SURVIVAL SKILLS FOR MANAGERS – **free webinar**

11:30 a.m. - 1:00 p.m. Pacific Time, Thursday, October 20, 2016

*** Advance registration required for this no-charge webinar ***
https://attendee.gotowebinar.com/register/4379082505805630977

**Webinar topics:**
1. What are the major challenges facing managers in local government?
2. How have managers found effective ways to address these challenges and thrive?
3. What's on the horizon and how can you prepare for the future?
4. What resources are available to support you?

**Presenters:**
* Kevin Duggan, ICMA West Coast Regional Director  
* Rebecca Fleury, City Manager, Battle Creek, MI  
* Tim Madigan, ICMA Senior Advisor, MN Cities Ambassador

**Audience:** managers at all levels
1. Register for the Webinar:
   There is no charge for participating in the webinars, but each requires advance registration.

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

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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. What challenges are most pressing for managers in our agency?
b. What strategies and tactics sound promising to help us thrive?
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
Kevin Duggan, ICMA West Coast Regional Director

Kevin Duggan was appointed ICMA’s West Coast Regional Director in May of 2011. Prior to that he worked in California city government since 1971, the last 27 years as a city manager for the cities of Campbell and Mountain View, California. As West Coast Regional Director, he serves as the primary staff link between ICMA and members and professional associations in California, Oregon, Washington, Alaska, Arizona and Nevada.

He began his career as an administrative intern for the City of Mountain View while earning a BA in Political Science from San Jose State. He then served as an intern for the City of Campbell while obtaining his MPA, also from San Jose State. He worked for Campbell for 18 years, the last 6 as city manager. He then returned to Mountain View in 1990 as city manager where he served until April of 2011.

He has served as President of both the City Manager’s Department of the League of California Cities and Cal-ICMA. Other professional activities have included serving on the State Board of Fire Services, participating in an international city management exchange with Limerick County, Ireland and serving on ICMA’s Task Force on Organizational Structure and Governance. In 2013 he was awarded the National Public Service Award by American Society for Public Administration and National Academy of Public Administration. He has served as an ethics trainer for ICMA and has written a number of articles for professional journals with topics ranging from budgeting during tough economic times, city council/city manager relations and ethics.


Rebecca Fleury, City Manager, Battle Creek, MI

Rebecca Fleury has been in local government management for 16 years, specializing in the areas of Public Finance, Community Development and Public Safety. She earned her B.A in Education and M.P.A. from Western Michigan University (WMU). She has previously served on the Board of her State Association, Michigan Municipal Executives (MME), and currently serves on the Professional Development Committee of MME. She
also serves on the Board of Trustees of the Michigan Municipal League. She is a 14-year member of ICMA, is an adjunct professor for the School of Public Affairs and Administration at WMU, and a member of the Battle Creek Rotary Club. Mrs. Fleury resides in Battle Creek, Michigan, has been married to her husband Matt for 27 years and they have two children, both in college.

**Tim Madigan**, ICMA Senior Advisor, MN Cities Ambassador

Tim's city management career included management positions in five Minnesota cities over 35 years. He retired two years ago from the City of Northfield MN as City Administrator. He is currently an adjunct faculty member in Urban Studies at Minnesota State University Mankato and an ICMA/MCMA Senior Advisor.

He is a past a president of MCMA and a past board member of the League of Minnesota Cities.
Thank you, ICMA-RC!

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

www.ICMARC.org
26 State Association Coaching Partners
Overview of Session

1. What are the major challenges facing managers in local government?
2. How have managers found effective ways to address these challenges and thrive?
3. What's on the horizon and how can you prepare for the future?
4. What resources are available to support you?

Presenters:
• **Kevin Duggan,** ICMA West Coast Regional Director
• **Rebecca Fleury,** City Manager, Battle Creek, MI
• **Tim Madigan,** ICMA Senior Advisor, MN Cities Ambassador
• **Don Maruska,** Director, ICMA Coaching Program

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

How many people are participating at your location?
Survival Skills for Managers

Kevin Duggan
ICMA West Coast Regional Director
Have You Ever....

• Found Yourself in the Middle of a Dispute Between Members of Your Governing Board?

• Worked With Elected Officials Who Didn’t Understand Your Role vs. Their Role?

