BEING A GREAT COACH AND A WINNING PLAYER
IN YOUR ORGANIZATION

free webinar

11:00 a.m. - 12:30 p.m. Pacific Time, Wednesday, April 19, 2017

*** Advance registration required for this no-charge webinar ***
https://attendee.gotowebinar.com/register/8964358263028836865

Webinar topics:
1. What are players looking for from coaches and what are coaches looking for from the players they help?
2. What are effective tools for local government agencies to use to boost a culture of talent development?
3. How can you use the ICMA Coaching Program and other resources to support personal and organizational success?

Presenters:
* Bob Hart, City Manager, Corinth, TX, and recipient of TCMA Mentoring Award
* Jamie Shockley, Assistant City Manager, Tonganoxie, KS
* Don Maruska, Director, ICMA Coaching Program, and author “Take Charge of Your Talent”

Audience: all employees who want to make the most of their talent and have fun doing

Meets Practice 1 (Staff Effectiveness) and 18 (Personal Development) of ICMA’s Practices for Effective Local Government Leadership.

1. Register for the Webinar:

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

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https://attendee.gotowebinar.com/register/8964358263028836865
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. Who in our organization is interested in using more of their talent or helping others use their talent more effectively in our organization?
b. How can we be catalysts to support one another and thrive in enlivening our careers and serving our communities?
c. What resources from the ICMA Coaching Program online and other sources would we like to tap?

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](http://www.TakeChargeofYourTalent.com)

**Jamie Shockley**, Assistant City Manager, Tonganoxie, KS

Jamie Shockley is the Assistant City Manager with the City of Tonganoxie, Kansas. In this role, she oversees all administrative services for the City, which includes finance, budget, human resources, information technology, communications, utility billing, municipal court, and municipal records. Prior to her work in Tonganoxie, Jamie also worked for the cities of Olathe, KS and Riverside, MO.

Jamie earned her master’s in public administration from the University of Kansas and her bachelor’s degree in political science from the University of Central Missouri. She is a 2016 graduate of the Southern Leavenworth County Leadership Development Program and was voted by leadership classmates as the 2016 recipient of the Outstanding Leader Award. In 2013, Jamie received the Early Career Excellence Award from the Kansas Association of City/County Management (KACM). Jamie was also a 2012 ICMA Management Fellow and is a member of several professional associations, including ICMA, KACM, and ELGL. In her previous role as a communications analyst with the City of Olathe, Jamie received several awards and recognitions from the National Association of Government Communicators (NAGC), City/County Communications and Marketing Association (3CMA), and the Kansas chapter of the Solid Waste Association of North America (KsSWANA) for her work in launching and marketing a mobile application and widget for trash and recycling collection schedule reminders.

**Bob Hart**, City Manager, Corinth, TX

Bob Hart was appointed City Manager in January 2017. He has served as City Manager in six other Texas cities: Kennedale, Georgetown, Huntsville, Pampa, Sweetwater, and Sundown.
Bob also served as President of the Innovation Groups, leading the organization to its transformation to the Alliance for Innovation (AFI), a nonprofit association dedicated to local government capacity building, organizational culture development, technology maximization, and networking.

Bob is an active member of the Texas City Management Association (TCMA) and the International City/County Management Association (ICMA) through which he is a credentialed manager.

As an adjunct faculty member in the Master of Public Administration program at the University of Texas at Arlington he teaches Strategic Planning and the capstone seminar where he leads students in completing their final applied research project prior to receiving a Master’s degree.

Bob also serves on the Accreditation Council of the American Public Works Association (APWA), the First Tier Suburbs Council of the National League of Cities, and the Public Administration Advisory Board of the University of North Texas.

