



HUMAN RESOURCES

ORGANIZATIONAL DEVELOPMENT
and LEARNING

Growing Leadership: *What's your game plan?*

City of Charlotte

Candy Phillips, OD&L Manager

Session Description

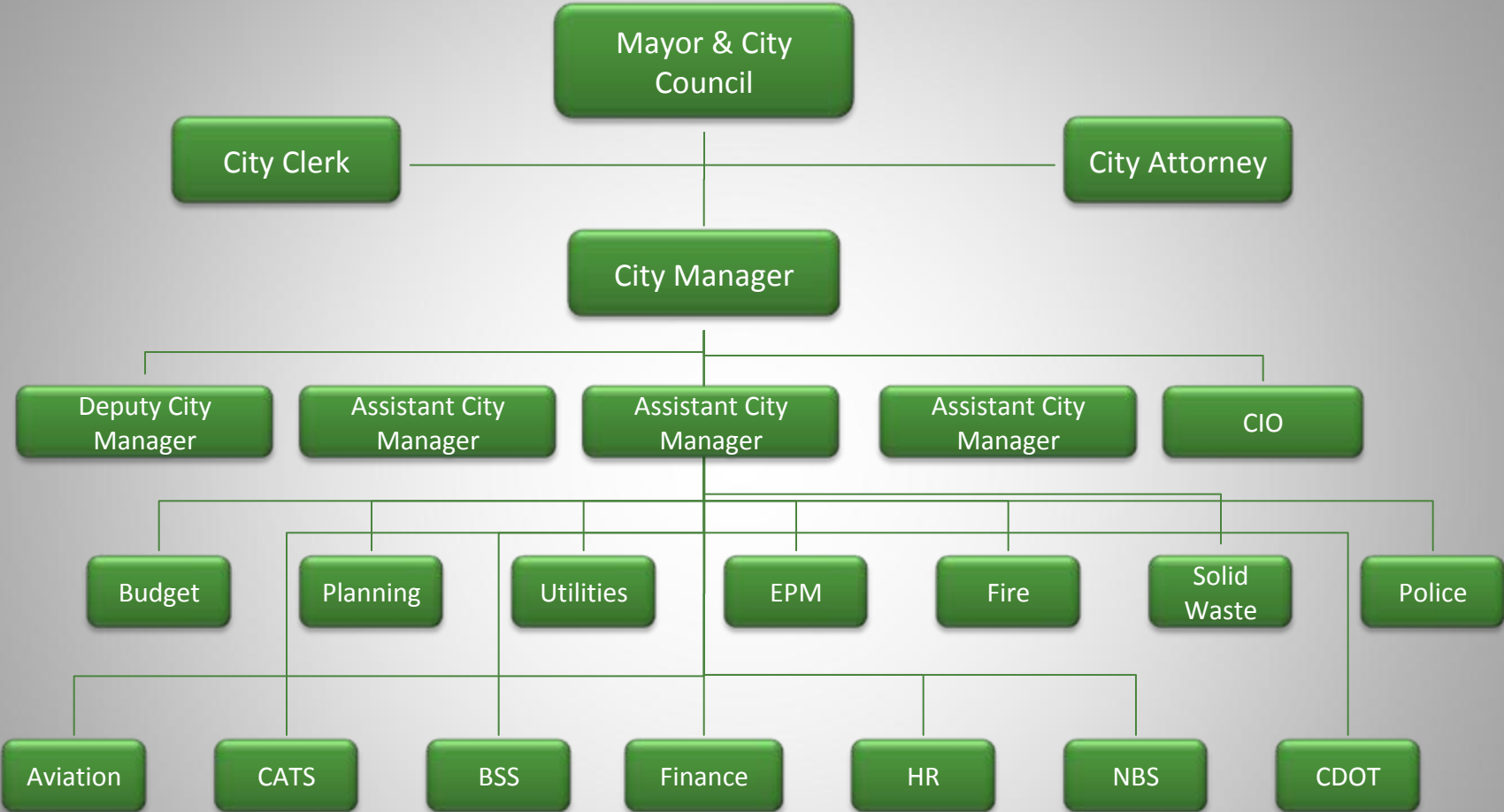
Growing Leadership—

- What Strategy does your Team have to Bring the Rookies up to Their Top Potential?
- Learn what it takes to help your young stars meet the organization's strategic goals.

