

Program Participation

Participation Criteria

This workshop is for City managers not represented by the Municipal Executives Association (MEA). Nominees must meet the following requirements:

- 1) Have one or more direct report(s).
- 2) Completed a basic supervision program with 24 contact hours such as: *24 PLUS for Managers and Supervisors* or another City specific performance management program, such as those offered by the GSA, HSA, PUC and the Airport.
- 3) Commitment to attend all sessions.
- 4) Sign-off by participant, manager, and person authorizing payment to support nomination and commitment to pay program costs.

The Ideal Candidate

The ideal program participant is a manager who is interested in continuing to develop skills as a Public-sector Leader. Essential qualities include:

- ✓ A desire to grow and develop
- ✓ Openness to learning and continuous improvement
- ✓ Willingness to be proactive and meet commitments
- ✓ Good time management skills

Interested MEA-represented managers may contact DHR Workforce Development for the MEA-sponsored leadership development program.

The Fine Print

How to Apply

The nomination form will be posted in October 2017 on the *Emerging City Leaders Workshop Series* webpage under Core Programs at: <http://sfdhr.org/employee-training>

Program Cost

The total program cost is \$2000. This covers materials fees and facilitation fees, and the cost of lunch for the first two days of the program. **The 2018 inaugural program will be offered at a 10% discount of \$1800.**

Departmental Support & Attendance

Attendance is required for all program sessions and departmental support for attendance is essential for maintaining program continuity for all attendees. Department managers will be asked to meet periodically with participants throughout the program to discuss how to apply the learning. The participant's manager should work with the Emerging City Leader to create a work coverage plan during all sessions. Those who miss any program time for reasons other than a personal emergency or illness will be asked to discontinue the program. Attendance at meetings and most work-related conflicts will not be considered acceptable excuses for absences.

Logistics

All sessions are held at 1 South Van Ness Ave, on the 4th Floor in the Bayview Training Room. Coffee and tea are provided each morning, and lunch will be provided during the first two sessions, since case studies will be presented during a portion of the lunch period.



EMERGING CITY LEADERS

*Workshop Series
Spring 2018*



Workforce Development
City and County of San Francisco
Department of Human Resources

Spring 2018 Program Schedule

Communicating for Success

January 17 & 24, 2018

9:00am-4:00pm each day

Facilitator: Dr. Frank Benest, Consultant, Trainer; former City Manager for the Cities of Palo Alto, Brea and Colton, CA.

A special guest presenter from the City & County of San Francisco will present a case study each day.

Coaching for Execution

February 6 & 7, 2018

9:00am-4:00pm each day

Facilitator: Denise Van Alstine, DHR Learning and Development Partner

Facilitation Skills: A Leader's Toolkit

February 21 & 28, 2018

9:00am-4:00pm each day

Facilitator: Bobbie Lee, DHR Learning and Development Partner

Finale and Graduation

March 6, 2018

9:00am-12:00pm

Facilitator: DHR Learning and Development Team

Application of Learning: Several short assignments to help participants practice key skills will be assigned between sessions. Most assignments take no more than an hour. Assignments include: Creating a short communication plan, practicing a coaching model, and preparing an agenda and activity for a short in-class facilitation practice. All necessary instructions and models will be provided.

Program Description and Focus

The key to successful leadership is the ability to communicate effectively in all directions: with stakeholders, individual team members, colleagues, and up the organizational chart. This program focuses on the core leadership skill: Communication.



During the first workshop series, ***Communicating for Success***, participants will focus on strategies for communicating with key stakeholders on controversial issues. Communicating with the boss and the art of storytelling will also be discussed.

During the second workshop series, ***Coaching for Execution***, participants will take part in group work and extended “real plays” in order to learn a practical model for coaching individual team members.

During the third workshop series, ***Facilitation Skills: A Leader's Toolkit***, participants will learn key skills and processes for facilitating meetings with both external groups and internal groups.

During the ***Finale and Graduation***, cohort members will work together to define the ideal City Leader, share program highlights, and create future leadership goals.

Program Benefits

The Cohort Experience: This workshop series takes place over seven sessions in a three-month period, with extensive group and partner work. Participants will have the opportunity to develop relationships with other City Leaders outside of their own department, allowing them to gain new perspectives and offer each other support beyond the program.

Coaching: Midway through the program, participants will select a cohort partner and practice new coaching methods. Partners will help each other to solve real issues. For those that want additional coaching, facilitator coaches with extensive experience utilizing the ROPE coaching method will be available for individual meetings to discuss communication related issues.

Alumni Benefits: After the completing the program, all program participants will have the opportunity to attend an annual Leadership Forum with program alumni, as well as CCSF & MEA Leadership Development Program participants.