Bob earned his Bachelor’s degree from Baylor University and his Master of Public Administration (MPA) from the University of North Texas, where he is also a member of Pi Alpha Alpha, and was named the outstanding MPA Alumni for 2000.
2017 ICMA Coaching Program

Being a Great Coach and a Winning Player in Your Organization

Wed, Apr 19, 2017
Welcome

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

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

www.ICMARC.org
26 State Association Coaching Partners
Outreach Partners

- Connect. Communicate. Educate
- ELGL: Local Government Leaders
- CAMA: Administrative Excellence | L'art de diriger
- IHN: International Hispanic Network
- League of Women in Government
- WLG: Women Leading Government
- NFPA: National Forum for Black Public Administrators

Achieving Excellence since 1983
Overview of Session

Webinar topics:
1. What are players looking for from coaches and what are coaches looking for from the players they help?
2. What are effective tools for local government agencies to use to boost a culture of talent development?
3. How can you use the ICMA Coaching Program and other resources to support personal and organizational success?

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

How many people are listening on your line?
Being a Great Coach and a Winning Player in Your Organization

DON MARUSKA
APRIL 19, 2017
Untapped talent ... even among the best

30% to 40% untapped

Source: surveys of leaders and employees across industries
Talent ↔ Satisfaction

![Graph showing the relationship between Talent Use and Satisfaction](image)
Our “buts” get in the way

“I could be doing more, but . . .

Ø “I don’t have time”
Ø “I’m already overworked and there’s no help”
Ø “I don’t have the pre-requisites for what I want”
Ø “we don’t have a budget for it”
Ø “there aren’t any positions open”
Ø “my boss won’t let me”
Ø “they wouldn’t pay me any more”
Ø “it will conflict with my home/life priorities”
We lose our best thinking to fear

Source: Antonio Damasio
Coaching... a vehicle to tap self-motivation

<table>
<thead>
<tr>
<th>Networking</th>
<th>Mentoring</th>
<th>Coaching</th>
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<tbody>
<tr>
<td>Connecting people with</td>
<td>Teaching people skills, career paths, etc.</td>
<td>Helping people find the answers for themselves</td>
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<tr>
<td>resources</td>
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13
Q1: How do you hope to benefit from coaching?
Q2: What's been your experience with coaching? (check N/A if you haven't had an experience)
Q3: What would you like from a Coach?
WHAT ARE PLAYERS LOOKING FOR FROM COACHES?

The Qualities That Make Up An Excellent Coach

- Active Listeners
- Trustworthy
- Personable
- Storytellers
- Emotionally Intelligent

Perspectives from Jamie Shockley
Assistant City Manager, Tonganoxie, KS
COACHING BENEFITS

Inspiring confidence and overcoming self-doubt

You are an intelligent, charismatic, beautiful superhero.
COACHING BENEFITS

Navigating difficult work situations

You are going to pick yourself up, dust yourself off, and we are going to figure out what the next step is.
COACHING BENEFITS

Achieving Work-Life Balance

We have to remember what's important in life: friends, waffles, and work. Or waffles, friends, work. But work has to come third.
COACHING BENEFITS

Overcoming Gender Issues in the Workplace

If you want to bake a pie. That’s great.
If you want to have a career. That’s great too.
COACHING BENEFITS

Career Advancement and Tips

So, why do you want this job?

Well, I love cats. And dogs sure are great.
Polling Question #2

How would you like to benefit from coaching?
Putting your hopes into action

Latest insights

Decades of experience

successful coaching
Key #1: Power Up Your Talent Story
Victim  ?  Hero

Enter The Talent Catalyst
Coach as a Catalyst

**Catalyst**: sparks imagination, precipitates action, accelerates results...

**... but doesn’t get consumed itself.**

- Is a willing partner
- Asks engaging questions
- Serves as a generous listener
- Keeps Hero in charge
- Offers advice, ideas, and resources... **only with permission**
- Agrees on confidentiality
1-1 Coaching
Are you looking for personal guidance in your local government career? 1-1 Coaching may be great for you.

WHAT’S THE BENEFIT OF 1-1 COACHING?
Volunteer Coaches can help you chart a path in local government. They also can help you find information you need. Rather than being “Answer Persons,” good Coaches guide you to find the answers that are right for you.

