

HUMAN RESOURCES DEPARTMENT
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Date: November 3, 2009

To: Board of Supervisors

From: Mary J. Thee, Human Resources Director/Asst. County Administrator

Subject: Leadership Summit

In September we concluded the third boot camp of the Leadership Summit. At this time we have had 46 participants in the summits and graduated 29 participants. I have attached the evaluations of the third Leadership Summit. As you may recall we initiated a Leadership Summit last year to address our long term succession planning. The goal was to build upon the skill set of our current employees as our future leaders.

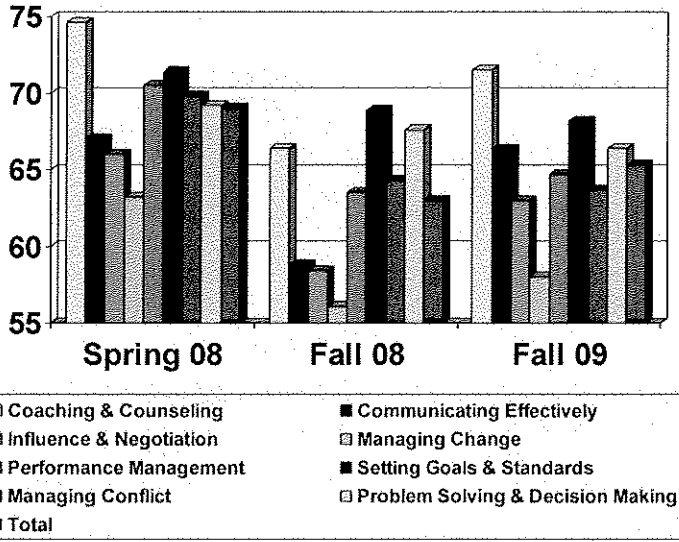
The program consists of 4 sessions, a fall 2 day boot camp, a session in February ("Communicating Effectively") and a final day in May ("Coaching and Counseling"). Prior to their trainings they took a "Knowledge for Leaders" test and participated in a 360° Evaluation where 10 of their co-workers, subordinates, customers, and supervisors anonymously evaluated them.

