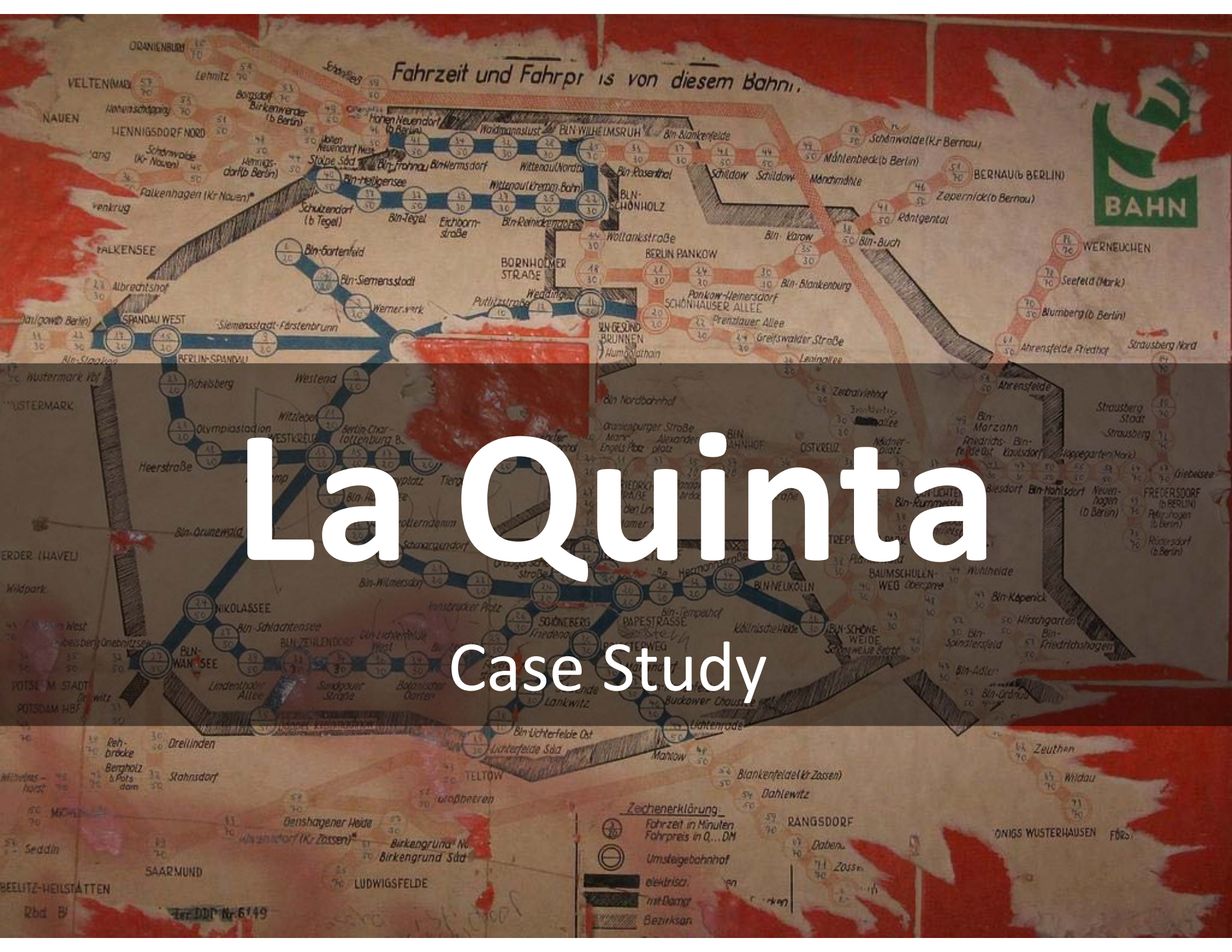


A man with a full beard and a woman are sitting at a wooden desk in a bright, modern office. The man, wearing a dark suit and a red tie, is looking down at a laptop. The woman, wearing a light blue shirt and a necklace, is looking at a clipboard and writing. The background shows a wooden structure and large windows with greenery outside.