Agenda for Today's Discussion

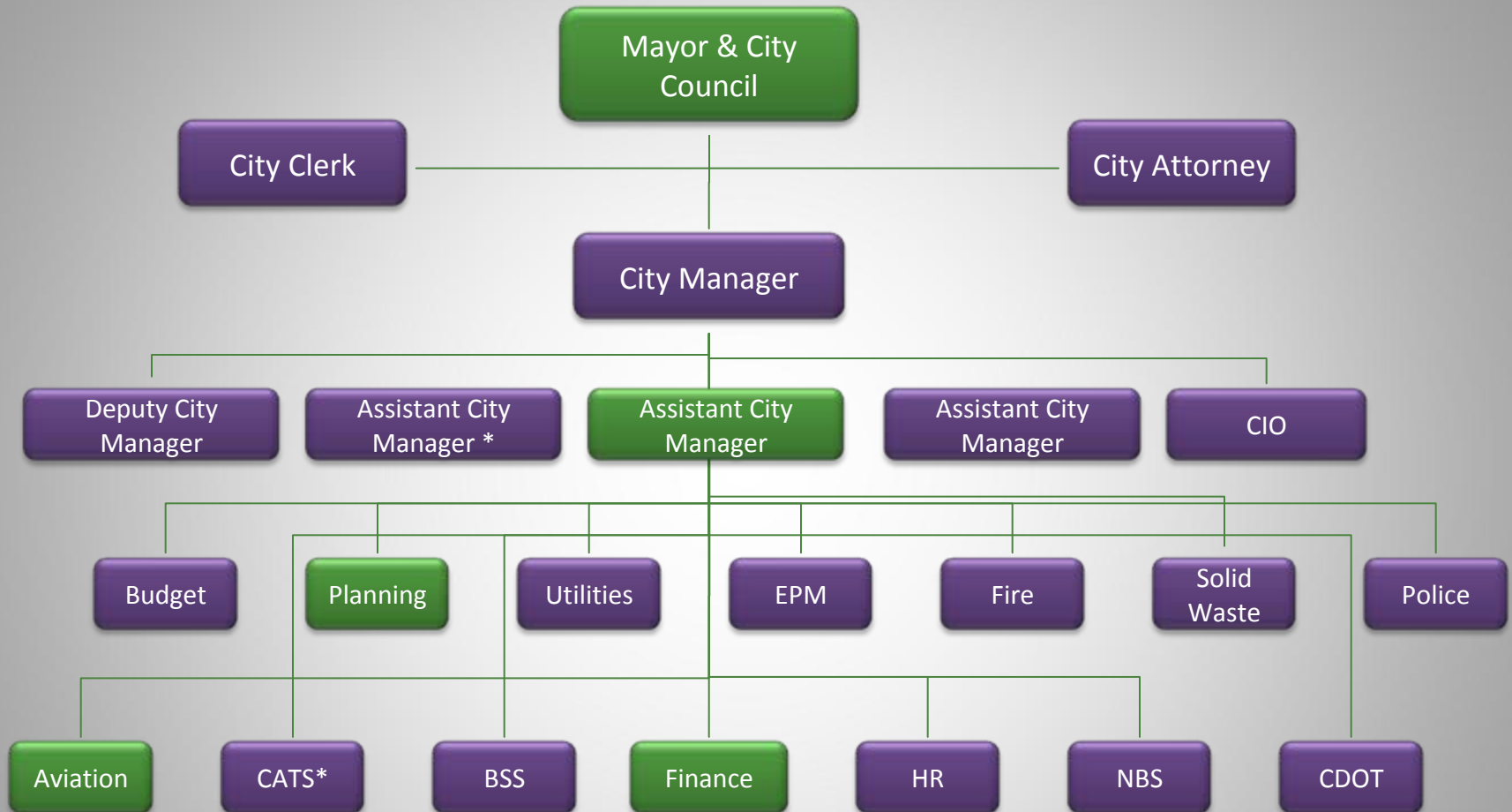
- How we got to where we are today
 - Challenges
 - Strategies
 - Benefits
- One Specific Experience – Shared Leadership Learning
- Q & A

