Strategy execution excellence – myths and accelerators
- Cultivating an accountable mindset

4. **Conflict Dynamics**

Essential Level
- Conflict dynamics in the workplace
- Leadership Strategy I: Management Strategies
- Leadership Strategy II: Leveraging EQ
- Leadership Strategy III: Bringing your best self to the party

Progressive Level
- Conflict dynamics in the workplace
- Trust – the foundation of healthy conflict and problem solving
- Leadership Strategy I: Being present and focused
- Leadership Strategy III: Being authentic
5. Developing Our Talent Bench

Essential Level
- Talent Management – setting context; fundamentals
- Diversity and Inclusion
- Talent Management Strategies – clarifying expectations
- Talent Management Strategies – coaching to build bench strength
- Talent Management Strategies – conducting the PDP (Professional Development Plan)

Progressive Level
- Talent Management Strategies – Building Capabilities
- Talent Management Strategies I – Inclusion
- Talent Management Strategies II – Building Bench Strength
- Talent Management Strategies III – Creating Opportunities and Mentoring

6. Collaboration

Essential Level
- Collaborative problem solving – my tendencies
- Assumptions – Perceptions – Understanding Differences
- Using polarity management to solve cross-departmental problems
- Connect collaboration to DEN strategy and goals

Progressive Level
- High Performance team behaviors
- When and how to collaborate – relationship model
- Using polarity management to solve cross-departmental problems
- Leading a high performance collaborative culture – It starts with you!

7. Customer Experience

Essential Level
- Customer Experience – What it is and why it is important
- Connect to PW Strategy and Brand
- Customer Experience Gemba Walk
- Mapping the customer experience
- Leading excellence in the customer experience
Progressive Level
- Customer Experience – What it is and why it is important
- Connect to PW Strategy and Brand
- Leading a customer experience-focused culture

8. **Metrics & Evaluation**

This module is usually co-facilitated by PEAK / LEAN Partners

**Essential Level**
- Connecting metrics to performance
- DECA (Discover, Enumerate, Communicate, Act) approach to setting up metrics
- Outcomes and process metrics
- Leading a high performance team

**Progressive Level**
- Connecting metrics to performance
- SMART (Specific, Measurable, Achievable, Relevant / Results oriented, Time-Bound) goal setting and evaluation
- DECA (Discover, Enumerate, Communicate, Act) approach to setting up metrics
- Outputs (results) and process (activities)
- Types of metrics and the balanced scorecard
- Leading a high performance team

9. **Financial Literacy & Business Acumen**

This module is usually facilitated by Finance Experts within the Agency (Suggested SMEs in PW: Ian Doherty; Jill Ferguson; Beth Zollo; Lynn Doyle; Peter Spanberger)

**Essential Level**
- Financial Leadership Forum
- Financial Literacy and Business Acumen – Foundations
- Financial Principles; PW definitions and reports
- PW Financial Management requirements

**Progressive Level**
- Financial Leadership Forum
- Financial Literacy and Business Acumen – Advanced
- Financial Analysis: PW principles and definitions
- Business case modeling and investment analysis