Polling Results from “Successful Supervision and Leadership” – webinar

September 8, 2016

699 locations; 1901 estimated participants in live audience

<table>
<thead>
<tr>
<th>Question</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>How many people are listening on your line?</td>
<td>74% 1 — just myself</td>
</tr>
<tr>
<td>16% 2–5</td>
<td></td>
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<tr>
<td>4% 6–10</td>
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<tr>
<td>4% 11–20</td>
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<tr>
<td>2% 21 or more — please send number using Question on webinar</td>
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<thead>
<tr>
<th>Question</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Which of these leadership behaviors would you like to more to increase your effectiveness?</td>
<td>22% Giving credit to others and taking responsibility for failure</td>
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<tr>
<td>23% Practicing what I preach</td>
<td></td>
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<tr>
<td>48% Encouraging others to take the lead, if they are able</td>
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<tr>
<td>51% Giving feedback for good and bad performance when it occurs</td>
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<tr>
<td>71% Understanding how to motivate individual employees</td>
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<tr>
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<tr>
<td>Which of these leadership development activities would you like to emphasize more in your agency?</td>
<td>67% Provide coaching and mentoring opportunities</td>
</tr>
<tr>
<td>47% Invite and challenge people to be leaders</td>
<td></td>
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<tr>
<td>41% Provide stretch assignments and public contact</td>
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<tr>
<td>35% Seek advice from emerging leaders on important matters</td>
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<tr>
<td>49% Allow people to experience failure responsibly and learn</td>
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<thead>
<tr>
<th>Question</th>
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<tbody>
<tr>
<td>What would help you develop as a leader and coach?</td>
<td>30% Experience a personal turning point from manager to leader</td>
</tr>
<tr>
<td>41% Help others identify their next career steps</td>
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<tr>
<td>42% Link people’s career goals with organization’s values</td>
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<tr>
<td>68% Listen and find real-time opportunities to coach and connect</td>
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<tr>
<td>50% Be human, vulnerable, involved, well-rounded, and willing</td>
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<thead>
<tr>
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<tbody>
<tr>
<td>How would you like to develop your leadership skills further?</td>
<td>56% Be inventive in gaining expertise and solving problems</td>
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<tr>
<td>50% Tackle a big, thorny issue and get things done</td>
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<tr>
<td>30% Choose environment carefully for right fit and timing</td>
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<tr>
<td>84% Take on interim roles outside of comfort zone</td>
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<tr>
<td>47% Show the personal side of you and your organization</td>
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<thead>
<tr>
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<tbody>
<tr>
<td>How was this webinar of value to you? (check all that apply)</td>
<td>72% describing the keys to successful leadership in local govt</td>
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<tr>
<td>86% providing examples of useful personal and org practices</td>
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<tr>
<td>72% offering ways to develop your skills</td>
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<tr>
<td>55% identifying resources to support you</td>
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<tr>
<td>2% other (send via “Question” in webinar)</td>
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SUCCESSFUL SUPERVISION AND LEADERSHIP – free webinar

10:00 - 11:30 a.m. Pacific Time, Thursday, September 8, 2016

*** Advance registration required for this no-charge webinar ***
https://attendee.gotowebinar.com/register/5010705756474430721

Webinar topics:
1. What are the keys to successful supervision and leadership in local government?
2. How do you need to develop your skills as you advance?
3. What are best practices to develop successful supervisors and leaders?
4. What resources are available to support you?

Presenters:
* Matt Bronson, City Manager, Grover Beach, CA
* Mark Peterson, City Manager, Normal, IL
* Scott Sellers, City Manager, Kyle, TX

Audience:  All local government professionals and up and comers

1. Register for the Webinar:
There is no charge for participating in the webinars, but each requires advance registration.

*** Advance registration required for this no-charge webinar ***
https://attendee.gotowebinar.com/register/5010705756474430721

NOTE: Please white list "customercare@gotowebinar.com" to receive confirmation email for the webinar.

Can't make the live webinar? Register for the webinar and get an automatic email notice when the digital recording is available.

