LEAD
Leadership Enhancement And Development

Project Sponsor Information Packet

The Pinellas County Leadership Enhancement And Development (LEAD) program assists in the development of high potential employees to provide a leadership pipeline to meet future needs. LEAD replaces the previous Succession Management Program.

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2015 - 2017 Timeline

November to December 2015
- LEAD program overview
- 360-feedback survey launched
- Pre-work for next quarter's workshop

January to March 2016
- Workshop #1: Competency Development
- Review 360-feedback
- Construct individualized learning plan
- Project overview and assignment
- Pre-work for next quarter's workshop
- Coaching session

April to June 2016
- Workshop #2: Competency Development
- Individualized learning plan
- Project assignments
- Pre-work for next quarter's workshop
- Coaching session

July to September 2016
- Workshop #3: Competency Development
- Individualized learning plan
- Project assignments
- Pre-work for next quarter's workshop
- Coaching session

October to December 2016
- Workshop #4: Competency Development
- Individualized learning plan
- Project assignments
- Pre-work for next quarter's workshop
- Coaching session

January to March 2017
- Workshop #5: Competency Development
- Individualized learning plan
- Project assignments
- Pre-work for next quarter's workshop
- Coaching session

April to June 2017
- Workshop #6: Competency Development
- Individualized learning plan
- Project assignments
- Pre-work for next quarter's workshop
- Coaching

July to September 2017
- Workshop #7: Competency Development
- Individualized learning plan
- Project assignments completion
- Pre-work for next quarter's workshop
- Coaching session

October to December 2017
- Workshop #8: Competency Development
- Graduation

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Project Sponsor Role & Responsibilities

- Identify a project point of contact.

- Sponsors will generally not attend LEAD team meetings but are asked to orient the team about the identified project and negotiate the project agreement.

- Ensure that the purpose and importance of the project is clarified to the LEAD participants.

- Obtain a commitment from sponsor's top leadership.

- Explain the organization's goals and mission to LEAD participants.

- Formalize objectives for both long term goals and short term objectives.

- Share expectations and requirements of the project.

- Provide a clear sense of purpose and direction.

- Share work rules and office policies and procedures.

- Explain ground rules and protocols.

- Involve additional staff and resources as needed to assist the team.

- Provide ongoing feedback on project progress to the LEAD participants.

- Address any issues promptly with the Pinellas County LEAD Liaison.

- Upon completion of project, participate in the team evaluation and debrief.

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Participant Role & Responsibilities

- Attend quarterly Competency Workshops.

- Be prepared to spend hundreds of hours engaged in a variety of learning activities over two years that will require devoting personal time to projects.

- Meet with LEAD Coach on a regular basis (at least every six weeks).

- Communicate frequently with your supervisor on your LEAD projects.

- Be familiar with assigned project organizational vision, mission and goals.

- Choose a project that you are passionate about.

- Choose projects which help develop your identified competencies.

- Commit to and contribute in an effective way to achieve project outcomes.

- Take the project work seriously as a learning opportunity.

- Agree upon project goals, requirements and timelines.

- Be open to constructive feedback.

- Address any issues promptly with your Pinellas County LEAD Liaison.

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Project Criteria & Examples

The following suggestions are provided to identify appropriate projects for the LEAD Program. Projects that are flexible or offer alternative methods and approaches are particularly valuable for this program. If you have other ideas, please present them using the LEAD Project Form and submit them to Gene Pressoir, Pinellas County Human Resources: gpressoir@pinellascounty.org

Project Criteria

- Presents a real opportunity to add value to the organization, addresses persistent managerial issues or creates a new business development activity
- Aligns to higher level strategic organizational objectives and initiatives
- Includes clearly articulated requirements and specifications
- Handles tasks for which it is difficult to find adequate resources
- Offers mid to upper level management work
- Supports the development of individual competencies and organizational effectiveness
- Allows substantial time for completion (9, 12, 18 or 24 months long)
  Note: LEAD participants may complete several projects during the 24 month period
- Includes a sponsor to monitor project development

Examples of LEAD Projects

- Development and introduction of a new service
- Research and planning for implementation of a key initiative
- Cross-functional initiative
- Certification of the organization (e.g. ISO 9001)
- Organization of a professional seminar
- Development of a strategic plan
- Review products and services for quality
- Create a marketing plan for a major capital campaign
- Create and conduct an employee or customer satisfaction survey
- Identify ways to better serve our residents
- Enhance cross-functional collaboration within Pinellas County or with other governmental agencies
- Leverage technology to serve the County or residents more effectively

Competencies

Customer Focus
Is dedicated to meeting the expectations and requirements of internal and external customers; gets first-hand customer information and uses it for improvements in products and services; acts with customers in mind; establishes and maintains effective relationships with customers and gains their trust.