City of Charlotte Leadership Org Chart



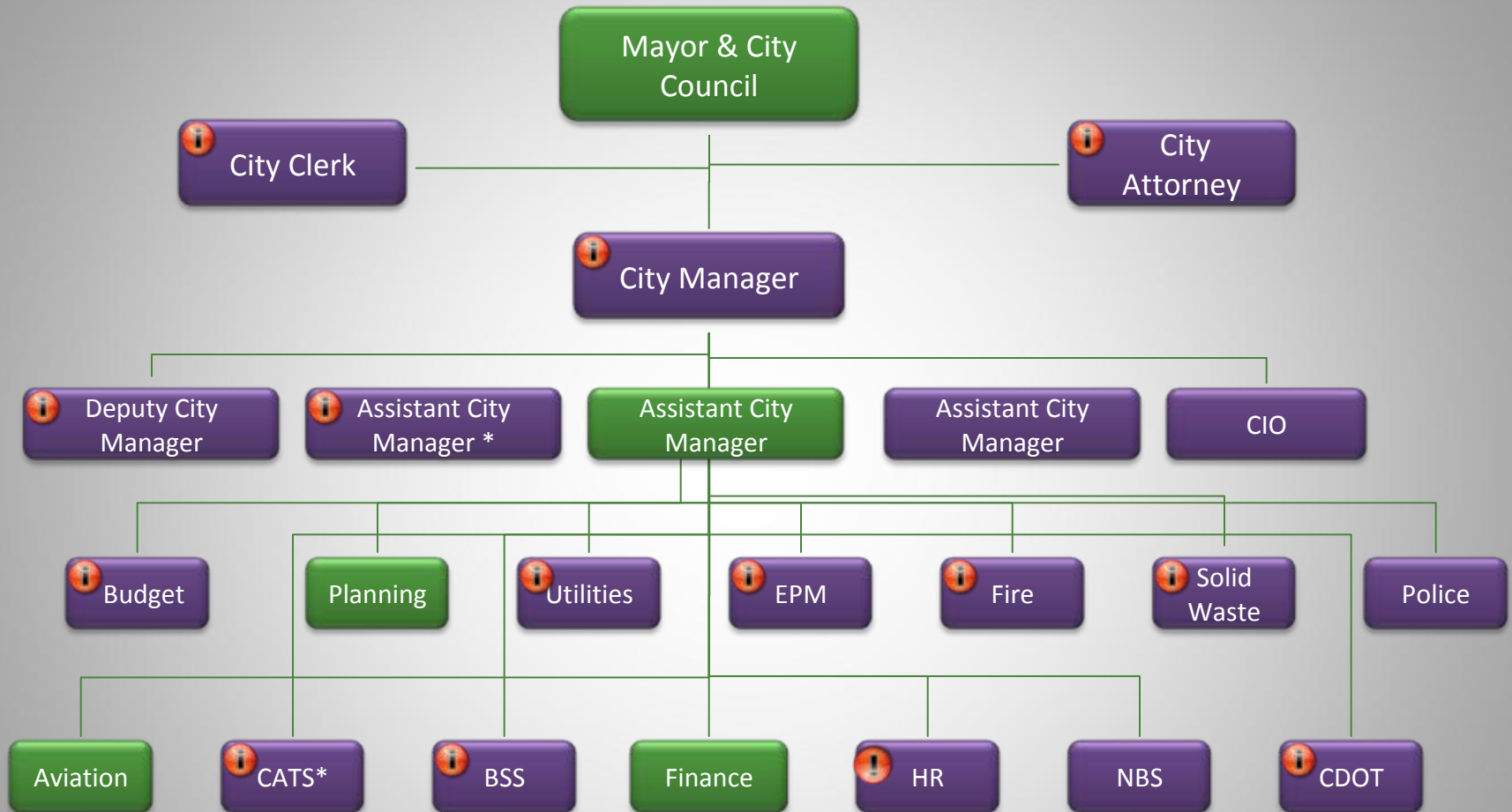
22 positions, not counting Mayor & Council

