



A. COVER PAGE

TITLE: **IMPACT Delray – Individual Mentoring Program And Collaboration Team**

CATEGORY: Organizational Design

JURISDICTION: City of Delray Beach

CITY MANAGER: David T. Harden

APPLICATION FOR: Innovation Award

PROJECT LEADER: Dot Bast, Training and Development Manager
Human Resources Department
561-243-7127
bast@mydelraybeach.com
100 N.W. 1st Avenue
Delray Beach, Florida 33444

PRESENTATION TEAM MEMBER:
Bruce Koeser
Human Resources Director
561-243-7084
koeser@mydelraybeach.com
100 N.W. 1st Avenue
Delray Beach, Florida 33444

PRESENTATION TEAM MEMBER:
Sharon L'Herrou
Administrative Officer, Police Department
561-243-7852
lherrou@mydelraybeach.com
300 W. Atlantic Avenue
Delray Beach, Florida 33444

B. SYNOPSIS

INTENT OF THE PROJECT



One of the challenges facing the City of Delray Beach is to effectively develop our human resources into a high-performance workforce. The future of Delray Beach government is directly impacted by the skills, knowledge, abilities and education of its greatest asset – our employees. In order to successfully meet the challenges ahead, we must be able to answer the following:

- How will we equip emerging leaders to succeed in new roles when the current generation of key people retires?
- How will we enhance individual, team, and organizational performance, ensuring alignment with the mission of the City?
- How will we develop employee skill sets while offering challenges and the opportunity to grow into a high performance organization?

IMPACT Delray® answers these questions by providing an organizational development initiative designed to build and retain talent within the City.

THE MISSION

IMPACT Delray® is a mentoring initiative designed to foster individual and organizational growth by encouraging people to challenge themselves both personally and professionally. The program's mission is to prepare employees to compete for future promotional opportunities while enhancing skills for their current position. Through instruction, practice, and individual mentoring, the goal is to develop leaders who will excel in business acumen, collaboration, organizational knowledge and emotional intelligence and to encourage organizational interdependence. *IMPACT Delray*® promotes experiential learning and sharing of institutional knowledge.

The mentoring program's strategy is designed to build skills directly related to the City of Delray Beach's core values and the competencies identified by the ICMA's Management Practices. These characteristics have been identified as being critical to effective leadership in a high-performance organization. The program also provides an avenue for the Executive Committee, comprised of department heads, to participate in preparing the City's future leaders.

PROGRAM COMPONENTS

SELECTION	▫ Applicants may be selected by a manager or may apply. Each applicant must have a letter of recommendation from their department head to participate. ▫ The essay portion of the application is reviewed and scored by Human Resources and the Executive Committee. ▫ A 360° Evaluation is distributed and scored by Human Resources. ▫ Applicants are interviewed by the Human Resources Director. The final decision for inclusion in the program is made by the HR Director and City Manager – a maximum of ten.
ASSESSMENT	▫ Each participant's manager completes an Individual Learning Plan appropriate for the position ▫ A Myers-Briggs- type indicator and other assessments are completed as pre-work.
CURRICULUM	▫ The cohort meets as a group for two half-days each month. ▫ Instructional Curriculum includes: - Leadership, Emotional Intelligence - Teambuilding, Collaboration - Ethics, Cultural Competence - Strategic Planning, Goal Setting, Decision Making - Communication, Public speaking - Coaching, discipline, conflict resolution - Interviewing, Hiring, Employment Law
MENTORING PROGRAM	▫ Participants are paired with a department head mentor for the one year program ▫ Training is conducted for both mentors and mentees to define the specific goals and expectations, including reporting, frequency of meetings, outcome tracking, and feedback
TEAM PROJECT	▫ By the third month of the program, the group selects an organizational challenge to address. The cohort serves as a cross-functional team charged with achieving a solution to the selected challenge. ▫ This capstone project is presented to the City Commission at the end of the year.
PROGRAM COMPLETION	▫ Successful completion of the program requires: - Satisfactory peer review - Satisfactory mentor review ▫ Certificates are awarded to graduates by the Mayor
CONTINUATION	▫ Mentees are encouraged to become mentors to the next group ▫ Graduates meet quarterly as a Community of Practice

COSTS and SAVINGS

By keeping this primarily an “in-house” program, we kept costs to a minimum and gave the group the opportunity to work with each other on real problems. We did hire one of our outside training providers to deliver the leadership curriculum. Rick Caldwell of RCultures, Inc. met with the group on first and third Tuesdays for two hours. Using teaching, case studies, exercises and open discussions, Rick built competencies in leadership, communication, teambuilding, public speaking, cultural competence and managerial skills.

