



# MENDOCINO COUNTY LEADERSHIP INITIATIVE

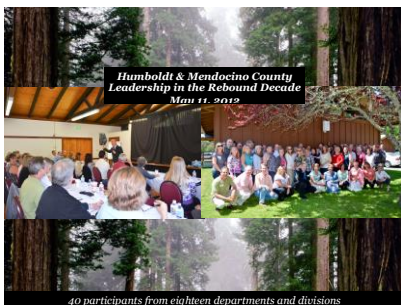
*Where We've Been • Where We Are • Where We're Headed*

**Pre-2012...**

County of Mendocino Setting Priorities During Budget Crises Budget Balancing Strategies and Decision Making Criteria				
Strategic Budget Actions*	Phase I			
	Short Term Local Cuts		Community Needs Cuts	Service Provision Cuts
	1. <i>Non-essential</i> services	1. <i>Non-essential</i> services	1. <i>Non-essential</i> services	1. <i>Non-essential</i> services
	2. <i>Non-essential</i> personnel	2. <i>Non-essential</i> personnel	2. <i>Non-essential</i> personnel	2. <i>Non-essential</i> personnel
	3. <i>Non-essential</i> equipment	3. <i>Non-essential</i> equipment	3. <i>Non-essential</i> equipment	3. <i>Non-essential</i> equipment
4. <i>Non-essential</i> materials	4. <i>Non-essential</i> materials	4. <i>Non-essential</i> materials	4. <i>Non-essential</i> materials	
5. <i>Non-essential</i> travel	5. <i>Non-essential</i> travel	5. <i>Non-essential</i> travel	5. <i>Non-essential</i> travel	
6. <i>Non-essential</i> training	6. <i>Non-essential</i> training	6. <i>Non-essential</i> training	6. <i>Non-essential</i> training	
7. <i>Non-essential</i> capital	7. <i>Non-essential</i> capital	7. <i>Non-essential</i> capital	7. <i>Non-essential</i> capital	
8. <i>Non-essential</i> information technology	8. <i>Non-essential</i> information technology	8. <i>Non-essential</i> information technology	8. <i>Non-essential</i> information technology	
9. <i>Non-essential</i> other	9. <i>Non-essential</i> other	9. <i>Non-essential</i> other	9. <i>Non-essential</i> other	
Implementation: Reduction of	Implementation: Reduction of	Implementation: Reduction of	Implementation: Reduction of	
1. <i>Non-essential</i> services	1. <i>Non-essential</i> services	1. <i>Non-essential</i> services	1. <i>Non-essential</i> services	
2. <i>Non-essential</i> personnel	2. <i>Non-essential</i> personnel	2. <i>Non-essential</i> personnel	2. <i>Non-essential</i> personnel	
3. <i>Non-essential</i> equipment	3. <i>Non-essential</i> equipment	3. <i>Non-essential</i> equipment	3. <i>Non-essential</i> equipment	
4. <i>Non-essential</i> materials	4. <i>Non-essential</i> materials	4. <i>Non-essential</i> materials	4. <i>Non-essential</i> materials	
5. <i>Non-essential</i> travel	5. <i>Non-essential</i> travel	5. <i>Non-essential</i> travel	5. <i>Non-essential</i> travel	
6. <i>Non-essential</i> training	6. <i>Non-essential</i> training	6. <i>Non-essential</i> training	6. <i>Non-essential</i> training	
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5. <i>Non-essential</i> travel	5. <i>Non-essential</i> travel	5. <i>Non-essential</i> travel	5. <i>Non-essential</i> travel	
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2. <i>Non-essential</i> personnel	2. <i>Non-essential</i> personnel	2. <i>Non-essential</i> personnel	2. <i>Non-essential</i> personnel	
3. <i>Non-essential</i> equipment	3. <i>Non-essential</i> equipment	3. <i>Non-essential</i> equipment	3. <i>Non-essential</i> equipment	
4. <i>Non-essential</i> materials	4. <i>Non-essential</i> materials	4. <i>Non-essential</i> materials	4. <i>Non-essential</i> materials	
5. <i>Non-essential</i> travel	5. <i>Non-essential</i> travel	5. <i>Non-essential</i> travel	5. <i>Non-essential</i> travel	
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9. <i>Non-essential</i> other	9. <i>Non-essential</i> other	9. <i>Non-essential</i> other	9. <i>Non-essential</i> other	
Implementation: Reduction of	Implementation: Reduction of	Implementation: Reduction of	Implementation: Reduction of	
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2. <i>Non-essential</i> personnel	2. <i>Non-essential</i> personnel	2. <i>Non-essential</i> personnel	2. <i>Non-essential</i> personnel	
3. <i>Non-essential</i> equipment	3. <i>Non-essential</i> equipment	3. <i>Non-essential</i> equipment	3. <i>Non-essential</i> equipment	
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5. <i>Non-essential</i> travel	5. <i>Non-essential</i> travel	5. <i>Non-essential</i> travel	5. <i>Non-essential</i> travel	
