



MEMORANDUM

August 17, 2010

TO: Board of Mayor and Aldermen

FROM: Eric S. Stuckey, City Administrator 
Shirley K. Harmon, Director of Human Resources

SUBJECT: Re-establishment of the Franklin Leadership University employee development program and initiation of customer service training

Purpose

The purpose of this memorandum is to present to the Board of Mayor and Aldermen (BOMA) information to consider the re-establishment of the Franklin Leadership University (FLU), employee development program, and the initiation of pilot customer service programs in both the City Revenue Management/Customer Service area and the Building and Neighborhood Services Department.

Background

The initial premise in 2006 was to develop a program that would take potential leadership candidates through a series of discussions and exercises to teach them what leadership looks like, how to exhibit it and how to develop habits and disciplines to engage in leadership behavior more often. Based on the comments received from actual participants in the first two classes as well as comments from the City's Leadership Team, those goals were accomplished.

The Franklin Leadership University is a program which was targeted to expose future leaders within the City workforce and develop their abilities and skills as leaders. The City identified and provided fifty (50) employees with the opportunity of participating in this program. The candidates were nominated by Department Directors; Assistant City Administrators and the City Administrator. Each candidate was required to submit an essay on why he/she should be selected. The successful candidates were selected based on the material submitted by the candidate and the recommendation of the Supervisor submitting the nomination.

The proof of the success of the program was evidenced by the promotion of a total of 23 employees from the 50 participants of the Leadership University. The City of Franklin must continue to plan for the future and develop employees to take on greater responsibilities. Currently, the City has 110 employees that could retire within the next five years. Many of these employees are in key leadership positions throughout the organization. A program of FLU's scope can contribute significantly to the organization's ability to identify and develop these much-needed future leaders.

The purpose of the Franklin Leadership University is to provide experiences and promote leadership development for a carefully selected group of employees revolving around the following skills:

- ◇ Modeling the Way
- ◇ Inspiring a Shared Vision
- ◇ Challenging the Process



- ◇ Enabling Others to Act
- ◇ Encouraging the Heart
- ◇ Building Collaboration Skills
- ◇ Allocating Scarce Resources
- ◇ Building Consensus
- ◇ Managing Conflict and brokering resolution of conflict between others
- ◇ Managing Change and Shepherding Others Through The Change Cycle
- ◇ Coaching models that lead to taking ownership for desired outcomes
- ◇ Learning to distinguish between training needs and attitude issues and what to do to resolve both

With the use of simulation exercises, small table discussions, large group discussions, communication assessments and 360° feedback instruments assessing leadership skills, a wide range of management and leadership issues that every manager in city government will face at one time or another will be addressed. The participants are provided with practical applications that have proven to be effective in a city government setting, so they leave each session with more than theoretical understanding, they leave with proven strategies enabling them to become more effective as managers and leaders.

The program will consist of the following:

- ✓ Seven full day workshops meeting roughly monthly.
- ✓ One hour coaching sessions with each participant, scheduled instead of the normal group sessions in the months of November and May, to cement program content and more directly apply the concepts presented in the programs to the participant's specific situation
- ✓ Communication assessments delivered at the beginning of the program and a Leadership Practices Inventory administered at the beginning of the program and repeated at the end to chart progress and find strengths to more fully utilize and identify opportunities for improvement.

It is envisioned that the FLU program would be re-established to occur on an every other year basis. In addition, the consultant involved in FLU, has offered to conduct pilot customer service development programs in both the City Revenue Management/Customer Service area and the Building and Neighborhood Services Department.

Financial Impact

The total cost of the seven group sessions, two separate one-on-one sessions for each participant, and customer service training for the Revenue Management/Customer Service Department and the Building and Neighborhood Services Department is \$37,000 based on twenty-four (24) Leadership University students. Funding of approximately \$15,000 has been identified within the Human Resources budget toward this effort. The additional \$15,000-22,000 would need to be provided for through a budget amendment. This amendment could be processed

Options

There are two options. One option is to establish the 2010 – 2011 Franklin Leadership University to assist in identifying and developing those employees with leadership ability and aid in providing exposure to leadership training through classroom experience. This option will be mutually beneficial to



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the City by providing insight to Succession Planning throughout all areas of the City. The second option is to defer this opportunity for professional development.

Recommendation

Staff recommends this opportunity for promoting professional development within the City of Franklin through continuing the Franklin Leadership University and the implementation of customer service training in both the Revenue Management/Customer Service Department and Building and Neighborhood Services Department.