Mentoring & Active Succession Planning in Practice



La Quinta

Case Study

Zeichenerklärung:

- Fahrzeit in Minuten
- Fahrpreis in Q...DM
- Umsteigebahnhof
- elektrisch
- mit Dampf
- Bezirksan

- ▶ One of nine cities in the Coachella Valley
- ▶ 100 miles east of Los Angeles
- ▶ Population 41,000
- ▶ City Staff - 84 full-time, 16 part-time
- ▶ Contracts for Police, Fire, Landscape Maintenance, Water and Sewer



City Demographics

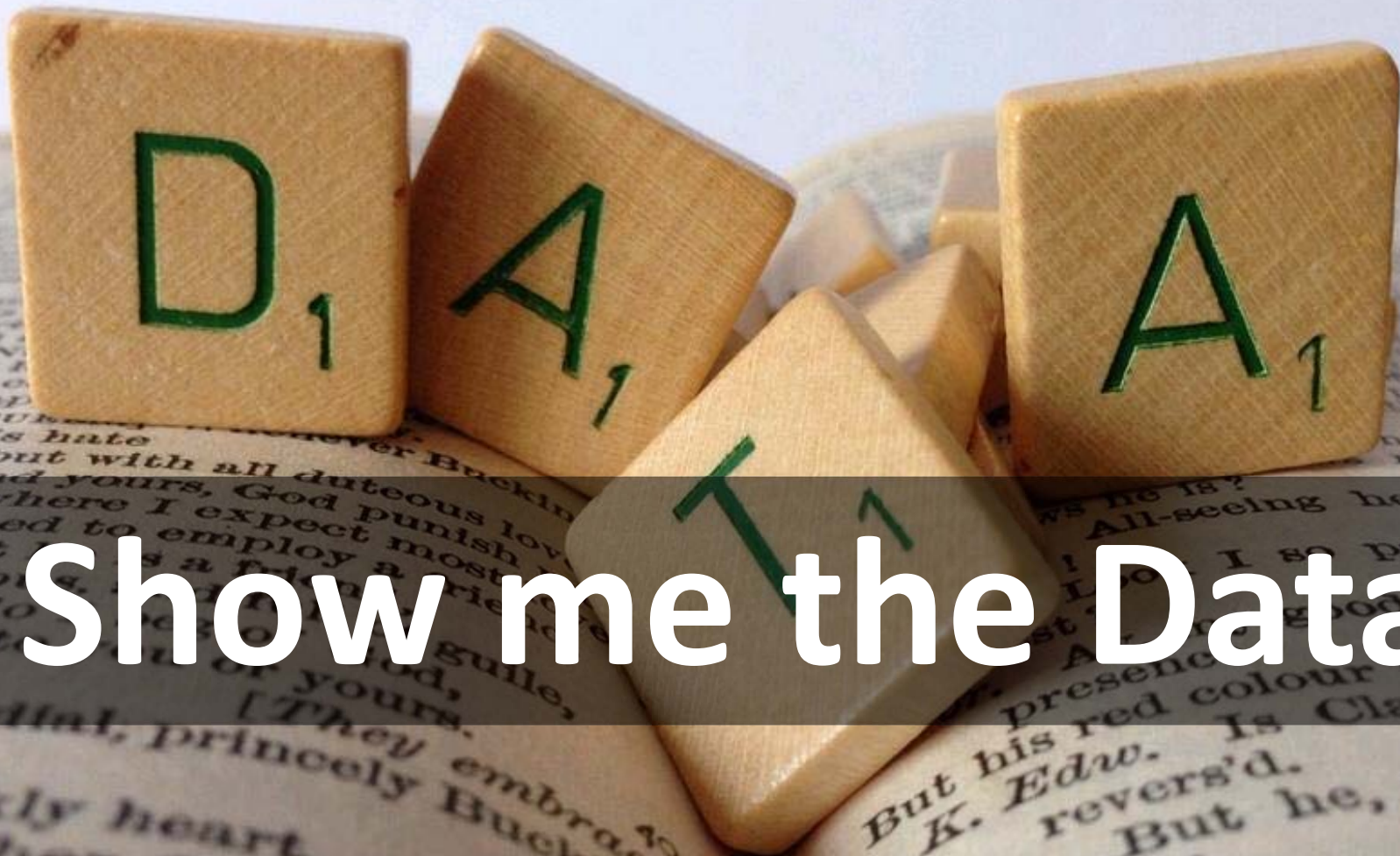


FEATURE PRESENTATION

Welcome to the Beginning
City of La Quinta 2012

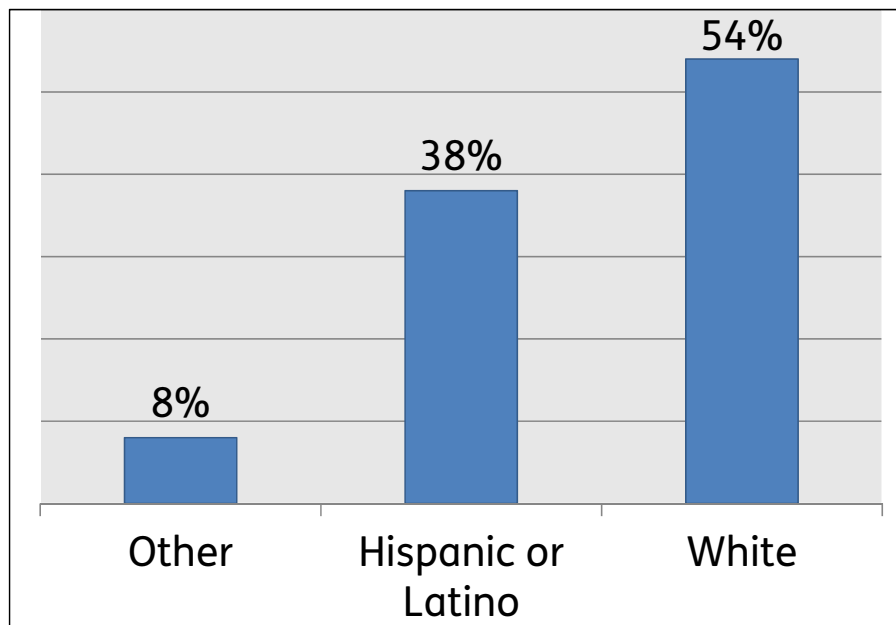
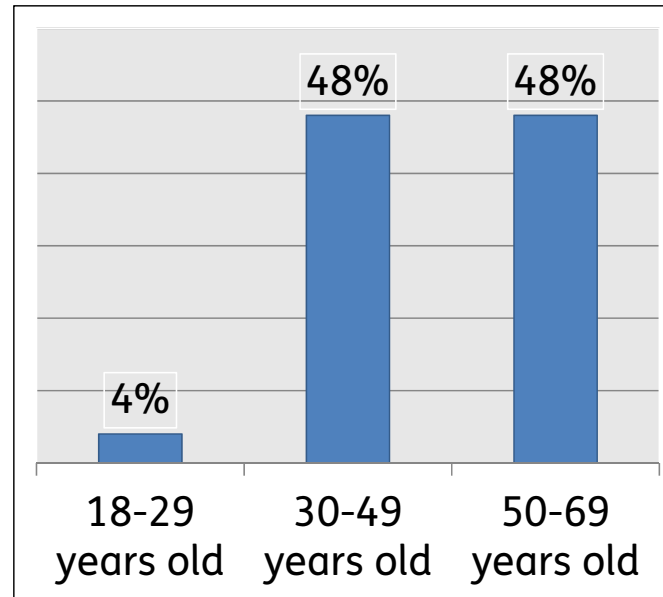
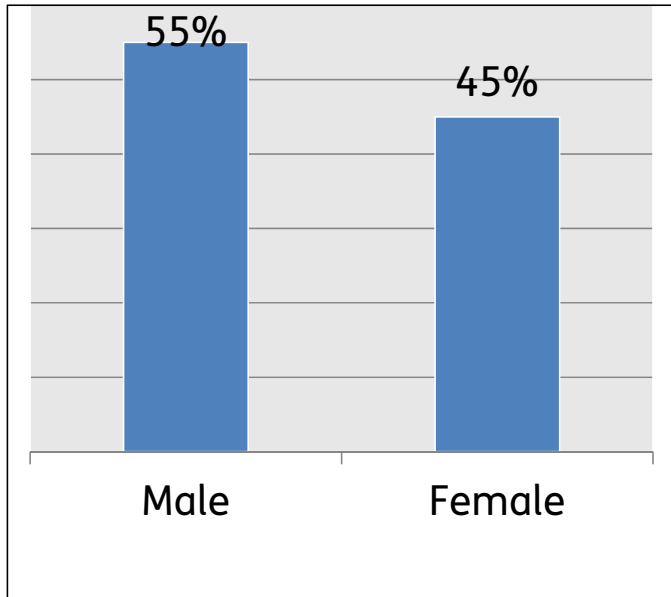
Environment & Challenges

- Outdated, Tired, Disempowered
- Loss of Leadership
- Reduced Revenue/Staff
- Worked in Silos
- Lack of Internal Training
- Focused on Rules & Practices