Changes Since 2007



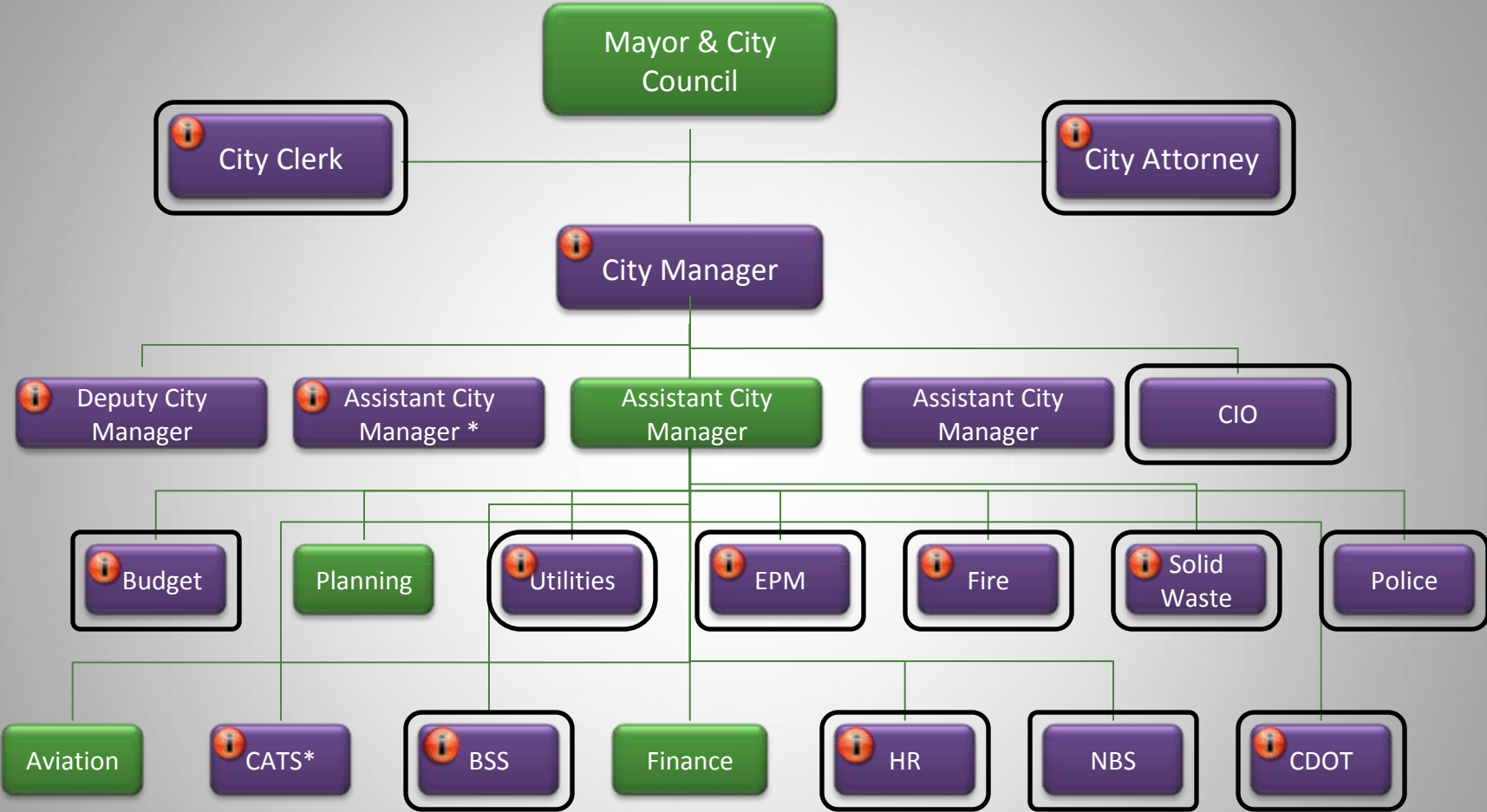
19 changes, including 2 that changed twice (*)