• Had Difficulty Getting Your Council to Set Service and Project Priorities?
Cal-ICMA’s “Survival Skills” Study

- Identify the Key Issues Impacting City/County Manager Success
- Identify Successful Strategies/Best Practices
- Determine How to Add Resources/Improve Accessibility to Resources
- Identify Short and Long Term Implementation Strategies
Methodology

• Survey Monkey Distributed to All City and County Managers in CA (Approx. 500)

• Series of 8 Focus Groups Throughout the State (75 total participants)
Major Findings

• Councilmembers Who Interfere Administratively and Micro-Manage

• Impact of Councilmember/Councilmember Conflict on CM and Staff

• City Councils/Councilmembers Who Don’t Understand/Value the Council-Manager Form of Government

• Need for Councils to Set Priorities; Workload Impacts; Dealing With Limited Resources
Major Findings

• Need for Both the Manager/Staff and Elected Officials to Enhance Their Skills

• Dealing With the Demands of Individual Councilmembers/Bullying Conduct

• Technical vs. “People” Skills

• Lack of Adequate Structural Support
Major Findings From Survey and Focus Groups

- Types of Issues That Pose Greatest Challenges:
  - Relationship Issues: 69%
  - Technical Issues: 31%
Strategies to Address Challenges

• Development of “Best Practices” and Model Protocols

• Development of Curriculum/Resources re Form of Government and Roles/Responsibilities

• Better Use of Professional Associations to Promote Governance Best Practices and Provide Support
Strategies to Address Challenges

• Development of Enhanced Peer-to-Peer Support for Managers

• On-line Compilation of Resources

• Promotion of Best Practices re the Selection and Evaluation of City/County Managers
A Few Suggestions

• Keep the “New Manager Mind Set” and Employ the Concept of “Audiences”

• To Have a Successful Relationship With Your Elected Officials They Will Need to Be Able to Trust:
  – Your Competency
  – Your Commitment (Do You Care/How Much)
  – Honesty/Integrity
A Few Suggestions

• Don’t Try to Go It Alone—We All Need Coaches/Mentors/Support

• Never Stop Learning and Developing—Particularly Your “Soft” (Interpersonal) Skills:
  – Don’t Take Soft Skills for Granted
  – Solicit Feedback/Identify Areas for Improvement

• If Your Attitude/Morale Is Deteriorating—Develop a Strategy to Deal With It

• NEVER Take the Relationship for Granted/Avoid Complacency
A Few Suggestions

- Understand the Perspective of Elected Officials:
  - Why They Ran for Office
  - Paying Attention to Them/Due Deference
  - Taking Credit/Accepting Blame
  - Community vs. Technical Perspective
  - Paying Attention to the “Small Stuff”
A Few Suggestions

• Policy Making is NOT Easy—You Can Make it Easier:
  • Investing in Training/Orientation
  • Quality Staff Reports and Recommendations
  • Policy Making Tools/Techniques

• NEVER Let Disagreements Become Personal
Keeping It In Perspective

• Keep the Challenges in Perspective

• Remember Why You Got Into This Business

• Meaningful Work Has Challenges

• Focus on How to Effectively Address the Challenges
Full Report: *Challenges and Strategies: Maximizing Success for City and County Managers in California* Available at: [http://icma.org/challenges+strategies](http://icma.org/challenges+strategies)
Check Out This E-Book

Free to ICMA Members

Visit:

Polling Question #2

Which of these suggestions sound useful to help you and your organization thrive?
SURVIVAL SKILLS FOR CITY MANAGERS

REBECCA L. FLEURY, ICMA-CM
CITY MANAGER, BATTLE CREEK, MICHIGAN
POP. 53,000
WHERE IS BATTLE CREEK, MICHIGAN?
CHALLENGES FACING CITY MANAGERSTODAY

• Dynamic Workforce
• Expectations of the Elected Body
• Financial Resources
DYNAMIC WORKFORCE

• Attract a diverse and dynamic workforce.

• Also need to focus on those we already have.

• Sometimes that brings about the unexpected challenge, even a tragedy that rocks the whole organization.