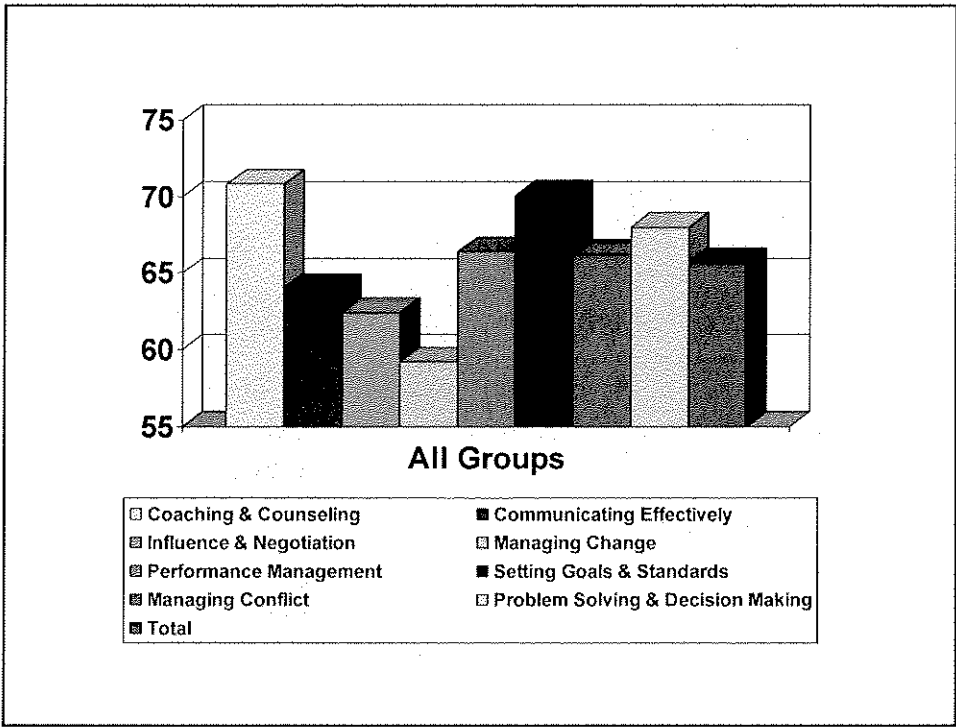
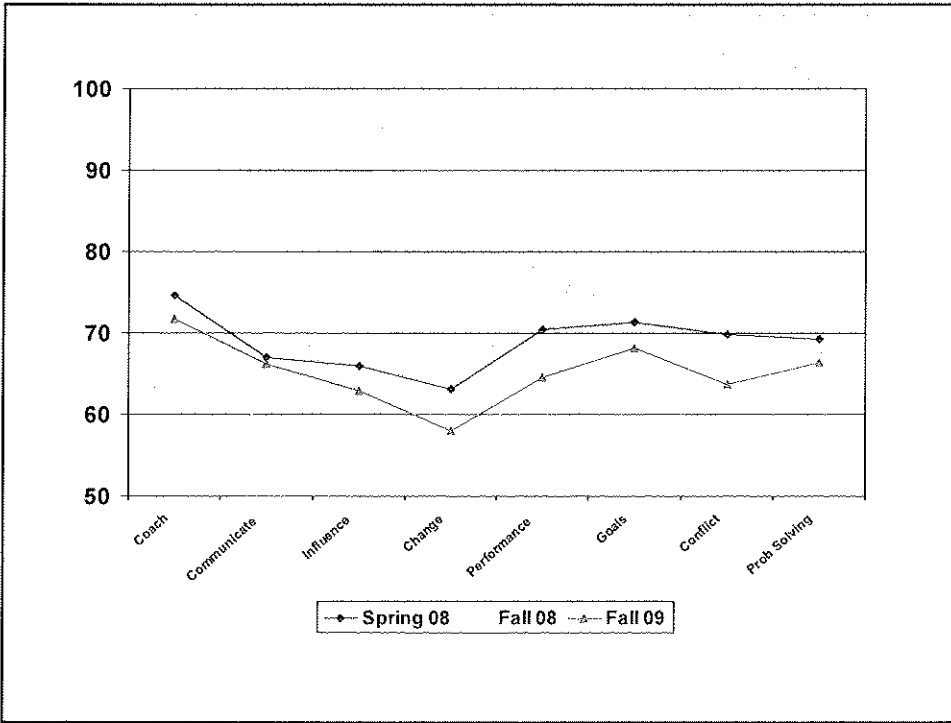
The completion of the four days of training really only begins their leadership journey. In the past year we have developed the "Lunch & Learn" training sessions for supervisors around areas seen as knowledge and performance gaps through the "Knowledge for Leaders" testing process. The topics identified were: Teambuilding, Adaptability & Innovation, Influence & Negotiation, and Managing Conflict.

I've attached a report combining the scores of all three Leadership Summits. This has been a helpful process in identifying and targeting training programs for managers and supervisors.

Cc: Dee F. Bruemmer, County Administrator

Scott County Leadership Summit





Importance/Performance Grid

- High Importance/ Low Performance
 - Communicating Effectively
 - Problem Solving & Decision Making
 - Team Building
 - Adaptability & Innovation

» All Groups

Knowledge /Performance Grid

- Training Need
 - **Problem Solving & Decision Making**
 - Coaching & Counseling
 - Setting Goals and Standards
 - Influence & Negotiation
 - Managing Change
 - Performance Management

» All Groups

Knowledge/Performance Grid

- Coaching Need
 - Adaptability & Innovation
 - Team Building
 - **Communicating Effectively**
 - Managing Conflict

»All Groups

Leadership Summit

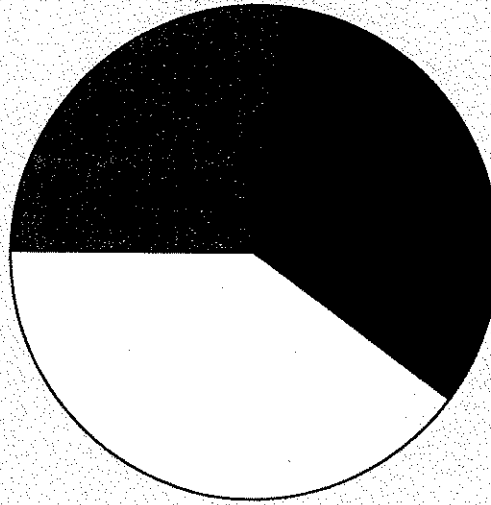
Please rate the Leadership Summit:

Answer Options

- Excellent
- Very Good
- Good
- Satisfactory
- Unsatisfactory

Response	Response Percent	Response Count
Excellent	26.7%	4
Very Good	33.3%	5
Good	40.0%	6
Satisfactory	0.0%	0
Unsatisfactory	0.0%	0
<i>answered question</i>		15
<i>skipped question</i>		0

Please rate the Leadership Summit:



- Excellent
- Very Good
- Good
- Satisfactory
- Unsatisfactory

Leadership Summit

The most valuable part of the training was:

Answer Options

Response Count

14

answered question
skipped question

14
1

Number	Response Date	Response Text
1	Sep 26, 2009 10:24 AM	The 360 evaluations. This gave me some true insight to my supervisory skills and practices
2	Sep 28, 2009 12:02 PM	Feedback from those we work with.
3	Sep 28, 2009 1:02 PM	Learning what I have knowledge in, but not currently doing.
4	Sep 28, 2009 3:39 PM	Peer evaluation
5	Sep 28, 2009 3:46 PM	The 360 degree evaluation
6	Sep 28, 2009 4:13 PM	Learning the resources within the the entire organization. It was a wonderful experience and met great people throughout!
7	Sep 28, 2009 4:24 PM	meeting people from different departments. I have already seen and talked to 2 .
8	Sep 28, 2009 4:36 PM	I felt at ease with the group to interact without feeling i was being judged.
9	Sep 28, 2009 7:08 PM	Meeting other people in departments that I don't see every day at Scott County. Getting to know other leaders from the county and alearning from them what works to lead staff.
10	Sep 28, 2009 7:41 PM	staff.
11	Sep 30, 2009 2:41 PM	The interaction with others from different departments.
12	Oct 1, 2009 8:10 PM	Meeting different people in the County. Was learning how your peers and co-workers think of you as a person and in all job related aspects.
13	Oct 2, 2009 3:46 PM	aspects.
14	Oct 2, 2009 4:27 PM	Evaluating the 360 and reading the personal comments at the end

Leadership Summit

The training could have really done without:

Answer Options

Response Count

10

answered question

skipped question

10

5

Number	Response Date	Response Text
1	Sep 26, 2009 10:24 AM	Unsure
2	Sep 28, 2009 12:02 PM	Less of a focus on supervising staff.
3	Sep 28, 2009 1:02 PM	It seemed like we spent a lot of time processing our results. The 2nd day... I think it could have been accomplished in one day... the 2nd day just
4	Sep 28, 2009 3:46 PM	dragged out.
5	Sep 28, 2009 4:13 PM	Mosquitos!
6	Sep 28, 2009 4:36 PM	By far the mosquitos they were horrible it was so geared toward people already in a leadership position that a lot of the survey
7	Sep 28, 2009 7:08 PM	questions did not apply toward me and my position. Therefore I scored low or it was
8	Sep 28, 2009 7:41 PM	nothing, it was great. I learned alot.
9	Oct 1, 2009 8:10 PM	the Administration sales pitch.
10	Oct 2, 2009 3:46 PM	Everything was good.

Leadership Summit

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

Answer Options

Response Count

10

answered question

10

skipped question

5

Number	Response Date	Response Text
1	Sep 26, 2009 10:24 AM	To take some calculated risks and chances.
2	Sep 28, 2009 12:02 PM	Working on being more concise.
3	Sep 28, 2009 1:02 PM	When presenting change, I need to first explain to my staff how it will benefit them.
4	Sep 28, 2009 3:46 PM	Working on my subordinates' perception of me The information that was given from the 360 was a great tool to evaluate not only how I see myself but how my supervisors and peers also view me. It gave me a wonderful starting point for self-improvement and a good gaging point of my strengths.
5	Sep 28, 2009 4:13 PM	
6	Sep 28, 2009 4:24 PM	Evaluation from co workers valuable.
7	Sep 28, 2009 4:36 PM	The need to communicate better.
8	Sep 28, 2009 7:41 PM	How to be a better listener with staff. Is how to explain job duties to all employees. Not everyone understands information the same, explain in different ways so everyone understands, and if you have to repeat it, then do so.
9	Oct 2, 2009 3:46 PM	
10	Oct 2, 2009 4:27 PM	Putting what I learned from the comments into practice