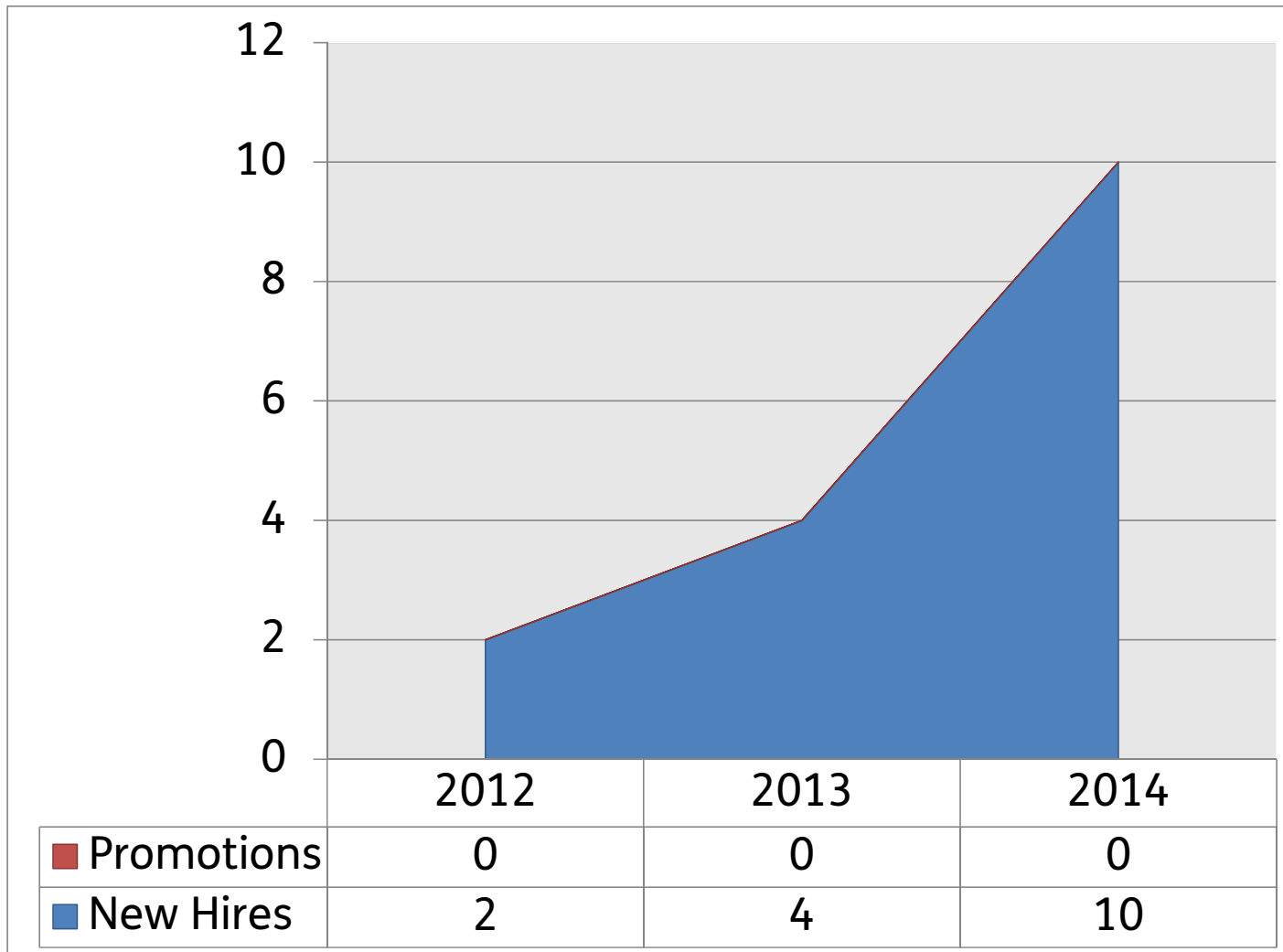
Show me the Data

2012 Employee Demographics



2012-2014

Promotions vs New Hires

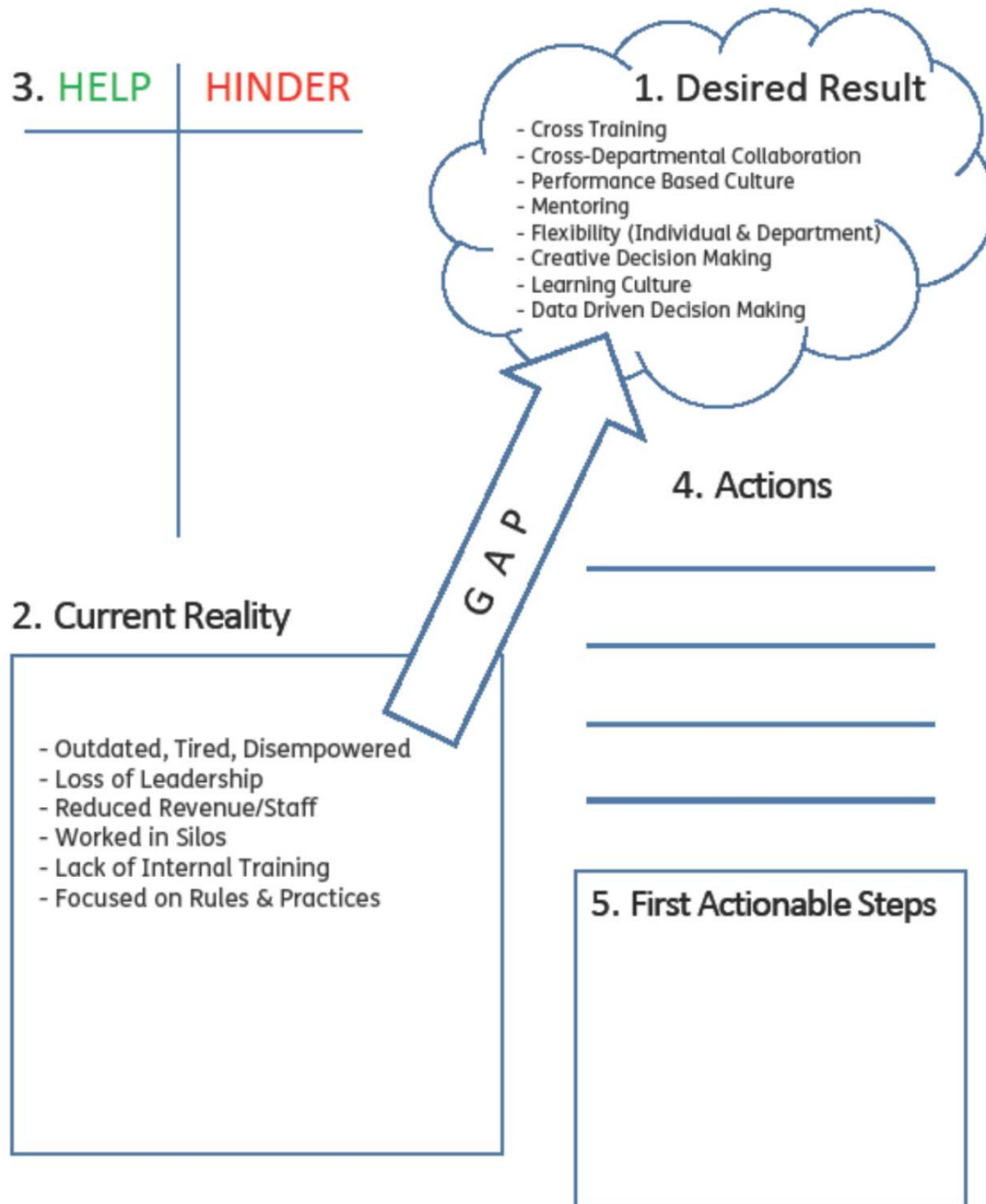


Desired Results

- Cross-Training
- Cross-Departmental Collaboration
- Performance Based Culture
- Active Succession Planning
- Mentoring
- Flexibility - Individual & Department
- Creative Decision Making
- Learning Culture
- Data Driven Decision Making

Whether you think you can, or you think you can't – You're right!

~ Henry Ford





Reflection & Sharing

Current Reality and Desired Results

A photograph of a desert landscape. A dark asphalt road with two yellow lines runs from the bottom center towards the horizon, curving slightly to the right. The road is flanked by sand dunes and sparse, low-lying desert vegetation. In the distance, a range of mountains is visible under a clear, light blue sky. The overall scene conveys a sense of isolation and vastness.

Am I alone?

Who will help, stop, or support me?