21st Century Leadership Institute

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May 26, 2010

Mr. Eric Stuckey
City Administrator, City of Franklin

Ms. Shirley Harmon, Director of Human Resources

Dear Shirley and Eric:

I am aware that it is budget season and I am aware that money is tight. I am also aware that you have improved your workforce by offering a few training programs over the last couple of years. I am hopeful that you think it is time to once again, have a large impact on the leadership of your departmental teams and supervisory ranks. Following is the original proposal I made in 2006 to facilitate the Franklin Leadership University, a program that had a profound impact on 24 leaders in the 2006-07 program, and another 24 in the 2007-08 program. Some of the participants that seemed to get the most out of the program include Charlie Warner and Mike Jordan from Police, Mark Hilty and Vick Bates from water, Tom Marsh in codes/planning and Nate Ridley from sanitation, who has been commended for working so effectively with the parks department and in Eric's office, Lennai Benne. I noticed that Mike Jordan had his Lucite desk top plaque on his desk at the open house for the new police building.

I encourage you to speak to these folks, plus any other graduates who Shirley has seen great improvement in. While \$37000 may seem like a lot of money, if we prevent even one poor communication episode, one poor decision or one disciplinary appeal, let alone one lawsuit, it will all be money well spent. I encourage you to take a hard look at making this investment in your people.

As you know, I used to deliver up to 30 programs a year for the UT Center for Government Training, before it was folded into MTAS and CTAS. I am familiar with the level of programming and quality of presenters, which I almost always found to be outstanding. In reviewing the Academy brochure I found that the program delivered exactly what it promised. All that complete it and use what they learned, are well equipped to manage a project team or supervise an ongoing work group.

I believe and have structured my practice over the last 14 years, on the philosophy clearly articulated by John Kotter of the Harvard School of Business,

who said, “management is about coping with complexity and leadership is about coping with change”. They are dramatically different skill sets. I also believe Warren Bennis when he said, “our organizations in this country are over-managed and under-led”. With that in mind, I will say that the MTAS program has positioned your graduates for management, and positioned them well. Now, it is time to prepare a select group for leadership.

I propose a nine month long program for a select group of Level III graduates in leadership, much as I have developed and delivered for Thomas Nelson Publishers, which is called Nelson Leadership University and similar programs for the senior leaders at North East Arkansas Clinic and the Surgical Hospital of Jonesboro also in Arkansas. The program would meet essentially during the school year, from August to May, taking December off to prevent scheduling issues during that busy time of the year. The program would consist of the following:

- ✓ Seven full day workshops meeting roughly monthly, August –April
- ✓ One hour coaching sessions with each participant, scheduled instead of the normal group sessions in the months of November and May, to cement program content and more directly apply the concepts presented in the programs to the participant’s specific situation
- ✓ Communication assessments delivered at the beginning of the program and a Leadership Practices Inventory administered at the beginning of the program and repeated at the end to chart progress and find strengths to more fully utilize and identify opportunities for improvement.

Program topics are not as clear-cut as management skills, and tend to run together. For instance, it is hard to separate leading by example and modeling the behaviors you want others to execute from setting expectations for others, or separating managing performance from the idea of articulating a shared vision. With that said, program concepts would include the following:

- *Five Dysfunctions of a Team*, as explained by Patrick Lencione
- *The Leadership Challenge*, which includes the practices of Modeling, Inspiring a Shared Vision, Challenging the Process , Enabling Others to Act and Encouraging the Heart and quantified in the *Leadership Practices Inventory*
- *Resolving Conflict* which includes both addressing issues head-on where the leader is directly involved as well as brokering resolutions between employees or employees and constituents
- *Setting Expectations* and putting in place a work culture that focuses on defined outcomes rather than process execution
- *Managing Managers*- an entirely different skill than managing employees

- *Measuring, Expanding and Using Emotional Intelligence*-What it is, why it matters and how to capitalize on it to improve team and individual performance

The cost of this program would include the following, based on a class of 24 participants:

- ❑ Seven full day workshops.....\$21,000
- ❑ Two one on one coaching sessions per participant (six days; three at beginning and three at end of program).....\$12,000
- ❑ Two, 360° Leadership Practices Inventories for 24 participants, at \$60 per person, each administration (\$1440 per administration).....\$2880
- ❑ Communication Profiles, 24@\$60 ea.....\$1440

Total Cost:.....\$37,520

I realize that this is a significant investment. The overall goal is to prepare a few stars to become department heads in the future, whether that need arises ten minutes after completion of the program due to illness or injury or 2 years afterwards, due to retirement. The cost of performing a national search to replace a single department head will cost you at least that much in hard costs plus lost productivity. With proper selection on the front end and full commitment from all participants, this program will put the city in a position to fill ALL department head positions from within for the next several years. While that is not the only goal of the program, At a cost of *less than \$1600* per participant, it is a small investment to prepare for the future.

I look forward to discussing with you how this program could be of value to the city in the future.

Thank you for the opportunity to discuss this matter with you.

Sincerely,

Gary

Gary B. Minor