Coaching offers value for people at any stage in their careers. As in sports, coaching helps even the best players do better. Why? Because everyone can benefit from Coaches who can help them see their situation and opportunities from a fresh perspective.

WHAT DO YOU DO IN A COACHING SESSION?
Coaching sessions can take many forms. Some are casual, informal networking and check-ins. See the two-page handout for Being a Great Coach and a Winning Player rev. Other pairs set up a more formal relationship and continue over time. See the “ABCs of 1-1 Coaching. You also may choose to get perspectives from more than one Coach.

WATCH VIDEOS TO BE A GREAT COACH AND A WINNING PLAYER
Learn the critical elements for productive and enjoyable 1-1 Coaching. You can watch them on your own or as a team. 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.

Here’s the introductory video on “Being a Great Coach and a Winning Player.” You’ll enjoy being both.

Tap new online resources at “1-1 Coaching” tab of http://icma.org/coaching.
Guidelines for Player

HOW CAN YOU BE A WINNING PLAYER?
A little preparation will help you get more value from coaching. See some things you can do.

Being a Winning Player – take charge of your talent
Guidelines for Coach

HOW CAN YOU BE A GREAT COACH?
A Coach can be a wonderful catalyst for a Player’s growth. See what will help you enjoy this valuable role.

Being a Great Coach – catalyze the greatness in others

DON MARUSKA, MBA, JD
Master Certified Coach
The Talent Catalyst Conversation

III. Actions
I. Hopes
II. Opportunities
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 the videos" and you will access an index of topics by time in the YouTube description. Click on the video you like to see.

Tap new online resources at "Talent Development" tab of http://icma.org/coaching.
2016 ICMA Coaching Program

Thrive in local government!

Take Charge of Your Talent Participant Guide

Complimentary resource exclusively for participants in ICMA Coaching Program

ICMA coaching

downloadable, interactive
A Conversation in action
You can complete your Talent Catalyst Conversation in < 1 hour
Watch coaching in action

WOULD YOU LIKE A PROVEN TEMPLATE FOR A COACHING CONVERSATION?
Insights from neuroscience, psychology, and years of successful coaching results provide a foundation for effective coaching. With the two-page Talent Catalyst Conversation outline, you can tap a script with 10 steps that a Coach and Player can complete within an hour. The following video provides a live, unrehearsed sample of a 39-minute coaching conversation.

Talent Catalyst Conversation – watch coaching in action
Conversations yield results

Overall, how useful was the Conversation in stimulating your thinking and prompting your interest in taking action for yourself?

useful for all

10% breakthroughs
Polling Question #3

Would you like to have a coaching conversation with yourself as the Player?
COACHING PHILOSOPHY

Making First Contact

Learning Player’s Career and Personal Goals and Interests

Being Knowledgeable of Current Literature and Management Practices

Being Well Grounded in Ethics

Scheduling Subsequent Meetings

Having a Holistic Approach

Perspectives from Bob Hart
City Manager, Corinth, TX
LOOKING FOR FROM THE PLAYERS

Committed to the Process

- Work v. Task
- Open/Share Active Interaction
- Take it Seriously

“Learning to Fish”
- Coach “Will Not Fish for the Player”
BENEFITS

- Giving Opportunity for Introspective/Self Examination
- Staying Current on Issues
- Challenging Paradigms
- Broadening Skill Sets
WHAT HAS WORKED

One Level Removed & PMI

City Manager
Directors
Managers
Supervisors
Non-Supervisory Role

Cascading

City Manager
Directors
Managers
Supervisors
Non-Supervisory Role

Personal Management Interviews

Ethics
Polling Question #4

Would you like to serve as a Coach to others?
Connecting Coaches and Players

Interested coaches:
1. Connect with your State Association, which is serving as a clearinghouse for coaches.
2. Use the online CoachConnect from ICMA to identify your interests and availability: http://coachconnect.icma.org/ementor