Help or Hinder

Helping or Hindering

- Leadership
- Staff - Skills, Motivation, Productivity
- Accountability
- Creative or Reactive Environment
- Class & Compensation
- Chain of Command, Decision Making, & Communication

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~ Henry Ford

3. HELP

- Supportive Council & City Manager

- Motivated Staff

- Well trained technical staff

- Hard working staff

HINDER

- Class & Compensation system

- Outdated IT

- Undertrained staff in collaboration

- Inability for current staff to compete with external candidates

1. Desired Result

- Cross Training
- Cross-Departmental Collaboration
- Performance Based Culture
- Mentoring
- Flexibility (Individual & Department)
- Creative Decision Making
- Learning Culture
- Data Driven Decision Making

4. Actions

2. Current Reality

- Outdated, Tired, Disempowered
- Loss of Leadership
- Reduced Revenue/Staff
- Worked in Silos
- Lack of Internal Training
- Focused on Rules & Practices

5. First Actionable Steps



HENSON Consulting Group

The background of the image is a dark, textured surface with a mottled pattern of grey, blue, and green. In the center, there is a horizontal band containing the silhouettes of six people sitting at a long table, facing away from the viewer. The word "Reflection" is written in a large, white, sans-serif font across the middle of the image, partially overlapping the silhouettes.

Reflection

Actions



Focus On

- ▶ **Mentoring Managers and Supervisors**
 - ▶ LQ Leadership Academy / LQ 2.0
 - ▶ City Council presentations by all
 - ▶ Insist on options to issues
 - ▶ Get out of their way!!
- ▶ **Staff Empowerment**
 - ▶ LInKS (Leadership Investment & Knowledge Sharing)
 - ▶ Create Project Action Team (PAT's)
 - ▶ Give intent, not orders

Letting Go

Lead
creatively

Mentor

Require REAL
decisions
from staff

Measure
Progress

Celebrate
results as a
GROUP

First Actionable Steps

Where do I start?



Start Small

Monthly all
hands meetings

Shout outs

Steak off BBQ
or chili cooking
challenges

Pancake
breakfast

Invite staff to
council
meetings

Have staff
proof read
staff reports

Progress not Perfection

▶ Measure Progress

- ▶ Individual performance goals
- ▶ 90 and 180-day action plans
- ▶ Develop metrics (KPI's) for programs & Services
- ▶ Update your technology
 - ▶ Website, social media, recruiting, financial tracking, permit tracking, resident requests
- ▶ Provide regular updates to policy makers