The last half of each session was dedicated to exploring practical applications for what the group was learning with Rick, all at no cost. Led by Dot Bast, Training and Development Manager, the group completed a study of the book *Switch: How to Change Things When Change is Hard* by Chip Heath and Dan Heath, and attended a free simulcast by Dr. Henry Cloud about his book, *Necessary Endings*. A list of library books was made available for optional readings: *Emotional Intelligence* by Daniel Goleman; *Drive* by Daniel Pink; *360 Degree Leadership* by John Maxwell; *Seven Habits of Highly Effective People* by Stephen Covey. IMPACT Delray attended free seminars and webinars on management and leadership topics throughout the year.

One of the most innovative aspects of this project is the creative way in which we funded it. The City of Delray Beach hosted the *Chick-fil-A Leadercast* [www.chickfilaleadercast.com] on May 4, 2012. This is the third year that the City of Delray Beach has hosted this nationwide simulcast but the first time that we enlisted community sponsors and sold enough tickets to make a profit. We partnered with Office Depot and the Office Depot Foundation to host the event in the state-of-the-art auditorium in their corporate headquarters in nearby Boca Raton. Not only did we provide an excellent all-day leadership program for fifty of our managers and our local community, but we were able to reduce the total cost of IMPACT Delray to only \$3000 for the year.

OBSTACLES

As with most city governments, the City of Delray Beach has faced reduced revenues for the past four years and it would have been very easy to push a new mentoring program into the future “when things get better.” But instead, the department heads embraced this initiative and worked together to make it successful. They approved and supported the mentees being away from their regular responsibilities for two half-days per month in order to invest in their future with the City.

OUTCOMES

The survey results from our first *IMPACT Delray* show significant improvement in three major areas of organization health: respect for the individual, collaboration, and trust. We have created an initiative that shows our employees that they are valued and it encourages them to stay with the City of Delray Beach. Retaining our talent will reduce the cost of replacing

managers who are nearing retirement since the cost of recruiting, hiring and orienting a new department or division head from outside the organization costs thousands of dollars.

Another equally important outcome was the project that *IMPACT Delray* completed as their legacy to the City. They created “Team Delray,” an annual process that brings all employee groups together in an annual brainstorming session. From these brainstorming sessions, a working committee volunteers to begin to solving the problems that were identified. The result of the first “Team Delray” was the beginning of an amazing grassroots effort where employees are taking responsibility to improve our workplace instead of just putting suggestions in a box or complaining to each other. Employees who do not necessarily have a leadership title are taking charge and working on ways to show staff appreciation by creating an outdoor “Zen garden/reading area” and a fitness room.

The commission meeting on June 19, 2012 was the forum we used for the graduation ceremony for *IMPACT Delray*. The mentees’ presentation garnered support from the commissioners and improved the likelihood that this program will be funded for 2012-2013. Click here to see the brief video http://delraybeach.granicus.com/MediaPlayer.php?view_id=2&clip_id=510.

Most important, all of these outcomes will result in a more efficient and effective government to better serve our citizens, making us better stewards of the public trust.

APPLICABLE RESULTS AND REAL WORLD PRACTICALITY

The collaboration and synergy that have resulted from bringing nine “high potential” employees together for a year has already had an positive impact in our organization. New lines of communication between departments have been established, support systems are in place and a new generation of leadership has been launched. It is evident that this was not a passive learning situation but one in which real world issues were addressed and solved in a very practical manner. The model is one that would work well in any City that will invest time and talent in the development of its most important asset, its people.

PRIVATE CONSULTANT

As mentioned earlier, we did contract with Rick Caldwell, President of RCultures, Inc. to meet with the group on first and third Tuesdays for two hours. Rick is gifted in building competencies in leadership, communication, teambuilding, public speaking, cultural competence and managerial skills.

RCultures
PO Box 297974
Miramar, FL 33029
954-257-6210
www.rcultures.com

C. PRESENTATION STYLE

Our case study presentation would include a slide show of photos of *IMPACT Delray* in action, plus the Team Delray Working Committee and the results of their efforts – the brainstorming sessions, progress on the Zen garden and the fitness room. They have worked to improve employee morale with the help of grants and donations.

We would also engage the audience in a sample snippet of an IMPACT session using an exercise that is sure to stimulate a lively discussion. “Murder at the Moat” challenges the group to reach a consensus when there are many possible solutions.

Finally, we plan an impactful way of expressing some of the positive changes that have resulted from Team Delray. Members of our presentation team will use “Cardboard Testimonials:” each will come on stage one by one silently carrying a cardboard sign with a brief statement that describes a “before.” Then, they will turn the sign around to reveal the “after,” which will show the impact that Team Delray has had on our city staff. This will be done while some inspirational music is playing. One example:

FRUSTRATED THAT NO
ONE WOULD LISTEN TO
MY IDEA.

WITH TEAM DELRAY,
I AM HEARD AND
MAKING A DIFFERENCE



IMPACT Delray Class of 2012