• If we are to survive and thrive, it matters how we respond.
LOSING A HUMAN RESOURCES DIRECTOR

• 5 weeks into my new job in Battle Creek, I faced one of the biggest challenges of my career.
RESPONSE TO TRAGEDY

• The investigation needed to be completed.
• Need to inform the elected officials.
• The organization needed to know what happened.
• Need to address the media.
• Need to be mindful that a family member was also an employee.
• Make support services available.
• Be available, Be open, Be honest
• You are not alone.
EXPECTATIONS OF THE ELECTED BODY

• One of the most important elements of our jobs.
• Most likely a moving target.
• Constant communication is needed.
• They are also being pulled in many directions and election season only intensifies this.
• The elected official job is not an easy one.
• They need to understand your expectations also.
STRATEGIES TO MEET EXPECTATIONS

• Provide a weekly/bi-weekly/monthly report.
• Regular one-on-one meetings.
• Make sure you have an agreed upon evaluation tool.
• Establish annual goals and objectives together and link them to the evaluation tool.
Polling Question #3

Which of these strategies sound like they’d be particularly useful in your situation?
FINANCIAL RESOURCES

• Whether high growth or low growth area, finances are on everyone's mind.
• Understand where your community is financially.
• Be honest about it!
• Make sure your financial team, whether a team of 1 or 100, has a true picture of sources and uses and can explain it to anyone that asks.
• Make sure all financial policies are being followed.
• Have regular check-ups and report-outs.
TRUE STORIES OF FINANCES

• Battle Creek City Manager, full service, urban core city, 520 employees

• Population has remained flat.

• Flat tax base paired with decreased state funding and a change in the state tax structure (elimination of personal property tax).

• Local income tax helped cushion the 2008 housing down turn and the above experiences to some extent.

• Cost to provide services has gone up!

• Pension, healthcare and OPEB

• Expectation of services from our community has risen as well.
FINANCIAL RESPONSE

- Implementing Priority Based Budgeting, focusing on services most important to our community as well as our fiscal health.

- Aligning our services with the priorities of our community, elected officials and staff.

- Provide quarterly updates.

- Currently underway.

- [http://www.battlecreekmi.gov/518/Priority-Based-Budgeting](http://www.battlecreekmi.gov/518/Priority-Based-Budgeting)
FINANCIAL RESPONSE

- It’s okay to go back to the basics.
- Understand your organization’s strengths and weaknesses.
- Keep the elected officials informed along the way.
- Rely on your team to help get you to where you need to be.
SUMMARY OF EFFECTIVE WAYS TO ADDRESS THESE CHALLENGES

• Know your community
• Know your elected officials
• Know yourself
• Open lines of communication
• Lean on your support structure
• Remember the Golden Rule
WHAT IS ON THE HORIZON AND HOW DO YOU PREPARE FOR THE FUTURE?

• Varying expectations of elected officials
• Fiscal changes/challenges
• Professional development – don’t lose sight of it!
• Get involved in preparing the next generation of local government managers – any age!
• Know your community
• Know yourself
RESOURCES AVAILABLE

- ICMA
  Leaders at the Core of Better Communities

- State Association

- MLGMA
  Michigan Local Government Management Association

- Friends

- Other Managers

- Community Support Group

- Family

- Job Coach, Mentor
Polling Question #4

What circumstances will be especially important to prepare for in your organization?
Survival Skills for Managers
ICMA Webinar October 20, 2016

Tim Madigan
Five Steps for Survival
Three Presentation Takeaways

• #1 Be Sensitive to Your Work Environment

• #2 Develop a Sense of Balance

• #3 Be Flexible in an Ethical Way
#1 Stay in tune with your organization
Know Your Audiences:

Supervisors
Coworkers
General Work Environment
The Community
Lesson Learned

Casual
Walk around with a smile on your face and say “Hi!” in a sincere way so people are comfortable interacting with you, but you are not there to make social “friends”

Formal
Regular staff meetings, written communications, networking, etc.

Balance
You can overdo everything including communications, be focused and change it up, not the volume, but the quality that matters
#2 Don't be too proud or afraid to call a colleague on a confidential basis for advice on difficult work situations
Resources

Trusted Colleagues

Area Professional Groups

ICMA Senior Advisors

Management Coaches
Lesson Learned

Number one reason people don’t ask for advice is they are afraid they already know what others are going to say...