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5. First Actionable Steps





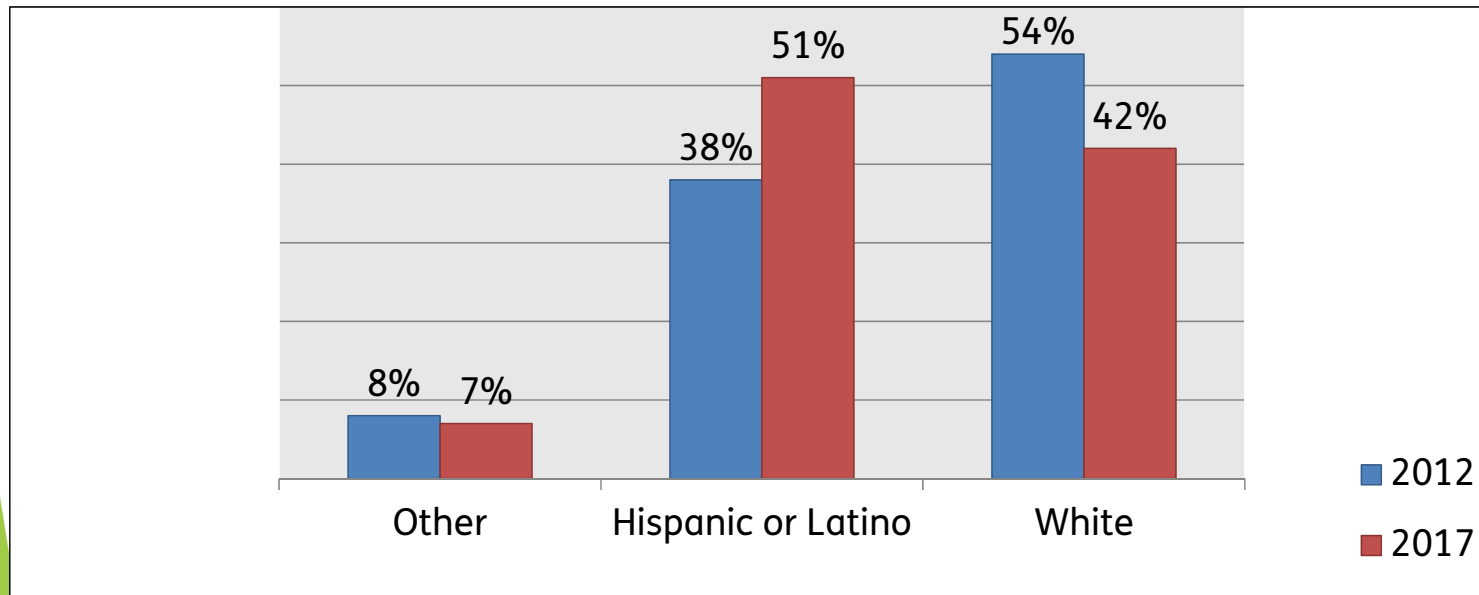
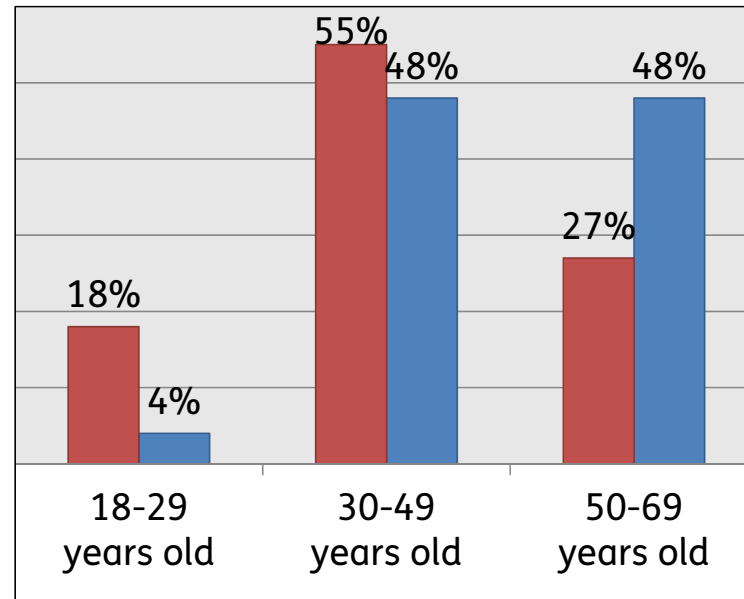
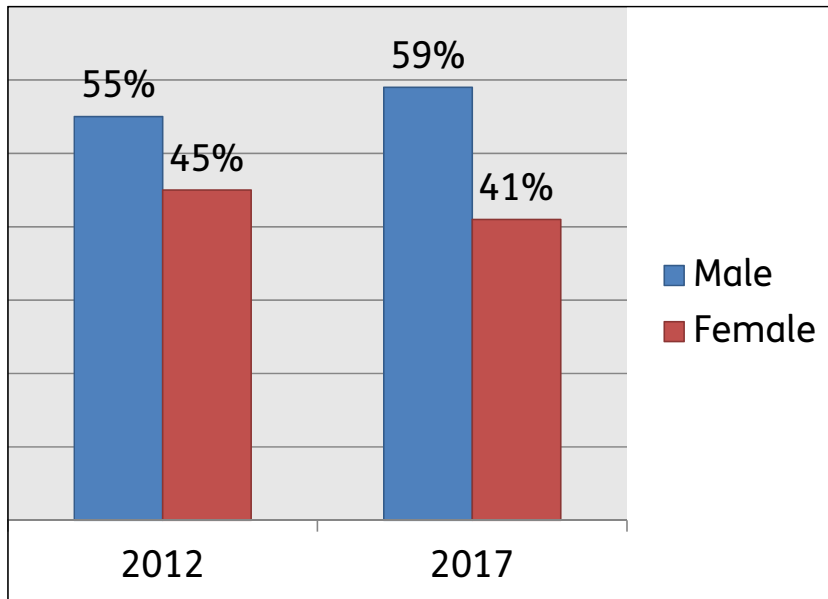
Reflection

What actions can you take first?

