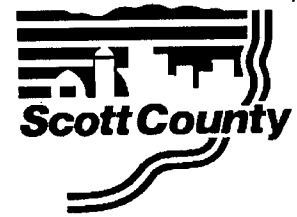


HUMAN RESOURCES DEPARTMENT
600 West Fourth Street
Davenport, Iowa 52801-1030



Ph: (563) 326-8767 Fax: (563) 328-3285
www.scottcountyiowa.com

Date: July 17, 2008
To: Board of Supervisors
From: Mary J. Thee, Human Resources Director/Asst. County Administrator
Subject: Leadership Summit

Please find attached a copy of the evaluations received from the 19 participants of the first Scott County Leadership Summit held June 1-2 at the Wapsi Center. We have initiated this program to address the long-term succession planning of the organization. At your meeting I will discuss in detail the assessment tools utilized, results, analysis of training needs, and future plans to hold an additional Leadership Summit in September.

Cc: Ray Wierson, County Administrator



Leadership Summit Evaluation

We strive to continually improve our training sessions. Your feedback is essential in tailoring future sessions to better meet the needs of our training participants. Please take a few minutes to tell us what you thought about the Leadership Summit.

**We welcome your comments.
Please tell us what you think!**

1. Please rate the Leadership Summit:

Excellent 10 Very Good 9 Good Satisfactory Unsatisfactory

2. The most valuable part of the training was:

- Edge 360 Assessment - 11
- Interaction w/ co-workers/team
- Finding out & understanding my weaknesses
- How to compliment staff more proficiently, how things that seem impossible are possible, team building w/ the group. What I need to work on and what I am doing well at.
- Coming together in retreat fashion and stepping back and looking at ourselves.
- Learning my strengths & weaknesses as a supervisor from employee feedback.
- Liked having it at the Wapsi
- Section on communication was excellent. I have been to other training that included communication but this class presented a much better perspective on it. I would recommend this to anyone who is serious about improvement.
- Good or bad the 360 is an interesting opinion of me.
- Peer interactions and bonding.
- Meeting other Department "leaders" and realizing the potential for supporting each other (synergy). It is important that each representative knows what each other department offers to both our "customers" as well as our own employees/departments.
- Learning honestly what our co-workers and supervisors think about us.
- How having crucial conversation skills can direct any conversation to a positive ending.
- Silence is acceptance!
- Interaction with the other participants.
- Team activities - 2

3. The training could have really done without: (explain)

- The sleep over - 2
- The blindfold exercise - 4
- Reading from the book kind of bored me... Sorry!
- Gnats!!! ☺
- I didn't feel that I got a lot of the story that Chris read to us.

- Some of the accounts from the book quoted were inspiring, but I felt that not enough time was spent explaining/teaching the techniques that were used in the stories.
- Trying to figure out what the correct answer was with a partner. Couldn't get anywhere or learn without the correct answers. - 2

4. The thing I learned from this training that I will likely use include:

- Information from the assessment - 3
- How others see me and the need for asserting myself and feeling confidence in my decisions/abilities.
- Identify areas that are rated differently by myself and others and strive to close the gaps.
- To delegate more and rely on people working at the center.
- Crucial conversations – 2
- How assessment information can benefit myself & the County.
- Listening and the importance of feedback. Concentrating on improving areas of weakness.
- I will definitely look over the assessment and evaluate how I can improve.
- Suggestions from my 360 evaluation, better communication and better feedback to employees.
- Feedback improvements.
- To work on procedures.
- Give positive feedback in a timely manner.
- Tennis ball game exposed some of my inflexibility and questionnaire results showed that I need some work on my communication skills. Both were surprising to me so I will work to improve on those two items.
- I learned how others see my work performance and how to start working as a team – that we are a group of leaders.
- Telling the staff that they are appreciated.
- Actively requesting feedback and engaging in the process to create the best working environment.
- People really do need to be praised often, even though my previous attitude was you are being paid to work.
- Not being silent about problems.
- Read and use Critical Conversations
- The assessments! They were a real eye opener.
- Taking the results and response from the assessment and evaluating the areas that need improvement and improve those areas.