2. Connect with the webinar and audio:

Use your logon information from the email confirmation you receive via email from GoToWebinar. We recommend the telephone option dial-in number provided by
GoToWebinar for sound quality. Depending upon your internet connection, VOIP option for audio (computer speakers) can have delays or sound quality issues.

3. Ask questions:

You may submit questions anonymously via email to ICMACoaching@donmaruska.com in advance or via the webinar during the panel discussion. As moderator for the session, Don Maruska will pose the questions.

4. Presenters’ presentation materials: We post these with the Agenda at “Agendas & Archives” tab of http://icma.org/coachingwebinars. The PPT will be available 24 hours before the webinar.

After a webinar occurs, a digital recording along with a PDF of the presentation materials and results of the polling questions will be available after 24 hours at the "Agendas & Archives" tab of http://icma.org/coachingwebinars.

Post-Webinar Group Discussions:

Many agencies are organizing groups to participate in the webinars (live or recorded) and discuss the topics among themselves after the webinars. Some are summarizing their discussions and distributing them to managers throughout their organizations. Use the Coaching Program as an effective way to enhance professional development in your agency. Here are some discussion starters for this session.

a. Where would it be especially useful for our agency to boost supervision and leadership skills?
b. What strategies and approaches sound valuable for our agency to consider?
c. What resources would we like to explore further?

MORE RESOURCES--See http://icma.org/coaching for valuable resources to boost your career. Sign up for the complimentary email list at http://icma.org/coachinglist to keep informed of the details for future ICMA Coaching Program sessions and other resources.

Enjoy the resources and support to thrive in local government.

Don Maruska, MBA, JD, Master Certified Coach
Director, ICMA Coaching Program – thrive in local government
Author of “Take Charge of Your Talent” www.TakeChargeofYourTalent.com
Matthew Bronson, City Manager, Grover Beach, CA

Matthew Bronson earned his first City Manager position in June 2016. He served as the Assistant City Manager for the City of San Mateo 2010-2016. During his tenure in San Mateo, he worked with the City Council, City Manager, and City departments to oversee the implementation of key priorities, including economic development, sustainability, and downtown improvements. Mr. Bronson has worked collaboratively with residents and businesses on numerous initiatives, including an emergency preparedness and community involvement campaign and improvement projects to enhance the appearance and vitality of the downtown and other commercial areas. He also helped develop and lead initiatives to strengthen the performance of the City organization and served as interim Community Development Director and interim Public Works Streets and Facilities Manager. Prior to San Mateo, Mr. Bronson’s public service career included working for the County of Marin and the City of Charlotte in North Carolina.

Mr. Bronson has an undergraduate degree in environmental policy and planning from the University of California, Davis and a master’s degree in public administration from the University of North Carolina at Chapel Hill. He is a member of the International City/County Management Association (ICMA) and serves on the California ICMA Ethics Committee. Mr. Bronson is also a past president of the Municipal Management Association of Northern California (MMANC) and recipient of the MMANC Wes McClure Outstanding Assistant Award. He is a frequent speaker on topics such as performance management and social media and serves on the advisory board of the Davenport Institute for Public Engagement and Civic Leadership at Pepperdine University.

Mark Peterson, City Manager, Normal, IL

Mark Peterson’s career in local government has spanned 33 years. He was appointed City Manager of the Town of Normal, Illinois (population 54,500) in 1998. Normal is located in central Illinois and is home to Illinois State University. With 420 full-time employees and an annual budget of $110 million, Normal’s municipal government provides a full complement of public services. Prior to being appointed City Manager, Mr. Peterson served as Normal’s Assistant City Manager for 10 years. He has also held various other municipal positions in Missouri and Iowa. He received a Bachelor of Arts Degree in Political Science (1981) and a Master of Arts Degree in Public Administration (1983) from the University of Iowa.
Mr. Peterson is an active member of the International City/County Management Association and the Illinois City/County Management Association. He served as the state association President in 2001-02 and has served both the ICMA and the ILCMA on numerous committees throughout his professional career.