...and they don’t want to hear it.
#3 Be "Carefully Bold"

Take initiatives within the framework set by your policy makers and/or your supervisor
Lesson Learned

Being a leader does not mean being a martyr, but don’t be afraid to lead.
#4 Practice "Detached Caring"

Care about your organization, but not to the point that you feel you own it
Lesson Learned

Don’t Get Struck on the “Horns of a Dilemma”
#5 Know your “Shelf Life"

Don't overstay your welcome and know when to move your career along
PROFESSIONAL PROFILE

- Senior Graphic Design Specialist with 6+ years of experience in the management of the complete design process, from conceptization to delivery.
- Expert in interdepartmental communication and collaboration.
- Skilled in Adobe Creative Suite (Illustrator, Photoshop, InDesign), Microsoft Office and web design applications (Dreamweaver, HTML)
- Able to stretch the boundaries of web design and digital storytelling to help my client’s brands stand out.

PROFESSIONAL EXPERIENCE

EXPERIENCE, New York, NY
A B2B marketing firm that has helped over 500 companies position, promote and market their unique brands.
Senior Graphic Design Specialist, May 2015 - present
- Lead in the design, development and implementation of the graphic, layout, and production communication materials while helping clients cut their costs by an average of 15%.
- Delegate tasks to the 7 members of the design team and provide counsel on all aspects of the project.
- Supervise the assessment of all graphic materials in order to ensure the quality and accuracy in the design.
- Oversee the efficient use of production project budgets ranging from $2,000 - $25,000.

STEPHENS ADVERTISING, New York, NY
A full-service ad agency devoted to the well-planned execution of customized direct and digital marketing campaigns.
Graphic Design Specialist, Aug 2009 - May 2011
- Developed numerous marketing programs (logos, brochures, newsletters, infographics, presentations, and advertisements) and guaranteed that they exceeded the expectations of our clients.
- Managed up to 3 projects or tasks at a given time while under pressure to meet weekly deadlines.
- Recommended and consulted with clients on the most appropriate graphic design options based on their overall marketing goals.
- Created +4 design presentations and proposals a month for clients and account managers.

EDUCATION

ROCHESTER INSTITUTE OF TECHNOLOGY, Rochester, NY
Bachelor of Fine Arts in Graphic Design May 2009
- GPA: 3.4/4.0
- Designed the school’s online newspaper

ADDITIONAL SKILLS

- Proficiency in Adobe Creative Suite (InDesign, Illustrator, Photoshop)
- Member of the Society for Experiential Graphic Design (SEGD)
- Skilled in Microsoft Office Suite
- Working knowledge of HTML and CSS
Lesson Learned

“The Times They Are A- Changin”
Bob Dylan 1964

Change as needed, but keep your integrity
Polling Question #5

Which lessons would be especially useful to you and/or your organization now?
Post-Webinar Discussion Questions

a. What challenges are most pressing for managers in our agency?

b. What strategies and tactics sound promising to help us thrive?

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](http://icma.org/coaching)

- Subscribe to “ICMA Coaching” at [http://icma.org/coachinglist](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.
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

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<td>October 20, 2016 - 11:30 AM</td>
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<td>Succession Planning and Knowledge Transfer [advance registration req’d -- see Agenda]</td>
<td>November 17, 2016 - 01:00 PM</td>
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<td>Nov 5, 2015</td>
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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.
- **Talent Development resources** to make greater use of your talent and have fun doing it.
- **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 UPDATE
1-1 Coaching Resources -- new

Video guide

Being a Great Coach and a Winning Player

Platinum Sponsor: ICMA-RC
Gold Sponsors: ICMA and Cal-ICMA

Being a Great Coach and a Winning Player
Talent Catalyst Conversation – *outline*

**Topic:** [What topic would you like to discuss?]

*Confidentiality?*

*Brief Background* about the Player: [What’s useful to know about you for this conversation?]

**Enliven Your Hopes**

Step 1: Connect with Your Hopes

*What are your hopes about the topic you’ve chosen for this Conversation?*

*Why are your hopes important to you?*

Step 2: Consider Your Concerns

*What’s standing between you and realizing your hopes?*

*Which of your concerns seems most important to address now so that you can make progress toward your hopes?*

Step 3: Tap Your Success Stories

*How have you successfully dealt with concerns like these before?*

*What did you learn from the situation that might help you now?*
1-1 Coaching Resources -- new

Talent Catalyst Conversation -- watch coaching in action

live, unrehearsed illustration
Talent Development

Would you like to make greater use of your talent and have fun doing it? Here are resources you can use on your own, with a coach, or across your organization. Create a culture of talent development in the profession.