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7. <i>Non-essential</i> capital	7. <i>Non-essential</i> capital	7. <i>Non-essential</i> capital	7. <i>Non-essential</i> capital	
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Implementation: Reduction of	Implementation: Reduction of	Implementation: Reduction of	Implementation: Reduction of	
1. <i>Non-essential</i> services	1. <i>Non-essential</i> services	1. <i>Non-essential</i> services	1. <i>Non-essential</i> services	
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7. <i>Non-essential</i> capital	7. <i>Non-essential</i> capital	7. <i>Non-essential</i> capital	7. <i>Non-essential</i> capital	
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3. <i>Non-essential</i> equipment	3. <i>Non-essential</i> equipment	3. <i>Non-essential</i> equipment	3. <i>Non-essential</i> equipment	
4. <i>Non-essential</i> materials	4. <i>Non-essential</i> materials	4. <i>Non-essential</i> materials	4. <i>Non-essential</i> materials	
5. <i>Non-essential</i> travel	5. <i>Non-essential</i> travel	5. <i>Non-essential</i> travel	5. <i>Non-essential</i> travel	
6. <i>Non-essential</i> training	6. <i>Non-essential</i> training	6. <i>Non-essential</i> training	6. <i>Non-essential</i> training	
7. <i>Non-essential</i> capital	7. <i>Non-essential</i> capital	7. <i>Non-essential</i> capital	7. <i>Non-essential</i> capital	
8. <i>Non-essential</i> information technology	8. <i>Non-essential</i> information technology	8. <i>Non-essential</i> information technology	8. <i>Non-essential</i> information technology	
9. <i>Non-essential</i> other	9. <i>Non-essential</i> other	9. <i>Non-essential</i> other	9. <i>Non-essential</i> other	
Implementation: Reduction of	Implementation: Reduction of	Implementation: Reduction of	Implementation: Reduction of	
1. <i>Non-essential</i> services	1. <i>Non-essential</i> services	1. <i>Non-essential</i> services	1. <i>Non-essential</i> services	
2. <i>Non-essential</i> personnel	2. <i>Non-essential</i> personnel	2. <i>Non-essential</i> personnel	2. <i>Non-essential</i> personnel	
3. <i>Non-essential</i> equipment	3. <i>Non-essential</i> equipment	3. <i>Non-essential</i> equipment	3. <i>Non-essential</i> equipment	
4. <i>Non-essential</i> materials	4. <i>Non-essential</i> materials	4. <i>Non-essential</i> materials	4. <i>Non-essential</i> materials	
5. <i>Non-essential</i> travel	5. <i>Non-essential</i> travel	5. <i>Non-essential</i> travel	5. <i>Non-essential</i> travel	
6. <i>Non-essential</i> training	6. <i>Non-essential</i> training	6. <i>Non-essential</i> training	6. <i>Non-essential</i> training	
7. <i>Non-essential</i> capital	7. <i>Non-essential</i> capital	7. <i>Non-essential</i> capital	7. <i>Non-essential</i> capital	
8. <i>Non-essential</i> information technology	8. <i>Non-essential</i> information technology	8. <i>Non-essential</i> information technology	8. <i>Non-essential</i> information technology	
9. <i>Non-essential</i> other	9. <i>Non-essential</i> other	9. <i>Non-essential</i> other	9. <i>Non-essential</i> other	
Implementation: Reduction of	Implementation: Reduction of	Implementation: Reduction of	Implementation: Reduction of	
1. <i>Non-essential</i> services	1. <i>Non-essential</i> services	1. <i>Non-essential</i> services	1. <i>Non-essential</i> services	
2. <i>Non-essential</i> personnel	2. <i>Non-essential</i> personnel	2. <i>Non-essential</i> personnel	2. <i>Non-essential</i> personnel	
3. <i>Non-essential</i> equipment	3. <i>Non-essential</i> equipment	3. <i>Non-essential</i> equipment	3. <i>Non-essential</i> equipment	
4. <i>Non-essential</i> materials	4. <i>Non-essential</i> materials	4. <i>Non-essential</i> materials	4. <i>Non-essential</i> materials	
5. <i>Non-essential</i> travel	5. <i>Non-essential</i> travel	5. <i>Non-essential</i> travel	5. <i>Non-essential</i> travel	
6. <i>Non-essential</i> training	6. <i>Non-essential</i> training	6. <i>Non-essential</i> training	6. <i>Non-essential</i> training	
7. <i>Non-essential</i> capital	7. <i>Non-essential</i> capital	7. <i>Non-essential</i> capital	7. <i>Non-essential</i> capital	
8. <i></i>				

