LARPD Personnel Committee July 2024

Career Development Agenda Day

1. Zach Walsh: HR Intern
2. LARPD Academy
   - Mission
   - Objectives
   - Design
   - Pillars
   - DiSC

Leadership Academy Mission

To develop our leaders in a way that empowers them to be highly effective in their roles, their programs, and their careers so that we collectively align and execute in support of the Livermore Area Recreation and Park District mission and vision.

Academy Objectives

Livermore Area Recreation and Park District Leadership Academy graduates will….

- Demonstrate increased competence and confidence across key management and leadership skills.
- More effectively engage and contribute as Livermore Area Recreation and Park District supervisors, managers, and leaders.
- Develop themselves to meet the needs of current and future management and leadership roles.
- Be highly informed, educated and inspired to achieve their fullest potential.
- Contribute to elevating the Livermore Area Recreation and Park District through talented employees.
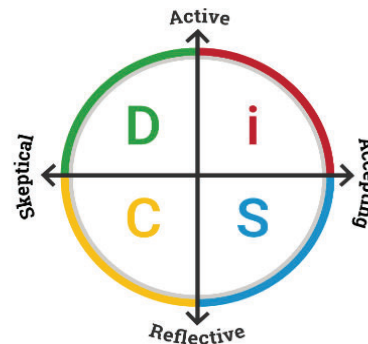
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Academy Design Principles

- Employ a theory to practice design framework where key learning is immediately applicable. We believe that theory is important but not sufficient. In addition, learning will incorporate practice & reflection learning methodology.
- Leverage a cohort learning model, we believe that learning from each other is a key component of this program.
- Provide an environment where participants feel comfortable, free to speak up and engage. We believe in diversity of thought and style.
- Provide appropriate materials in advance, during and following sessions that will accelerate engagement, support learning, and make the learning 'sticky'. We believe that learning is a journey and process versus an event.
- Incorporate role play, small group/breakout discussion, and case studies as appropriate. We believe that adult learning should integrate various learning styles.
- Set up session modules, including learning goals/objectives, high-level agendas, and preparation (if any) in advance of each session. We believe that transparency contributes to accelerated, meaningful learning.
- Prework, if required, will be based on specific learning objective required to successfully implement the session module.

The Leadership Journey Starts with Knowing Yourself

The two dimensions

The DiSC model is based on the idea of two fundamental dimensions of human nature, represented by these two axes. The vertical axis runs from active and outspoken at the top of the circle to more thoughtful and reflective at the bottom of the circle. The horizontal axis runs from accepting and warm on the right side of the circle to questioning and skeptical on the left side of the circle.

The intersection of these two dimensions creates the four basic DiSC styles: those with the D style tend to be skeptical and active, those with the i style tend to be active and accepting, those with the S style tend to be accepting and reflective, and those with the C style tend to be reflective and skeptical.

3

Leadership Pillars

Leading	Leading	Leading
Leading Self • Understanding Self • Effective Decision Making • Communicating Effectively	**Leading Others** • Managing Performance • Engaging Employees • Influencing Others	**Leading the Organization** • Leading Change • Leadership Practices

The four styles

D style
Active & skeptical

(DC) (D) (Di)

Priorities: getting immediate results, taking action, challenging themselves and others

Motivated by: power and authority, competition, winning, success

Fears: loss of control, being taken advantage of, vulnerability

Limitations: lack of concern for others, impatience, insensitivity

i style
Active & accepting

(iD) (i) (iS)

Priorities: expressing enthusiasm, taking action, encouraging collaboration

Motivated by: social recognition, group activities, friendly relationships

Fears: social rejection, disapproval, loss of influence, being ignored

Limitations: impulsiveness, disorganization, lack of follow-through

S style
Accepting & reflective

(Si) (S) (SC)

Priorities: giving support, maintaining stability, enjoying collaboration

Motivated by: stable environments, sincere appreciation, cooperation, opportunities to help

Fears: loss of stability, change, loss of harmony, offending others

Limitations: overly accommodating, tendency to avoid change, indecisiveness

C style
Skeptical & reflective

(CS) (C) (CD)

Priorities: ensuring accuracy, maintaining stability, challenging assumptions

Motivated by: opportunities to use expertise or gain knowledge, attention to quality

Fears: criticism, slipshod methods, being wrong

Limitations: overly critical, tendency to overanalyze, isolates self

iS style

People with the iS style value collaboration, so they enjoy teaming up with others as much as possible. Because they want everyone to feel included, they tend to spend time and energy getting people involved.