DID YOU KNOW THAT 30 TO 40% OF TALENT LIES UNTAPPED?

Surveys of hundreds of local government professionals show that even in strong organizations there’s more that people could be contributing. You probably have many ways in which you’d like to grow or develop to advance in your career or keep what you are doing fresh and engaging. Or, perhaps, your opportunities and workload are already overwhelming. There are tools to help you not just survive but thrive.

TAP KEYS TO UNLOCK THE GREATNESS IN YOURSELF AND OTHERS

In their book, Take Charge of Your Talent: Three Keys to Thriving in Your Career, Organization, and Life, Don Maruska and Jay Perry describe how everyone can make greater use of their talent and boost their job satisfaction as well. In the following videos, Don Maruska, MBA, JD, Master Certified Coach, and Director of the ICMA Coaching Program, briefly describes the keys and provides real-life examples of how they have made a positive difference for local government professionals and the organizations they serve. If you want to jump to a particular insight or resource, click on "Watch on YouTube" mode, which will give you access to an index of topics by time in the YouTube description. Click on the time segment for what you’d like to see.

To assist you in creating a rewarding new chapter in your talent story, Don has provided a downloadable copy of the Take Charge of Your Talent Participant Guide - ICMA special edition that’s complimentary for participants in the ICMA Coaching Program. The Guide is set up so that you can print it out or use it as an interactive PDF that you can fill in electronically as you go along. Even better, share your guide with a coach and benefit from a catalyst for your growth.
Take Charge of Your Talent -- new

Take Charge of Your Talent -- Key #2: Accelerate through Obstacles
Polling Question #6

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

• **Kevin Duggan**, ICMA West Coast Regional Director  
  kduggan@icma.org

• **Rebecca Fleury**, City Manager, Battle Creek, MI  
  rfleury@battlecreekmi.gov

• **Tim Madigan**, ICMA Senior Advisor, MN Cities Ambassador  
  madigan67@gmail.com

• **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 webinar

• Succession Planning and Knowledge Transfer – free webinar

1:00 - 2:30 p.m. Pacific Time, Thursday, November 17
https://attendee.gotowebinar.com/register/3025118598595013889

Audience: managers at all levels
Polling Results from “Survival Skills for Managers” – webinar  
October 20, 2016  
580 locations; 1026 estimated participants in live audience

[CLOSED] How many people are listening on your line?

- 62% 1 — just myself
- 14% 2-6
- 2% 6-10
- 2% 11-20
- 0% 21 or more — please send number using Question on webinar

[CLOSED] Which of these suggestions sound useful to help you and your organization thrive?

- 66% keep a “new manager mindset” and think “audiences”
- 66% boost trust in your competency, commitment, and integrity
- 65% seek out coaches, mentors, and support
- 78% keep learning and developing, esp. interpersonal skills
- 74% never let disagreements become personal

[CLOSED] Which of these strategies sound like they’d be particularly useful in your situation?

- 65% provide weekly/monthly report
- 64% have regular 1-1 meetings
- 59% make sure you have an agreed upon evaluation tool
- 77% establish annual goals and objectives together w/ evaluation
- 2% other (send via “Question” function)

[CLOSED] What circumstances will be especially important to prepare for in your organization?

- 68% varying expectations of elected officials
- 77% fiscal changes/challenges
- 50% need for continued professional development for yourself
- 52% involvement in preparing future leaders
- 55% knowing your community and yourself as things change

[CLOSED] Which lessons would be especially useful to you and/or your organization now?

- 63% stay in tune with your organization
- 55% don’t be too proud or afraid to call for help
- 60% be “carefully bold” to take initiatives within the framework
- 45% practice “detached caring”
- 47% know your “shelf life”

[CLOSED] How was this webinar of value to you? (check all that apply)

- 69% describing the challenges facing managers in local gov’t
- 60% offering effective ways to address the challenges and thrive
- 73% providing helpful examples and illustrations
- 67% identifying resources to support you
- 3% other [send via “Question” in webinar]