5. Time allotted was:

___ too long ___ too short 19 about right

6. To make this session better, I would suggest:

- Not spending the night. I would have preferred going home & being able to go over the Edge 360 by myself.
- Correct answers to incorrect questions from Leadership Assessment.
- Fall time frame to eliminate probs w/ bugs.
- Maybe a little longer.
- Less bugs. ☺
- I liked the set up and getting away.
- Eventually breaking down the training within Depts so that upper management is on the same page. It is hard to receive new ideas and try them if upper management is stuck in their old ways or just do not know any different. Getting current with the rest of the business world.
- Examples on how we can correct areas of improvement that were identified. Will we be doing this in the fall?
- More time to evaluate data.
- More comfortable seating.
- Have answers to 360 assessments available so that participants can see what the correct answer should have been. The presenters said that they preferred not having answers so that individuals could work through the question again themselves but we often forget what our answers were and spent way too much time trying to remember and rethink the question with the result that we didn't get through very many of them with our

partner. I would also suggest that we address the next steps more fully. We discussed possibility of a second summit, additional training, working together as a group or with individuals but those next steps are still somewhat uninformed.

- It would be nice to have the answers to the knowledge questions for us to learn from our mistakes. Also, I knew a lot of what they were saying, but in the “real world” you’re got certain employees that push the envelope. I would have liked to discuss some of the “push back” that we receive in real world examples.
- Bringing HR in to get the “big picture” regarding expectations, reason for training, how each department “looks” re: turn-over, etc. A visit from Department Head(s) as to vision of how that looks?
- More information on how to handle a variety of situations with co-workers, employees and supervisors.
- The importance of the pretest, most of us did it while working and could not concentrate. Having the correct answers and why the answer is correct should have been covered.
- The people who fill out the opinion sheet should be informed that the information would not be censored so they will not be rude about the comments, it was sad to see shock in my coworkers face after reading some of the comments. I believe in being honest but there is a less cruel way of saying everything.
- I think the summit should continue to offer follow up events on at least a yearly basis. Would like another assessment in 12 months.
- It would have been helpful to have my answers or the correct answers to the assessment questions. It was a little difficult trying to guess which answer was correct. Especially with those questions that seem to have two answers. Having the correct answers would have made more of an impact on me. The correct answer would have prompted a more productive discussion with my partner, instead of guessing which answer was correct.

7. Comments/Suggestions about the Presenter(s)

- Both were interesting and well versed on topics.
- Great! No suggestions.
- Liked the combo of personality & presentation styles.
- Great job. Motivating and interesting. They made me want to be better.
- Good job.
- Knowledgeable and wanted to get to know us and our issues. Wanted to talk on breaks and lunch/dinner with us.
- I thought both presenters were very well versed and educated on the topics. I was very impressed with both of them.
- Very good, very friendly and personable.
- Very good.
- Very good, lots of knowledge.
- Good energy, were able to get people involved and to actively participate in discussions which is very important.
- I liked the smooth transition that occurred between presenters.
- Very engaging, kept my attention.
- I truly appreciate the casual atmosphere in the two days but feel as though it may have been too casual.
- Both are wonderful women and easy to listen to. By always asking questions makes you pay attention because you know your input will be expected.
- Did a nice job!
- The presenters complimented each other well.

8. Comments/Suggestions about the room set up &/or accommodations (excluding bugs ☺):

- Would not recommend the sleep over. I don’t think that the sleep over was needed to help the group bond.
- Great accommodations. Wouldn’t change anything.
- Great. It was very fun and a nice change.
- Just right, don’t change.
- Good. It would be nice if more people could attend if feasible.
- The room set up was awkward with the poles.
- It was a nice setting. There were no significant distractions.
- For the group size the meeting area was maxed out. A larger group may need a different meeting area or different table arrangement.
- Room and accommodations were just fine.
- I didn’t stay.
- Excellent facility.

- Better than anticipated. Clean bathrooms. Should have brought a mattress pad. Lodge was good size for our group.
- We may want to consider the Assembly Room of the Eco Center which has more room but still affords the kitchen use. We have the ability to “close off” the room and still allow for group programs in the Center. Just do not know how loud it may be.
- What a wonderful idea to have it in the peaceful setting of the Wapsi away from distractions.
- The accommodations were excellent.
- I enjoyed staying overnight but I didn’t particularly like the camping environment. However I understand the concept.