Scott Sellers, City Manager, Kyle, TX

Scott Sellers became the city manager for the City of Kyle in January 2015. Prior to coming to Kyle, he served as city manager for the City of Kilgore from October 2011 through December 2014. He was the assistant city manager (August 2008 - June 2010) and acting city manager (June 2010 - October 2010) for the City of Montrose, Colorado.

"The City of Kyle is full of incredible opportunities and has a dynamic community that is supportive and active in their government and local businesses," Sellers said. “Combining the support of the community with a capable and talented staff, as well as a forward-thinking city council, will be the key to the city's continued success and will take the city into the next era of positive growth."

Mr. Sellers attended Brigham Young University where he graduated magna cum laude with a Bachelor of Science degree in December 2002. He went on to complete a Masters of Public Administration – City Management in April 2006. Sellers is also an International City Manager’s Association (ICMA) Credentialed Manager and a Certified Public Manager.
Successful Supervision and Leadership

Webinar, September 8, 2016

ICMA | coaching program

Platinum Sponsor: ICMA-RC
Gold Sponsors: ICMA and Cal-ICMA | ICMA State Association Coaching Sponsors
Thank you, ICMA-RC!

The ICMA Coaching Program is made possible by our Platinum sponsor:

www.ICMARC.org
State Association Coaching Partners

Cal-ICMA - California Consortium
A State Affiliate of ICMA

CCCMA - Colorado City and County Management Association
A State Affiliate of ICMA

CONNECTICUT TOWN & CITY MANAGEMENT ASSOCIATION

FCCMA - Florida City-County Management Association

Georgia City-County Management Association

ICMA

KACM - Kansas Association of City-County Management

MCMA - Missouri City-County Management Association

NCMA - Nebraska City-County Management Association
A State Affiliate of ICMA

NCCMA - North Carolina City-County Management Association

OCMA - Oregon City-County Management Association
A State Affiliate of ICMA

APMM - Association for Pennsylvania Municipal Management (APMM)
dedicated to professional & effective local government & management

VLCMA - Virginia Local Government Management Association
A State Affiliate of ICMA

WCMA - Washington City/County Management Association
A State Affiliate of ICMA

MCCMA - Michigan City-County Management Association

CMAO - City Management Association of Oklahoma

UCMA - Utah City Management Association
Overview of Session

1. What are the keys to successful supervision and leadership in local government?
2. How do you need to develop your skills as you advance?
3. What are best practices to develop successful supervisors and leaders?
4. What resources are available to support you?

Presenters:
- **Mark Peterson**, City Manager, Normal, IL
- **Scott Sellers**, City Manager, Kyle, TX
- **Matt Bronson**, City Manager, Grover Beach, CA
- **Don Maruska**, Director, ICMA Coaching Program

...and polls and questions along the way.
Polling Question #1

How many people are participating at your location?
Successful Supervision and Leadership

Mark R. Peterson, City Manager, Normal, IL

September 8, 2016
Supervision vs. Leadership??
“Leadership”
“Great leaders are almost always great simplifiers, who can cut through argument, debate, and doubt to offer a solution everybody can understand.”
— General Colin Powell
“Management is efficiency in climbing the ladder of success; leadership determines whether the ladder is leaning against the right wall.”
— Stephen R. Covey
"The led must not be compelled; they must be able to choose their own leader."
— Albert Einstein
Questions about Leadership:

- Can anyone be taught to be a good leader, or must a potential leader have certain inherent skills and attributes?
- Can a great leader be such in any environment?
  - Can a great football coach be a great leader in a business environment?
  - Can a great military leader do the same in government or politics?
  - Can a great business leader be an effective leader on the battle field?
- Can a great leader transfer his/her skills to others?
Characteristics of a Great Leader??

www.doublehelixgroup.com.au
Common Traits Among Good Leaders...

- **Integrity** - honest, trustworthy, consistent, ethical
- **Competent** - expertise, learned, smart, humility
- **Inspirational** - passionate, caring, motivated
- **Vision** - foresight, purpose, awareness, committed
- **Accessible** - attentive, approachable, listener, flexible
Behaviors that will enhance your own leadership effectiveness...