- ❖ The organization, at its peak in 2006, employed over 1,500 employees
- ❖ As a result of the ongoing economic recession, the organization currently employs a workforce of approximately 1,150 employees
- ❖ This reduction in force, due to downsizing, layoffs, retirements, and reorganizations represented an unprecedented loss of experienced staff, managers, and Department Heads – and resulted in the need to create opportunities for succession planning
- ❖ The Executive Office and Human Resources established a core planning group (four participants) and the planning process commenced

## 2012...



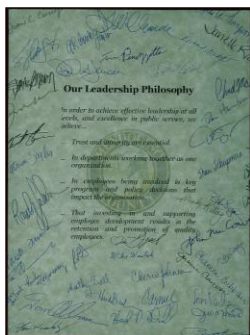
- ❖ Formation of Quarterly Expanded Department Head/Leadership Team Meetings (Including Department Heads, Managers, and “up and coming” leaders) (2012)
- ❖ Leadership Development Regional Training: The Rabiner training event *Leadership in the Rebound Decade* marked the launch of an annual regional training effort (Humboldt, Lake, Mendocino, Sonoma) (May 2012)
- ❖ Preparation of County of Mendocino Communication Engagement Plan (Fall 2012; Released in Spring of 2013)

## 2013...



- ❖ Launch of CEO All-Employee Messages (January 2013)
- ❖ Leadership Development Regional Training: *Building High Performance Organizations* with Tony Gardner (June 2013)
- ❖ Launch of *Leadership Reading Club* (June 2013)
- ❖ Leadership At All Levels (Summer 2013)
- ❖ Leadership Principles/Values Work Session (August 2013)
- ❖ Adoption of *Our Leadership Philosophy* (September 2013)
- ❖ Launch of Mendocino County Leadership Academy – *Class of 2014* (November 2013)
- ❖ Leadership Development “Brown Bag Coaching Sessions” (December 2013)

