



MENDOCINO COUNTY LEADERSHIP INITIATIVE

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

Pre-2012...

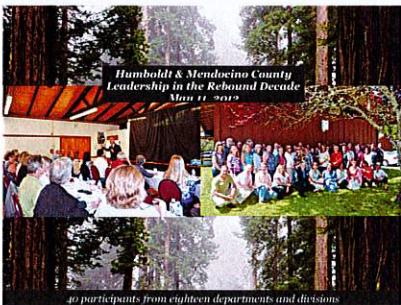
County of Mendocino
Setting Priorities During Budget Cuts
Budget Balancing Strategies and Decision Making Criteria
Phase I

Strategic Budget Actions*	Human Resources	Information Technology	Community Development	Public Works	Public Safety	Health Services	Transportation	Other
1. Reduce the number of employees								
2. Reduce the number of positions								
3. Reduce the number of positions in the highest paying positions								
4. Reduce the number of positions in the highest paying positions in the highest paying positions								
5. Reduce the number of positions in the highest paying positions in the highest paying positions								
6. Reduce the number of positions in the highest paying positions in the highest paying positions								
7. Reduce the number of positions in the highest paying positions in the highest paying positions								
8. Reduce the number of positions in the highest paying positions in the highest paying positions								
9. Reduce the number of positions in the highest paying positions in the highest paying positions								
10. Reduce the number of positions in the highest paying positions in the highest paying positions								

*Strategic Budget Actions: 1. Reduce the number of employees; 2. Reduce the number of positions; 3. Reduce the number of positions in the highest paying positions; 4. Reduce the number of positions in the highest paying positions in the highest paying positions; 5. Reduce the number of positions in the highest paying positions in the highest paying positions; 6. Reduce the number of positions in the highest paying positions in the highest paying positions; 7. Reduce the number of positions in the highest paying positions in the highest paying positions; 8. Reduce the number of positions in the highest paying positions in the highest paying positions; 9. Reduce the number of positions in the highest paying positions in the highest paying positions; 10. Reduce the number of positions in the highest paying positions in the highest paying positions.

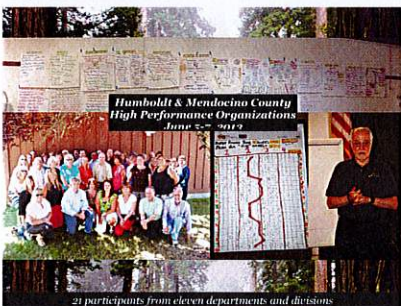
- ❖ The organization, at its peak in 2006, employed over 1,500 employees
- ❖ As a result of the ongoing economic recession, the organization currently employs a workforce of approximately 1,150 employees
- ❖ This reduction in force, due to downsizing, layoffs, retirements, and reorganizations represented an unprecedented loss of experienced staff, managers, and Department Heads – and resulted in the need to create opportunities for succession planning
- ❖ CEO Angelo, Executive Office Staff and Human Resources Staff 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 Angelo's 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?

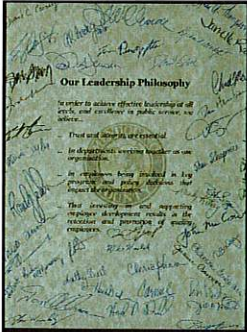
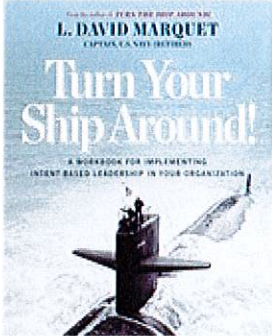

At its core, the purpose of the leadership development initiative is to transform our organizational culture by cultivating “leaders at all levels” within the organization by engaging, developing, supporting, and utilizing our employees to their fullest potential
Leadership with Heart





MENDOCINO COUNTY LEADERSHIP INITIATIVE

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

<p>2015...</p> 	<ul style="list-style-type: none"> ❖ High Performance Organization Training – “HPO Revisited” Tony Gardner January 12-15 ❖ Leadership Development Regional Training: <i>Emotional Intelligence</i> with Deborah Roberts (April 2016)
<p>2016...</p> 	<ul style="list-style-type: none"> ❖ Leadership Initiative transferred to the Human Resources Department (January 2016) ❖ 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>. ❖ Leadership Development website updated ❖ Leadership At All Levels: Formation of New Hire Orientation Committee ❖ Leadership Development Regional Training: <i>Transforming Government</i> with Ted Gaebler (May 2016) ❖ Executive Leadership Team Training – Ron Holifield (July 2016) ❖ Work of Leadership monthly email ❖ High Performance Organization Training (overview) – Tony Gardner (October 13-14)- 165 participants ❖ Executive Leadership Team meeting with Tony Gardner (October 15) ❖ The Expanded Leadership Team has over 170 participants ❖ Executive Leadership Team meets on December 14th to develop the Work of Leadership
<p>2017...</p> 	<ul style="list-style-type: none"> ❖ 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, Leadership Development website continually updated ❖ High Performance Organization Training – Tony Gardner – April 19th – 21st ❖ Leadership Development Regional Training Mendocino/Humboldt-Benbow: <i>Dr. Mary O'Hara-Devereaux - Futurist– September 15th</i> ❖ Work of Leadership quarterly email ❖ Mendocino County Executive Leadership Team meeting monthly to continue the Work of Leadership- Development of Work Teams ❖ Work Team meetings began in July ❖ The Expanded Leadership Team has over 200 participants ❖ Work Teams presented status update to MCELT December

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

Leadership with Heart





MENDOCINO COUNTY LEADERSHIP INITIATIVE

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

2018...



- ❖ Leadership Reading Group- Start With Why, Simon Sinek and The Culture Code, Daniel Coyle
- ❖ Leadership Development website continually updated
- ❖ Mendocino County Executive Leadership Team meeting monthly to continue the Work of Leadership
- ❖ Work Teams meet monthly to work on goals with a completion date of June 30, 2018 for short term goal and June 30, 2019 18 month goal
- ❖ Presentation to the Board of Supervisors February 27th
- ❖ Presentation of first Leadership in Action Award
- ❖ High Performance Organization Training hosted and taught by Mendocino County Executive Leadership Team, two-day training September 17-18
- ❖ April 26th Employee Engagement Survey sent out to all County Employees
- ❖ Keynote address Davie Marquet, author Turn the Ship Around, October 3rd, all employees invited
- ❖ The Expanded Leadership Team has over 200 participants- meetings are scheduled for March 7th, June 13th, September 12th and December 5th

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

Leadership with Heart

