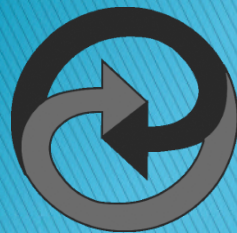


Developing Successful Leaders in the 21st Century

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PRADCO

We understand people.

Workshop Objectives

- ▶ Identify current challenges & future needs
- ▶ Discuss elements of a solid selection process
- ▶ Explore a behavior based interview protocol
- ▶ Investigate on-boarding procedures
- ▶ Share leadership development techniques

What Challenges Do You Face?

- ▶ Service vs. accountability issues
- ▶ Senior leadership retiring
- ▶ Mid level staff not ready for promotion
- ▶ Managers having the technical skills but lacking the leadership experience
- ▶ Limited investment \$\$ in developing staff





Paradigm Shifts

What Does 2015 Look Like?

- ▶ Unprepared leaders
- ▶ Succession planning issues
- ▶ Changing community demands
- ▶ Lack of funding to comply with mandates







4 Steps to Prepare for Future

1. Selection - Hire the right people
2. On-boarding - Get them off to a good start
3. Development of leaders - Leveraging strengths and developing weaknesses
4. Team building – Improving communication and collaboration

Selection – Behavioral Interviewing

- ▶ What is behavioral interviewing
- ▶ Why is it important
- ▶ Identify critical competencies
- ▶ How do you conduct a good interview

What is Behavioral Interviewing?

Definition of behavioral interviewing –

An interviewing technique used to draw out behavioral examples from a candidate in order to make a qualified hiring decision.

Why Utilize Behavioral Interviewing?

- ▶ Past behavior predicts future behavior
- ▶ Identify critical competencies
- ▶ Create a systematic interview approach
- ▶ Formalize the data evaluation process

Identify Critical Competencies

- ▶ Have current / relevant job description
- ▶ Determine experience and behaviors required for successful job performance
- ▶ Think about people who have been successful in a similar role to identify key behaviors desired

How to Conduct a Behavioral Based Interview

- ▶ Have clear sense of what behaviors are desired for the position – current job description
- ▶ Build interview questions – use examples of preferred behavior
- ▶ Keep questions open ended
- ▶ Probe responses to get specifics and behavioral examples
- ▶ Manage your time/keep candidate on task

Objective Decision vs. “Gut Feel”

- ▶ Base the hiring decision on data
- ▶ What are the candidate's strengths
- ▶ What are the candidate's weaknesses
- ▶ Compare the candidate to the competencies you identified to assess fit

Leadership and Emotional Intelligence Issues

What does it take to be successful in today's world?

- ▶ Technical skills
- ▶ Experience
- ▶ Intelligence
- ▶ Street smarts / common sense
- ▶ Interpersonal effectiveness

Definition of Emotional Intelligence

- ▶ *Ability to relate to people, manage difficult situations, and influence and inspire others*

Use of Assessments as Part of the Selection Process

- ▶ Provides supplemental decision making information
- ▶ Suggests development opportunities
- ▶ Objectively uncover strengths & weaknesses that may not surface in an interview
- ▶ Compare and contrast candidates

Assessment Testing Options

▶ Tools include

- ✓ *Personality*
- ✓ *Leadership*
- ✓ *Emotional Intelligence*
- ✓ *Cognitive [Intelligence, critical thinking, verbal reasoning, numerical ability, etc]*

Get the New Hire Off to a Good Start

On-Boarding

The First 90 Days - 6 Months

What the boss can do. . .