In addition, they tend to be enthusiastic, and they're likely to bring a positive attitude to their work and relationships. They're light-hearted and encouraging, and they often like to spread their optimistic spirit to others.

Furthermore, those with the iS style tend to be flexible people who want what's best for the group. When others struggle, they tend to show concern and offer uncritical support.
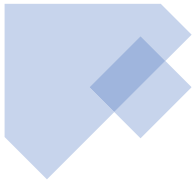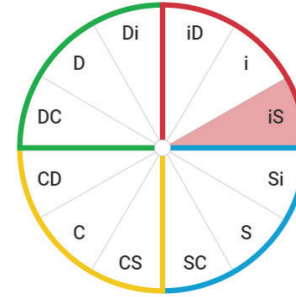
Goals:

Friendship

Judges others by:

Ability to see good in others, warmth

Influences others by:

Agreeableness, empathy

Goals:

Friendship

Judges others by:

Ability to see good in others, warmth

Influences others by:

Agreeableness, empathy

Overuses:

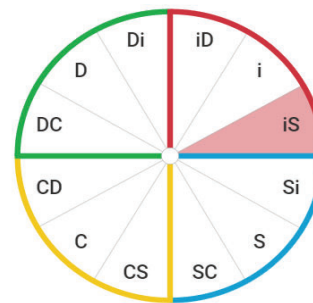Patience with others, indirect approaches

Under pressure:

Takes criticism personally, avoids conflict

Fears:

Pressuring others, being disliked

Would increase effectiveness through:

Acknowledging others' flaws, confronting problems

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Modules – Leadership Courses

1. **Understanding Self & Strengthening Emotional Intelligence**
Leadership starts with understanding yourself. What are your preferences and tendencies that impact how others experience you? How do you communicate effectively with others and what strategies might you employ to strengthen working relationships? (Although this is not a workshop on DiSC, we will discuss our DiSC styles as a way to better understand ourselves. The next step is to better understand and strengthen our emotional intelligence… understanding our emotions and how they impact our interactions with others… reading the room and using these ques for greater impact/successful outcomes.

2. **Communicating for Action**
Communicating effectively is a two-way sport. You can 'communicate' all day long, but if it does not result in action, what good is it? Communicating for action includes highly effective listening, listening skills, being able to advocate and inquire in a balanced manner, and a framework that helps individuals and teams understand and employ effective communication patterns. Finally, we will explore dos and don'ts of different communication methods, including in-person, email, phone/voicemail, and texting.

3. **Managing Performance**
Managers manage performance. It's central to what we do. In this module, we will explore SMART goal setting, proven methods for giving AND getting feedback, including dealing with situations when things don't go the way you would expect. We will also explore and practice a method of getting 'feed-forward' in advance to improve performance. Finally, we will discuss difficult conversations. How to prepare and have them for best possible outcomes.

Modules Continued

4. **Engaging Employees**
Employee satisfaction has been replaced with employee engagement. What is it? How do you measure, monitor and strengthen it? As managers and leaders, the primary drivers of employee engagement are under our control. The rational and emotion commitments that employees make to their job, team, manager and company drive how hard they will work (productivity), and how long they will stay (retention). We will explore the business case (yes, even in a non-profit), for focusing on engagement.

5. **Influencing Others**
While managers and leaders can 'direct' others to do things, the most effective way to gain commitment and not just compliance is through influencing others. In this module, we will focus on understanding and appreciating the role managers play in influencing others. We'll explore the various sources of power we can employee in influencing others and three different influencing strategies. Finally, we'll explore some of the potential pitfalls we might encounter in the influencing process.

6. **Leadership Symposium/Seminar**
This session will act as a kind of 'capstone' for the academy, giving us 'somewhat' unstructured dialogue with participants on what leadership is/isn't and practices/behaviors of effective leaders. This will be an opportunity to make commitments to self and others to continue of the leadership journey.

ITEM 4

Who's Included?

Phase I

- Manager
- Supervisors
- Coordinator IIs

Phase II

- High potential individual contributors
- Coordinators