Internal Promotions



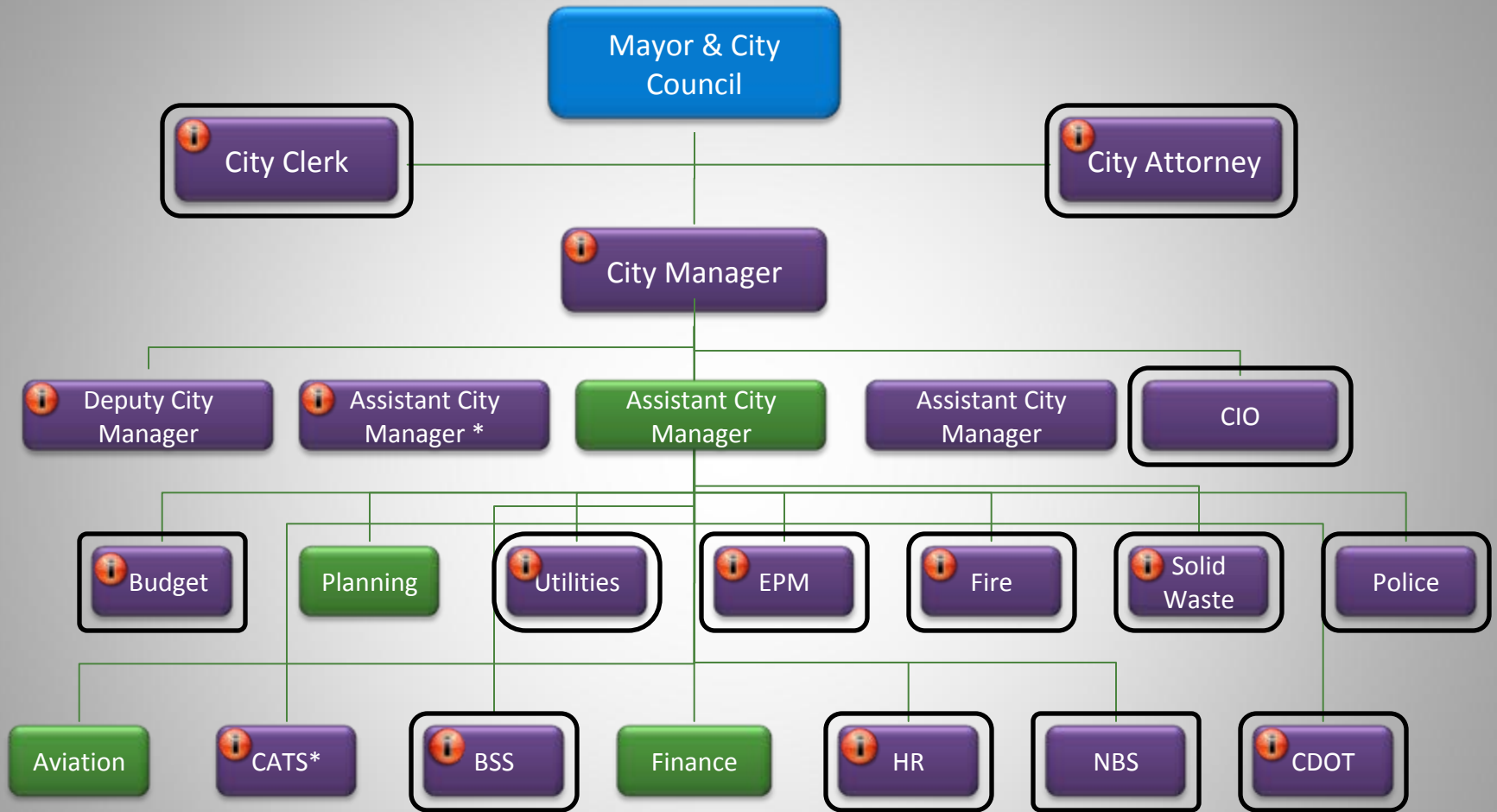
Out of the 19 changes, 15 were internal promotions