Interested Players:
1. Tap your personal network or ask someone in your ICMA State Association to suggest a Coach for you.
2. Contact an ICMA Senior Advisor to identify potential Coaches.
3. Use the online CoachConnect from ICMA to identify your interests and help you find a Coach: http://coachconnect.icma.org/ementor
Key #2

ACCELERATE THROUGH OBSTACLES
Take Charge of Your Talent -- Key #2: Accelerate through Obstacles

practical tools
Obstacles  ?  Opportunities
A few samples of tools to accelerate through obstacles
Develop your Inner Qualities (IQs)

<table>
<thead>
<tr>
<th>Inner Qualities you have</th>
<th>Inner Qualities you’d like to develop</th>
<th>Inner Qualities you want to tap from others</th>
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Which inner qualities will help you realize your hopes?
Expand your resources

<table>
<thead>
<tr>
<th>100 RESOURCE CHALLENGE (begin your list here and continue on additional sheets)</th>
<th>CURRENT RESOURCE USAGE %</th>
<th>ACTION TO INCREASE RESOURCE USAGE %</th>
</tr>
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</tbody>
</table>
Create resource mash-ups

RESOURCE #1

RESOURCE #2

RESOURCE #3

Page 19
Slice through overwhelming workloads

1. Identify your most productive time of day/week.
2. Block out times for your most important projects.
3. Set up a system to handle other demands during that time.
4. Train others to honor your schedule.
5. Sustain the practice for at least three weeks.
6. Enjoy the results.
Create your Surgeon’s Schedule
Prepare your Talent Action Plan

D. PREPARE YOUR TALENT ACTION PLAN
[SEE PAGE 104 IN THE BOOK.]

A Talent Action Plan (TAP It!) gives you a quick road map for your next chapters in your talent story. It also gives you something concrete to discuss with people who can help you pursue your objectives. While you can sketch out responses to the questions on your own, you will gain added value with a Talent Champion to interview you and offer additional insights and ideas.

What does your Talent Action Plan look like? If it feels daunting to complete a draft, ask someone to interview you with the questions below and record the answers for you. As with the Talent Catalyst Conversation, a generous listener will help unlock valuable insights for you.

YOUR TALENT ACTION PLAN (TAP IT!)

Your hopes: [brief statement of your aspirations that the Plan will address]

1. What needs to be learned or developed for you to realize your hopes?

2. Why does it need to be done?

3. How will it occur?

4. Who needs to be involved?

5. When will it be completed?

6. Projected resources (number of hours, cost, coach support, etc.) to complete it?

7. Impact on other priorities?

8. Reporting needs and coaching support to track progress and sustain results?
Key #3: Multiply the Payoffs for Yourself and Others
Ideas ➔ ? ➔ Assets

TURN YOUR TALENT INTO TANGIBLE ASSETS
KEY #3: MULTIPLY THE PAYOFFS FOR YOURSELF AND OTHERS

This is the great win-win opportunity for you and your organization. Learn how you can make your talent tangible. This will create career assets for you and organizational assets for the community you serve.

If you want to get opportunities that you’d like, don’t miss the personal brand formula. The video includes examples of how people at various levels in local government have used it to get what they want.

The video references an expanded resource to develop your personal brand and get what you want. You can download it here.

- Take Charge of Your Talent -- creating a powerful personal brand ICMA edition
Talent-Opportunity Equation

Your brand promise that creates a preference for you +
Proof points tangible assets =
Opportunities you want
Fran’s example – from analyst to supervisor

<table>
<thead>
<tr>
<th>(your promise)</th>
<th>(career assets)</th>
<th>(what you want)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brings out the best in others with candid, constructive feedback</td>
<td>• Demonstrated skills to key managers and team members</td>
<td>Become a supervisor</td>
</tr>
<tr>
<td></td>
<td>• Checklist guide to best practices for performance feedback.</td>
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</table>
Getting what you want

YOUR BRAND + YOUR PROOF POINTS = Opportunities for You to Enjoy

| (your promise) | (career assets) | (what you want) |
Put your brand into action
Learners become teachers

“We want an organization of 20,000 learners and 20,000 teachers.”