- **ALWAYS** give credit for success to others (particularly staff).
- **ALWAYS** take personal responsibility for failure.
- Set the example! **ALWAYS** practice what you preach.
- When possible, support an idea that is generated by a subordinate even if you believe there may be a better way.
- Allow others to take the lead when and if they are able.
- Praise good performance when it occurs.
- Correct bad performance when it occurs.
- Be flexible and accept change. Leaders are not always right nor do they have all of the answers.
Behaviors that will enhance your own leadership effectiveness...

- Be empathetic and kind... it does not make you weak.
- Don’t take yourself too seriously. Humor and self-deprecation are legitimate leadership tools.
- Don’t sweat the details. Focus your attention and energy on things that are really important.
- Understand how to motivate individual employees. A gentle approach can often be most effective.
- Don’t ask any subordinate to do something that you would not be willing to do yourself.
- Gracefully handle adversity and failure
How can you become a better leader?

- Ask your subordinates
- Ask your peers
- Ask your own leaders
- And then... LISTEN!!!
Polling Question #2

Which of these leadership behaviors would you like to more of to increase your effectiveness?
How can we nurture potential leaders in our own organizations?

- Mentoring
  - Internally & Externally
- Leadership institutes & training
  - ICMA
  - State Associations
  - Local Chambers of Commerce
- Seek out those with leadership potential
  - Inspire them to learn
  - Give them opportunity
  - Challenge them to be great!
Other suggestions for leadership development in local government...

- Give potential leaders an opportunity to interact with elected officials
- Assign them a project of significant importance and allow them to see it through to the end
- Allow them to shadow you and/or other leaders
  - *The best way to learn to be a good leader is to witness one in action!*
- Push them out of their comfort zone from time to time
- Seek their advice on an important matter
- Allow them to experience failure
Additional Resources:

- Multi-Cultural Leadership Program (MCLP)

- Leadership McLean County
  - [https://mcleancochamber.org/programs-and-services/leadership-mclean-county](https://mcleancochamber.org/programs-and-services/leadership-mclean-county)

- ILCMA Mentoring Program
  - [https://www.ilcma.org/programs-and-services/ilcma-mentor-program/](https://www.ilcma.org/programs-and-services/ilcma-mentor-program/)
Polling Question #3

Which of these leadership development activities would you like to emphasize more in your agency?
THANK YOU!!!
Successful Supervision and Leadership

Scott Sellers
City Manager
City of Kyle, Texas
The Success of Others Is My Success
Develop Others...

...to Achieve All they are Capable of Achieving.
Are we Running the Right Race?
K\_now\_l\_edge
Y\_es A\_ttitude
L\_e\_ading E\_dge
E\_m\_ployee A\_ccountability
Instill a Culture that Doesn’t Punish Failure.
Spontaneous
Professional Organizations
Relationships
Pay You Back
Youth Council and Internships
Performance Reviews

Always Be Observant
be.

ATTITUDE
be attitudes

• be human
• be vulnerable
• be involved
• be well-rounded
• be willing
• be a coach
No Secret Sauce

Start Today!
Polling Question #4

What would help you develop as a leader and coach?
Successful Leadership and Successful Supervision

Matt Bronson, City Manager
Grover Beach, California

September 8, 2016
Who Am I?

• Wide degree of expertise in Charlotte (NC), Marin County (CA), and San Mateo (CA)
• Appointed as City Manager in Grover Beach (CA)
• Active professionally in ICMA, MMANC, and ELGL
• Husband and dad
Keys to Successful Supervision and Leadership

1. Recognize Supervision ≠ Leadership
2. Practice Art of Leadership & Science of Management
3. Be Authentic to Your Own Style
4. Excellence Over Perfection
Keys to Successful Supervision and Leadership

5. Focus on Results and Care for Those Who Deliver Them
6. Model and Encourage New Ideas
7. Create an Environment for Success
8. Paint a Picture of a Better Tomorrow
How Do You Need to Develop Your Skills?

Be a “MacGyver” in Gaining Expertise and Solving Problems
How Do You Need to Develop Your Skills?