Strategic Agility
Sees ahead clearly; can anticipate future consequences and trends accurately; has broad knowledge and perspective; is future oriented; can articulately paint credible pictures and visions of possibilities and likelihoods; can create competitive and breakthrough strategies and plans.

Managing Relationships
Can quickly find common ground and solve problems for the good of all; can represent their own interests and yet be fair to other groups; can solve problems with peers; is seen as a team player and is cooperative; easily gains trust and support of peers; encourages collaboration; can be candid with peers; responds and relates well to bosses; would work harder for a good boss; is open to learning from bosses who are good coaches and who provide latitude; likes to learn from those who have been there before; easy to challenge and develop; is comfortably coached.

Learning on the Fly
Learns quickly when facing new problems; a relentless and versatile learner; open to change; analyzes both successes and failures for clues to improvement; experiments and will try anything to find solutions; enjoys the challenge of unfamiliar tasks; quickly grasps the essence and the underlying structure of anything.

Managing Through Systems
Can design practices, processes, and procedures which allow managing from a distance; is comfortable letting things manage themselves without intervening; can make things work through others without being there; can impact people and results remotely.

Dealing with Ambiguity
Can effectively cope with change; can shift gears comfortably; can decide and act without having the total picture; isn't upset when things are in the air; doesn't have to finish things before moving on; can comfortably handle risk and uncertainty.

Managing Vision & Purpose
Communicates a compelling and inspired vision or sense of core purpose; talks beyond today; talks about possibilities; is optimistic; creates milestones and symbols to rally support behind the vision; makes the vision shareable by everyone; can inspire and motivate entire units or organizations.

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Competencies *continued*

Innovation Management & Creativity
Is good at bringing the creative ideas of others to market; has good judgment about which creative ideas and suggestions will work; has a sense about managing the creative process of others; can facilitate effective brainstorming; can project how potential ideas may play out; comes up with a lot of new and unique ideas; easily makes connections among previously unrelated notions; tends to be seen as original and value-added in brainstorming sessions.

Motivating Others
Creates a climate in which people want to do their best; can motivate many kinds of direct reports and team or project members; can assess each person's hot button and use it to get the best out of them; pushes tasks and decisions down; empowers others; invites input from each person and shares ownership and visibility; makes each individual feel their work is important; is someone people like working for and with.

Perspective
Looks toward the broadest possible view of an issue/challenge; has broad-ranging personal and business interests and pursuits; can easily pose future scenarios; can think globally; can discuss multiple aspects and impacts of issues and project them into the future.

Drive for Results
Can be counted on to exceed goals successfully; is constantly and consistently one of the top performers; very bottom-line orientated; steadfastly pushes self and others for results.

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Project Form

Sponsor: *(name, title, agency)*

Project Title:

Project Point of Contact: *(name, title, department, email, phone)*

Location of Project:

Brief Description of the Project Goal:

Description of Project Deliverables:

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Timeline and Work Plan
How long will the project last? What meetings will be held, where, how often and how long? Can the team work virtually?

Team Knowledge and Skills:
What competencies or skills do team members need to complete the project?

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Definition of Terms

Lead Project Liaison
The individual within Pinellas County who is the primary contact with sponsoring organizations: Gene Pressoir, Pinellas County Human Resources: gpressoir@pinellascounty.org or 464-4755.

Lead Participant
The participant in the LEAD program from Pinellas County taking part in the project.

Project Sponsor
Typically a high level executive who will:
- Identify a project point of contact.
- Ensure that the purpose and importance of the project is clarified to the participants.
- Champion the project at the executive level to secure buy-in.
- Provide a clear sense of purpose and direction.

Project Sponsor Point of Contact
The manager or supervisor that will:
- Be responsible for defining goals, assigning duties, monitoring progress, and reporting back progress during the project.
- Share work rules and office policies and procedures.
- Address any issues promptly with the Pinellas County LEAD Project Liaison.
- Upon completion of the project will participate in the team evaluation and debrief.

Coach
Pinellas County employees recruited from throughout the organization to assist LEAD participants with developing strategies for accomplishing their goals and developing competencies.

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