Deputy Director Changes



13 deputy director changes

Leadership Changes Since 2007



■ No change
 ■ City Manager and Director Changes
 i Internal candidates
 New Deputy Directors
 ■ First new mayor in 14 years

The Road to Change

Challenges

- New & changing leadership
- Economy
- Boomer retirements
- Gaps in leadership pipeline
- Retention
- New corporate strategy
- Political climate

Strategies

- Review leadership competencies
- Expand leadership development offerings
- Engage Executives in leadership development
- Succession Planning

Benefits

- Reach more employees
- Increase “bench strength”
- More individualized approach
- Foster lifelong learning culture
- Increase employee responsibility for development

CofC Leadership Development Strategy

Goals:

- Leaders understand and are committed to the business goals and guiding principles of the City.
- Leaders align their individual and collective behaviors with those goals and principles.
- Leaders maximize the use of resources for the effective and efficient accomplishment of those goals.

Philosophy:

- Developing leadership skills is an on-going process that requires commitment from employees, their supervisors, and the organization
- Leadership skills are developed at all levels of the organization
- Individuals are responsible for developing their skills and taking ownership of their own career development
- The organization shares responsibility for development by providing the appropriate learning environment, resources, and opportunities
- Development experiences should be flexible and extend beyond classroom training to include job assignments, learning from others and individual endeavors
- Formal leadership development efforts should have well defined goals with measurable outcomes aligned with the business goals of the organization
- City leaders lead by example in being continuous learners and creating an environment where development is the expectation

Individual Leadership

All employees

Breakthrough Leadership

- *New supervisors*
- *Administrative Officers - 3 & 4*
- *Functional/project managers*
- *Professionals*

Influential Leadership

- *Experienced Supervisors*
- *Managers*
- *High Potentials*
- *Administrative Officers - 5*

Strategic Leadership

- *CM*
- *ACMs*
- *Department Directors*
- *Deputy Department Directors*

Competency Based

Guiding Principles

Core Business Competencies

Leadership Competencies



And then the City Manager had a request...

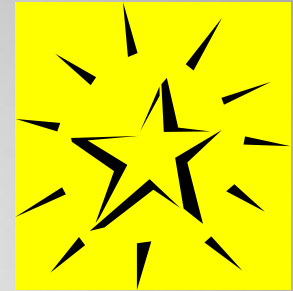
How about a mentoring program?



A Star is Born

- ***Shared Leadership Learning***

- Sponsored by the City Manager
- Pairs senior leaders with employees at various levels in a formal one-to-one mentoring relationship for 9 months
- Mentees nominate themselves to participate
- Nominations put through a rigorous selection process



Purpose

- Employees develop their professional and personal skills based on individual needs
- Feel more closely integrated into the organization
- Provide an opportunity to develop “community” across the organization
- Renewed energy at the Senior Leader level



Targeted Audience

- Up and Coming leaders who:
 - Have shown a tendency to assume leadership at their current level
 - Have assumed responsibility for his/her own development
 - Are proactive learners
 - Are open to feedback



Features

- Meet and Greet
- Orientation session for Mentors and Mentees
- Monthly one-to-one meetings
- “Fireside Chat” with the City Manager
- Speed Learning
- Small group lunches
- Career Development session



Results

Individual

- ✓ Better knowledge of the City
- ✓ Skill enhancement, behavior, mindset shift
- ✓ Different job opportunities, including Promotions
- ✓ Productivity

Organizational

- ✓ Retention of up and coming leaders
- ✓ Alignment of individual and organizational behaviors
- ✓ Cross-organizational learning
- ✓ Re-energized Executives

Ongoing Challenges

- Recruiting Mentors
 - Executive level time commitment necessary to fulfill mentor role
- Not expanding scope of experience
 - The purpose is one-on-one mentoring; as trainers we tend to want to add more “development” sessions

Learn More About it

For more information about Shared Leadership Learning

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