Tackle a Big Thorny Issue and Get Things Done
How Do You Need to Develop Your Skills?

Choose Your Environment Carefully for the Right Fit at the Right Time
How Do You Need to Develop Your Skills?

Take on Interim Roles Outside of Your Comfort Zone
How Do You Need to Develop Your Skills?

Show the Personal Side of You and Your Organization
Best Practices and Resources

1. Look at cross-department or organization rotational programs
2. Be active in regional & national groups
3. Cultivate mentors & a “kitchen cabinet”
4. Build your network...in-person & virtual
Thank you!
Polling Question #5

How would you like to develop your leadership skills further?
Post-Webinar Discussion Questions

a. Where would it be especially useful for our agency to boost supervision and leadership skills?

b. What strategies and approaches sound valuable for our agency to consider?

c. What resources would we like to explore further?
More Resources and Feedback

• Go to “Agenda & Archives” tab under “Webinars” at web site for a recording of this webinar (available in 24 hours) and other professional development resources.

  http://icma.org/coaching

• Subscribe to “ICMA Coaching” at http://icma.org/coachinglist to receive latest updates about the ICMA Coaching Program.

• Please complete the follow up survey and offer your ideas for future topics and services.
Find helpful resources online

http://icma.org/coaching

ICMA Coaching Program: Thrive in Local Government

The ICMA Coaching Program launched in January 2016 with our new National Platinum Sponsor ICMA-RC. Expanding upon the success of the Cal-ICMA Coaching Program and 15 ICMA State Association Coaching Partners in 2015, we are bringing coaching programs and resources to all members and non-members of ICMA nationwide and even internationally.

Key Services to Thrive in Local Government

The ICMA Coaching Program delivers a suite of services to help you grow and enjoy your career.

- **6 live webinars per year** spotlighting best practices on key topics from local government professionals throughout the U.S. -- invite your whole team to participate.
- **Digital agendas and archives** with video recordings and extensive presentation materials and examples from dozens of sessions available in a convenient online library--delivering you "professional development in a box"--when you want it and where you want it.
- **1-1 Coaching resources** to provide personalized support.
- **Speed Coaching session at the ICMA Annual Conference** and templates for use at local level -- expand your networks.
- **Career stories of ICMA leaders** and rising stars offering career insights and tips.
- **Career Compass newsletters** that address critical career issues.

*All available without charge to promote professional development at all levels in local government.*

ICMA COACHING PROGRAM FLYER, 2016 UPDATE
presentation materials are in Agenda packet at http://icma.org/coachingwebinars—note: you can use your browser to save and/or print items from the Agenda packet
Polling Question #6

How was the webinar of value for you and your agency? [click all that apply]
Contacts for Today’s Session

- **Mark Peterson**, City Manager, Normal, IL
  mpeterson@normal.org
- **Scott Sellers**, City Manager, Kyle, TX
  ssellers@cityofkyle.com
- **Matt Bronson**, City Manager, Grover Beach, CA
  mbronson@grover.org

- **Don Maruska**, Director, ICMA Coaching Program
  ICMACoaching@donmaruska.com

A PDF of the PPT, results from polling questions, and a video recording will be available in 24 hours. Go to http://icma.org/coachingwebinars and click on “Agenda & Archives” tab.
Upcoming webinars

• **Survival Skills for Managers** – free webinar
  11:30 a.m. - 1:00 p.m. Pacific Time, Thursday, Oct. 20
  [https://attendee.gotowebinar.com/register/4379082505805630977](https://attendee.gotowebinar.com/register/4379082505805630977)

• **Succession Planning and Knowledge Transfer** – free webinar
  1:00 - 2:30 p.m. Pacific Time, Thursday, November 17
  [https://attendee.gotowebinar.com/register/3025118598595013889](https://attendee.gotowebinar.com/register/3025118598595013889)
Special Session at ICMA Conference

Learn how to make the most of 1-1 Coaching and have fun doing it.

• Being a Great Coach ...
  ... and a Winning Player
12:30 - 1:45 p.m., Tuesday, September 27