- ▶ Set the tone for expectations
- ▶ Provide direction and measurable goals
- ▶ Help employee understand how they are being perceived
- ▶ Help cultivate relationships
- ▶ Speed up the assimilation process and enhance the person's likelihood of success

What to do in the First 90 Days

- ▶ Meet with employee on a regular basis
 - ✓ *Check in with them to see how they are doing*
 - ✓ *Offer support as needed*
- ▶ Assign someone to be their peer mentor
 - ✓ *Provide "Agency" guidance, navigate through corporate culture*
- ▶ Give feedback
 - ✓ *Provide early feedback*
 - ✓ *Recognize strengths as well as areas for improvement*
 - ✓ *Chance to make adjustments in his/her behavior*

The First 6 Months

- ▶ Provide continuous feedback
- ▶ Measure progress against assigned goals
- ▶ Initiate a Leadership 360
- ▶ Develop an action plan using measurable goals
- ▶ Build structure and have regular follow-up

Use of 360's

- ▶ What is it
- ▶ Why use it
- ▶ How to use it

What is 360 Degree Feedback

An objective instrument that provides confidential behavioral feedback in a number of important areas.

Provides perceptions from direct reports, peers and bosses on behavioral dimensions.

Why use a 360?

- ▶ Get a read on people's impressions early on
- ▶ Recognize strengths and areas that need to be improved
- ▶ Shape a development plan to alter behavior before perceptions are set in stone

How to Use the Data

- ▶ Discuss results and agree on key strengths to leverage and 2-3 behaviors to modify
- ▶ Develop a behavioral action plan
- ▶ Schedule follow-up meetings 3-4 weeks apart – accountability
- ▶ Provide guidance, feedback, and encouragement on a regular basis

Succession Planning

Is your Agency prepared for the future?

Issues to Consider

- ▶ What are the requirements to be successful in the 21st century?
- ▶ What type of bench strength does your agency have?
- ▶ What does the future of your Superintendent role look like?
- ▶ How can you prepare future leaders in your Agency?

How to Get Started

- ▶ Develop a long-range plan in anticipation of upcoming retirements
- ▶ Determine what you want the Agency to look like in the future
- ▶ Ask staff for input on critical success factors required for each key role
- ▶ Update the job description to reflect current demands

Begin the Succession Planning

- ▶ Review organization chart of current leaders
- ▶ Objective assessment of each person
- ▶ Create individual development plans
- ▶ Identify 2 viable back-ups for each position – development plans
- ▶ Engage in conversation about motivating factors and desires for advancement

The Importance of Developing Leaders

- ▶ Why invest in your team
- ▶ What does a successful development program look like
- ▶ How to develop strong leaders
- ▶ Benefits of developing future leaders

Why Invest in Current Team?

- ▶ Leverage individual strengths
- ▶ Help people continuously improve
- ▶ Enhance retention and employee satisfaction
- ▶ Drive better performance

What a Successful Development Program Looks Like

- ▶ Identifies behaviors you want to see
- ▶ Provides feedback both positive and negative
- ▶ Offers opportunities to coach and mentor
- ▶ Improves communication between employee and boss
- ▶ Progress is measurable and sustainable

How to Develop Better Leaders

- ▶ Assess key staff to understand their needs
- ▶ Develop base line for performance improvements
- ▶ Build an individualized development plan [one size does not fit all]
- ▶ Coach / mentor using measurable behavior based objectives

Benefits of High Performing Teams

- ▶ Better performance
- ▶ Attract stronger candidates
- ▶ Improve retention, job satisfaction and increase morale
- ▶ Provide enhanced service to clients
- ▶ Greater impact on your community

Team Building

- ▶ Why build a strong team
- ▶ What makes a strong team
- ▶ How do you build your team for the future

Why Build a Strong Team?

- ▶ Strength in numbers – pulling in same direction
- ▶ Collective focus on solving a problem
- ▶ Tap into a wider knowledge base
- ▶ Improve Agency communications and collaborations – fewer headaches
- ▶ Better overall performance

What Makes a Team Strong?

- ▶ Sharing a common vision
- ▶ Everyone working towards a common goal – serving your clients
- ▶ Holding each other accountable for results
- ▶ Offering to coach each other when a team member is struggling; offer suggestions

How to Build a Strong Team

- ▶ Set the tone and direction for the team
- ▶ Lay out clear and concise expectations
- ▶ Break down barriers and eliminate turf wars
- ▶ Follow up to make sure objectives are being met
- ▶ Encourage collaboration amongst departments

**Thanks for allowing us to
share our thoughts with
you today!**

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