**2014...**



- ❖ Launch of Leadership Development website (2014)
- ❖ Formation of Leadership Steering Committee (2014)
- ❖ Leadership At All Levels/Networked Talent Model: Formation of Policy No. 1 Work Group (January 2014)
- ❖ Assisting with the Board of Supervisor's Strategic Planning Sessions (Spring 2014)
- ❖ Leadership Development Regional Training: *Cultural Architecture* with John King Partners (May 2014)
- ❖ Accepting nominations for Mendocino County Leadership Academy – *Class of 2015* (Fall 2014)
- ❖ The Expanded Leadership Team have over 70 participants

## WHAT IS THE LEADERSHIP DEVELOPMENT INITIATIVE?

At its core, the purpose of the leadership development initiative is to transform our organizational culture by cultivating “leaders at all levels” within the organization by engaging, developing, supporting, and utilizing our employees to their fullest potential



<p>2015...</p>	<ul style="list-style-type: none"> <li>❖ High Performance Organization Training – “HPO Revisited” Tony Gardner January 12-15</li> <li>❖ Leadership Development Regional Training: <i>Emotional Intelligence</i> with Deborah Roberts (April 2016)</li> </ul>
<p>2016...</p>	<ul style="list-style-type: none"> <li>❖ Leadership Initiative transferred to the Human Resources Department (January 2016)</li> <li>❖ Leadership Reading Group- Read: <u>Fish!</u>, <u>Fish! Tales</u>, <u>The Power of Habit</u> and currently reading <u>Turn the Ship Around</u>.</li> <li>❖ Leadership Development website updated</li> <li>❖ Leadership At All Levels: Formation of New Hire Orientation Committee</li> <li>❖ Leadership Development Regional Training: <i>Transforming Government</i> with Ted Gaebler (May 2016)</li> <li>❖ Executive Leadership Team Training – Ron Holifield (July 2016)</li> <li>❖ Work of Leadership monthly email</li> <li>❖ High Performance Organization Training (overview) – Tony Gardner(October 13-14)- 165 participants</li> <li>❖ Executive Leadership Team meeting with Tony Gardner (October 15)</li> <li>❖ The Expanded Leadership Team has over 170 participants</li> <li>❖ Executive Leadership Team meets on December 14<sup>th</sup> to develop the Work of Leadership</li> </ul>
<p>2017...</p>	<ul style="list-style-type: none"> <li>❖ Leadership Reading Group- Completion of <u>Turn Your Ship Around</u> (book and workbook), next book <u>The Five Dysfunctions of a Team</u>, Patrick Lencioni</li> <li>❖ Leadership Development website continually updated</li> <li>❖ High Performance Organization Training – Tony Gardner – April 19<sup>th</sup> – 21<sup>st</sup></li> <li>❖ Leadership Development Regional Training Mendocino/Humboldt-Benbow: <i>Dr. Mary O'Hara-Devereaux - Futurist– September 15th</i></li> <li>❖ Work of Leadership quarterly email</li> <li>❖ Mendocino County Executive Leadership Team meeting monthly to continue the Work of Leadership- Development of Work Teams</li> <li>❖ Work Team meetings began in July</li> <li>❖ The Expanded Leadership Team has over 200 participants</li> <li>❖ Work Teams presented status update to MCELT December</li> </ul>
<p>2018...</p>	<ul style="list-style-type: none"> <li>❖ Leadership Reading Group- <u>Start With Why</u>, Simon Sinek</li> <li>❖ Leadership Development website continually updated</li> <li>❖ Mendocino County Executive Leadership Team meeting monthly to continue the Work of Leadership</li> <li>❖ Work Teams meet monthly to work on goals with a completion date of June 30 for short term goal</li> <li>❖ Presentation to the Board of Supervisors February 27<sup>th</sup></li> <li>❖ Leadership Development Regional Training Mendocino/Humboldt-Benbow</li> <li>❖ The Expanded Leadership Team has over 200 participants- meetings are scheduled for March 7<sup>th</sup>, June 13<sup>th</sup>, September 12<sup>th</sup> and December 5<sup>th</sup></li> </ul>

#### WHAT IS THE LEADERSHIP DEVELOPMENT INITIATIVE?

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