~Judy Gilbert, director of talent, Google
Share the wealth and everyone wins

- More Room to Grow
- Organizational Assets
- Everyone Wins
- Career Assets

Your Talent in Action expands

makes tangible

shares with others

opens
80 people entered 190 pages in first 4 months!
Sample team results

20% increase in team’s use of talent

13% increase in team’s satisfaction

some as much as 67%

some as much as 100%
Action steps for you

1. Visit the online 1-1 Coaching resources to tap materials and sharpen your skills.

2. Complete a Talent Catalyst Conversation as a Coach and another as a Player.

3. Visit the online Talent Development resources to translate your talent into results.

4. Enroll in CoachConnect as Player and/or Coach.

5. Share the resources with your team, agency, and others in the profession.

Stimulate a culture of talent development in your organization.
Polling Question #5

Which of these action steps would you like to take?
Contacts for today’s session

Presenters:
• **Jamie Shockley**, Assistant City Manager, Tonganoxie, KS  
  jshockley@tonganoxie.org
• **Bob Hart**, City Manager, Corinth, TX, and recipient of TCMA Mentoring Award  
  Bob.Hart@cityofcorinth.com
• **Don Maruska**, Director, ICMA Coaching Program, and author “Take Charge of Your Talent”  
  ICMAcoaching@donmaruska.com
Polling Question #6

How was the webinar of value for you and your agency?
Register now for upcoming webinars

**Best Practices in Citizen/Customer Service**
*free webinar*
10:00 a.m. - 11:30 a.m. Pacific Time (1-2:30 p.m. ET), Thursday, May 11

**Effective Communication of Complex Issues to the Public**
*free webinar*
9:00 a.m. - 10:30 a.m. Pacific Time (noon-1:30 p.m. ET), Thursday, Sept. 7

Register for all webinars at [http://icma.org/coachingwebinars](http://icma.org/coachingwebinars).
Polling Results from “Being a Great Coach and a Winning Player” – webinar

April 19, 2017

410 locations; 975 estimated participants in live audience

[CLOSED] How many people are listening on your line?
- 74% 1 -- just myself
- 16% 2-5
- 8% 6-10
- 4% 11-20
- 0% 21 or more -- please send number using Question on webinar

[CLOSED] How would you like to benefit from coaching?
- 68% expand horizons with fresh perspectives
- 81% gain insights about challenging situations
- 48% advance in my career
- 60% have a confidential sounding board
- 2% other

[CLOSED] Would you like to have a coaching conversation with yourself as the Player?
- 52% yes, I’d like to see what I can gain
- 22% yes, but I don’t know how to find a coach to fit my needs
- 33% maybe, I need to learn more about coaching first
- 10% no thanks; I’m not interested in a coaching conversation
- 3% other

[CLOSED] Would you like to serve as a Coach to others?
- 35% yes, it sounds interesting and valuable; I’m ready
- 38% yes, and I’d like to learn more about being a Coach
- 35% maybe, but I need to learn more about coaching first
- 3% no thanks; I’m not interested in coaching others
- 3% other

[CLOSED] Which of these action steps would you like to take?
- 74% visit the online 1-1 Coaching resources to sharpen skills
- 45% complete a Talent Catalyst Conversation as Coach and Player
- 59% visit the online Talent Development resources to get results
- 32% enroll in CoachConnect as a Player and/or Coach
- 54% share the resources with my team, agency, and others

[CLOSED] How was this webinar of value to you and your agency? (check all that apply)
- 63% identifying resources to be an effective Player
- 73% identifying resources to be an effective Coach
- 57% locating tools to accelerate through obstacles
- 60% thinking about ways to make my talent tangible and share it
- 63% learning how to create a culture of talent development