Leadership Summit

To make this session better, I would suggest:

Answer Options

Response Count

11

answered question
skipped question

11
4

Number	Response Date	Response Text
1	Sep 26, 2009 10:24 AM	More people stay over night to better bond as county employees. I found the side conversations just as beneficial as the classroom.
2	Sep 28, 2009 12:02 PM	I wish I had sat in different seats to interact with more of the participants. It seemed like people learned what their areas of improvement are, but weren't provided a lot of information on how to improve.
3	Sep 28, 2009 1:02 PM	Do it in one day.
4	Sep 28, 2009 3:46 PM	Encouraging the overnight experience with the groups. It was great team building and now lasting friendships.
5	Sep 28, 2009 4:13 PM	Maybe just one day.
6	Sep 28, 2009 4:36 PM	Less focus on the survey and knowledge test
7	Sep 28, 2009 7:08 PM	Make it mandatory to stay the night. The group that stayed really got to know each other as leaders. It was an great experience, thanks.
8	Sep 28, 2009 7:41 PM	The time of year because of the bugs, CHANGE location.
9	Sep 30, 2009 2:41 PM	Concentrate on the people attending the session, not the policies on the County.
10	Oct 1, 2009 8:10 PM	
11	Oct 2, 2009 3:46 PM	Keep it the same format.

Leadership Summit

Comments/Suggestions about the Presenter(s)

Answer Options

Response Count

13

answered question

13

skipped question

2

Number	Response Date	Response Text
1	Sep 26, 2009 10:26 AM	The presenters deserve the utmost respect from the trainees and from their peers and supervisors. They were both very knowledgeable, upbeat, productive and genuinely want to help us to grow as supervisors and co-workers. No complaints.
2	Sep 28, 2009 12:02 PM	Very good.
3	Sep 28, 2009 1:04 PM	I thought they were great.
4	Sep 28, 2009 3:46 PM	Donna seemed more relaxed... Chris seemed very "structured and rigid". Both did a GREAT job and had good knowledge and examples
5	Sep 28, 2009 4:13 PM	Both Donna and Chris were great! I would definitely recommend this session and the presenters!
6	Sep 28, 2009 4:26 PM	good job. They were both certainly in love with Dee, but I guess she hires them.
7	Sep 28, 2009 4:38 PM	Friendly, outgoing, and approachable
8	Sep 28, 2009 7:09 PM	I liked the stories they told that were related to leadership
9	Sep 28, 2009 7:43 PM	Donna and Chris were both great. Full of energy and east to approach with questions. Great presenters, thanks.
10	Sep 30, 2009 2:42 PM	Be realistic that some people will adapt to change while others will not.
11	Oct 1, 2009 8:10 PM	Very enthusiastic. A little too much sales pitch for Administration.
12	Oct 2, 2009 3:47 PM	All presenters were knowledgeable in this training, made it relaxing and did not single out people for answers, they respected all views and comments.
13	Oct 2, 2009 4:28 PM	Generally helpful

Leadership Summit

Would you recommend the County have another Leadership Summit?

Answer Options	Response Count
	13
<i>answered question</i>	13
<i>skipped question</i>	2

Number	Response Date	Response Text
1	Sep 26, 2009 10:33 AM	Definately. This info can only help to strengthen our core goals in the county.
2	Sep 28, 2009 12:02 PM	Yes.
3	Sep 28, 2009 1:07 PM	Yes.
4	Sep 28, 2009 3:56 PM	Yes - definitely !!! I think it's GREAT that the Board of Supervisors Supports this Training !!!
5	Sep 28, 2009 4:26 PM	es
6	Sep 28, 2009 4:41 PM	Absolutely!! This was a wonderful experience and would not miss it!!
7	Sep 28, 2009 4:46 PM	yes
8	Sep 28, 2009 7:11 PM	Yes but gear it also toward those who are not already in a leadership position
9	Sep 28, 2009 7:48 PM	Yes
10	Sep 30, 2009 2:43 PM	yes.
11	Oct 1, 2009 8:10 PM	I'm sure some will find it useful.
12	Oct 2, 2009 3:52 PM	Yes
13	Oct 2, 2009 4:29 PM	Yes