9. Comments/Suggestions about the food & beverages:

- More pizzas. ☺ - 3
- Great idea to have us prep for dinner – foster team environment.
- Great. Loved everything.
- Everything was a great change and tasted wonderful.
- Be better organized next time so all bring better variety.
- Food was great!
- Excellent.
- Very good.
- Great selection and not just a bunch of doughnuts and other junk.
- Perfect.
- Very good.
- Good food...no complaints.
- There was a good selection of food and beverages available.
- Just fine but I think we could have eaten two more pizzas.
- Fine job with items – only suggestion I have comes from our Mission at the Center/Conservation in that it would be nice to buy local, as healthy as possible (organic?) and emphasize environmental responsibility. ☺
Thanks to all who assisted in food gathering and cooking.
- All great. Thank you so very much.
- Food was excellent.
- I didn’t have a problem with the food. There was a nice variety. Preparing dinner promoted a team effort and it was a time for networking. I would have preferred the condiments on the side for the Hungry Hobo sandwich, but the lunch was still a great choice.

10. Would you recommend the County have another Leadership Summit?

- YES! – 13 w/ lots of “Definitely(s)” ☺
- Absolutely – It’s necessary for our future leaders. It would also be good to have this tie in somehow to what dept. heads and elected officials do in their planning sessions. The top and the middle leaders need to be joined in the collective effort of moving forward and each group needs to be recognized for what they contribute and bring to the table.
- Yes, great teambuilding.
- Yes, I would like to see them continue regularly. Probably the most significant training the County can offer in my opinion.
- I can see a lot of benefit.
- YES! And include past “grads” to assist at some level.
- I found the summit beneficial for my own personal growth as a person and a leader. A second leadership would be beneficial to others.

11. Do you have any nomination of County employees to attend?

- Kathy Andresen
- Rather not say.
- Leave up to Dept. Head/Director
- Not at this time. – 2 I’d have to discuss with my dept. head
- Yes – Did you want them now?
- Roger Larson, Josh Fossum, Ryan Waltz, Rick Rouse, Josh Nelson, Roger Kean
- Lt. Rauch, Sgt. Swanson, Sgt. Erwin, Sgt. Blaesi, Sgt. McClimon

- Any of our supervisors. Again, I believe that the Department heads must buy into the training and then pass it down. However any supervisor can gain skills to better themselves as an individual supervisor with this training.
- Lt. VanWaes and selection of at least 3 Sgts per session & strongly suggest staying over for teambuilding.
- Sgt. Lomba
- Barb Walton, Neika Harms, Dave Bonde
- Chris Still
- Major Tebbitt, Lt. VanWaes, all Jail Sgts. Have a separate session with leadership assessment only for dept. heads/elected officials.

12. I'm interested in the following topics being included in the fall session(s)

- More on challenging conversations
- Crucial Conversations
- Managing conflict, dealing with diversity in our work force.
- I have so many needs in becoming the leader I want, to just select one or two things would be too hard. I can use all the trainings available.
- Innovation and Productivity
- More on effective feedback, dealing with difficult employees and ways to make Sgts work more effectively with their teams.
- Generational differences (We did touch on this subject)
- Improving yearly evaluations
- Team building within a department.
- How to continually strive to motivate employees.
- Strategies for confronting and resolving difficult issues.
- Dealing with difficult employees and supervisors.
- Time Management
- Project Management
- Balanced Performance
- Delegating
- Motivating employees
- Prioritizing
- Communication
- Dealing with the employee that constantly bitches and thing is ever right (negative attitude)
- Trying to determine what's right and fair in setting rules Vs. the union rules.
- The most effective way to bring about changes in policy.
- Managing people in the office that you do not supervise.
- Getting staff on the "electronic age". It's the old dog/new trick adage.
- County expectations re: retirements, turn over, etc.
- Difficult conversations
- Appraisals
- Reprimands
- How to work the employees according to Union rules to help eliminate future problems.
- List of books to help us be better employees and leaders.
- How everyone used what they learned to make changes and the results.
- Conflict management
- Communication
- Influencing and negotiation
- Problem solving
- Decision making.

Course: Leadership Summit
 Instructor: Honold & Battell
 June 2 & 3, 2008