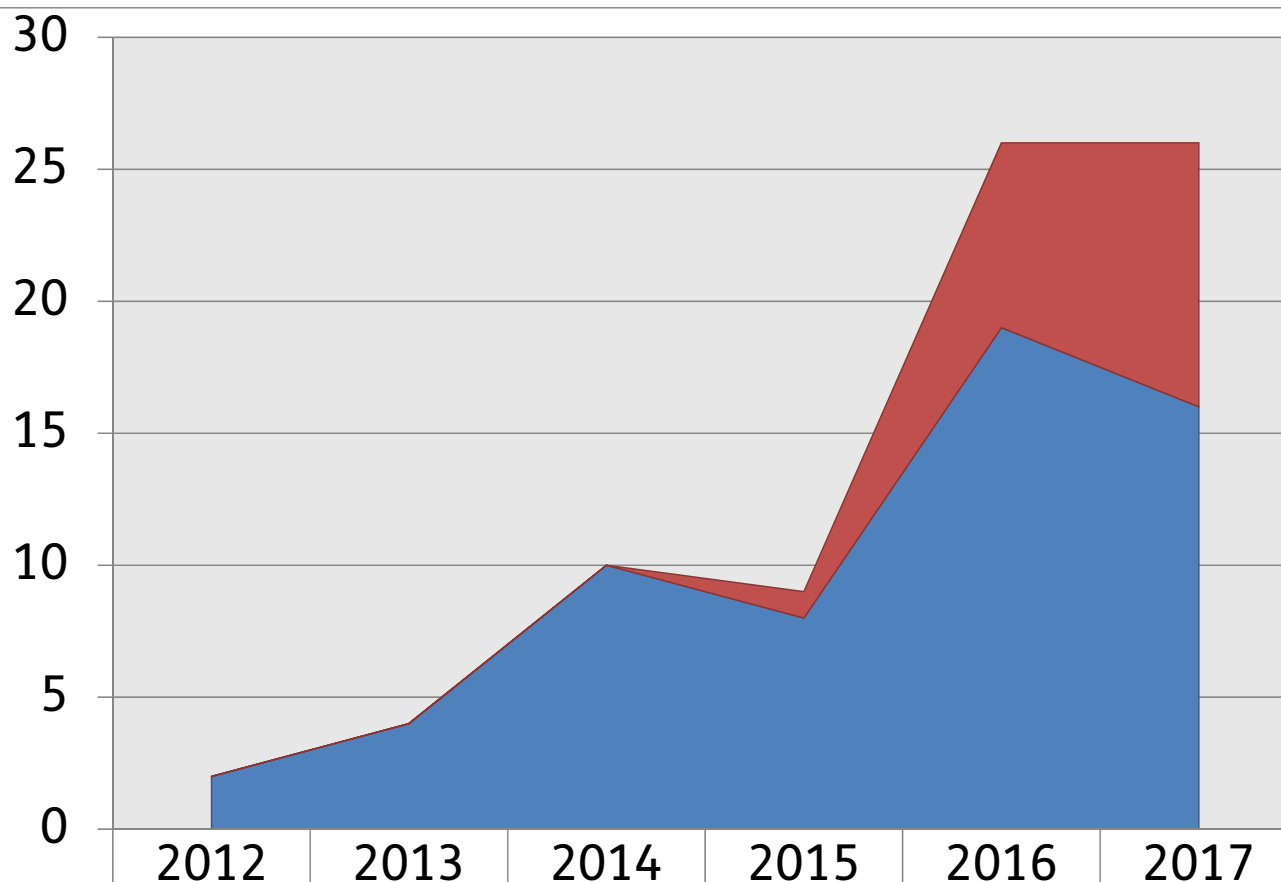
A group of people are hugging in a celebratory gesture. In the foreground, a desk is visible with a water bottle wrapped in black and white diagonal tape, a jar of mixed snacks, a small potted cactus, a black coffee cup, and a ceramic pen holder containing several pens and markers. The background is slightly blurred, showing more people and office equipment.

The Results

2017 Employee Demographics



2017 Promotions vs New Hires



Promotions	0	0	0	1	7	10
New Hires	2	4	10	8	19	16

■ % of Hires Promotional

	2015	2016	2017
% of Hires Promotional	13%	37%	63%

2018 & Beyond

- Energy, Creativity
- Self-fulfillment, Passion
- Engaged Organization
- Ownership, Trust, Respect, Appreciation
- State of the art Customer Service



**Creating Culture Change
takes longer than you think
but it's worth it!!**

References

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by: Robert J Anderson & William A Adams

“Smart Tribes: How Teams Become Brilliant Together”
by: Christine Comaford

“The 5 Languages of Appreciation in the Workplace”
by: Gary Chapman & Paul White

“Creating a Culture of Strategy Execution”
By: Troy Schrock

“The Culture Factor”
Harvard Business Review; January-February 2018

Simon Sinek: How Great Leaders Inspire Action

Brene Brown: The Power of Vulnerability

Articles

Ted Talks

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Thank you for attending