Michael J. Henry
Director of Personnel

LOS ANGELES COUNTY TRAINING ACADEMY

DEPARTMENT OF HUMAN RESOURCES
ORGANIZATIONAL AND EMPLOYEE DEVELOPMENT DIVISION

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Yvonne B. Burke
Second District

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Third District

Don Knabe
Fourth District

Michael D. Antonovich
Fifth District

September 15, 2004

To: All Department Heads

From: Michael J. Henry
Director of Personnel

David E. Janssen
Chief Administrative Officer

Subject: **BUREAU CHIEF EXECUTIVE LEADERSHIP PROGRAM—FALL 2004**

We are pleased to announce that the Los Angeles County Training Academy has developed the County's first Executive Leadership Program! The program, entitled **Practical Leadership in an Era of Turbulence: *A Diagnostic Approach for Decision Making***, is tailored to the needs of incumbent bureau chiefs who have responsibility for managing multiple divisions and programs within and across County departments.

Like most executive leadership programs, the focus is on advanced concepts and applications that can assist leaders in confronting current situations and using data as a foundation for critical decision-making. Unique to our program is the requirement that participants actually apply the material to their operations and share findings, possible actions, and learning with others. For example, all participants will do an actual assessment of the "culture" of their operations and propose potential interventions to further align with the County's movement from Condition A to Condition B. Other dimensions of the program include choosing the "right" organization design, understanding the needs of the new workforce, and self-assessment and development of leadership behaviors.

The program will begin October 27, 2004 and will conclude February 23, 2005. It will consist of ten 4 hour classroom sessions plus scheduled team and individual coaching sessions with instructors. Participants will need to complete applied projects and will receive coaching from faculty on project development, findings interpretation, and intervention strategies. California State University faculty and County subject matter experts will teach classes.

This memorandum requests your assistance in identifying the **16 initial participants** for the fall class. Each department head may nominate no more than two of their executive staff at the level of bureau chief or higher. Please use the attached form (Attachment A) to nominate potential participants.

To enrich lives through effective and caring service

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Your nominee, if any, should have exhibited extraordinary performance in a leadership role and the commitment to lead change within the County of Los Angeles. Nominations should be submitted to Lu Takeuchi, Senior Human Resources Manager, by Monday, September 27, 2004. The CAO, Director of Personnel, and a committee of Department Heads will review the nominations and select the 16 participants. Participants will be selected for the program during the first week of October, 2004. Department Heads will be notified of those executives from their department selected to participate in this first cohort. In addition, each individual will be notified of their acceptance into the program by Academy staff. Please refer to the Program Description and Academy Standards for Participation (Attachment B) for additional information.

As always, we appreciate your continuing support of the programs offered by the Academy. If you have questions, please feel free to call Lu Takeuchi, Senior Human Resources Manager, at (213) 738-2299 or Scott Orr of her staff at (213) 738-2129.

MJH:DEJ
LT:SO

Attachments

c: Each Supervisor

Attachment A

BUREAU CHIEF EXECUTIVE LEADERSHIP PROGRAM

NOMINATION FORM

Fall 2004—Wednesdays 4:00 p.m. to 8:00 p.m.,

Start Date: Wednesday, October 27, 2004

Complete the following information for your nominee:

Employee Name		Employee Number
Department Name	Payroll Title	Item Number
Work Phone Number	E-Mail Address	

- Attach a current copy of the employee's resume
- Briefly describe why you are nominating this employee for participation in this executive leadership program. Specifically cite an example of how this individual has demonstrated extraordinary leadership and has made contributions to major programs or projects with this department and/or Los Angeles County.

Signature of Department Head Date

Please fax the completed form and resume to the Los Angeles County Training Academy

Attention: Lu Takeuchi, Senior Human Resources Manager

Fax Number: (213) 738-6061

NOMINATIONS ARE DUE ON OR BEFORE MONDAY, SEPTEMBER 27, 2004.

Bureau Chief Executive Leadership Program:
Practical Leadership in an Era of Turbulence: A Diagnostic Approach for Decision Making

PROGRAM DESCRIPTION

The program is tailored to the needs of incumbent bureau chiefs who have responsibility for managing multiple divisions and programs within and across County departments. Participants will learn advanced concepts and applications that will assist them in confronting current situations and in using data as a foundation for critical decision making. Other dimensions of the program include choosing the "right" organization design, understanding the needs of the new workforce, and self-assessment and development of leadership behaviors.

Classes will be taught by California State University faculty and County subject matter experts. Content will include current business concepts and practical applications in the workplace. The customized curriculum will draw on topic areas including:

TOPICS

- Building an Organizational Culture
- Leading Cultural Change
- Understanding Workers
- Managing Tomorrow's Worker
- Establishing High-Performing Work Groups
- Leading Teams
- Rethinking Organization Design
- Rethinking Leadership Accountability in Government
- Modeling Ethical Leadership
- Tomorrow's Leaders

PROGRAM LOGISTICS

This Executive Leadership Program consists of ten 4 hours classroom sessions plus scheduled team and individual coaching sessions with instructors. Participants will need to complete applied projects and will receive coaching from faculty on project development, findings interpretation, and intervention strategies. Participants should anticipate at least one hour of study time for each hour of class time. Participants missing more than 4 hours of classroom instruction will be dropped from the program.

Classes will meet twice per month over a five-month period. Sessions will be held at the Department of Public Works, 12th floor Executive Conference Room on Wednesdays from 4:00 p.m. to 8:00 p.m., beginning October 27, 2004 and concluding February 23, 2005. The class will consist of 16 participants and will be financed through the Los Angeles County Training Academy.

NOMINATION PROCESS

Department Heads nominate one or two of their executives who are currently at the Bureau Chief level or higher. The CAO, Director of Personnel, and a committee of Department Heads will review the nominations and select the 16 participants. Participants will be selected for the program during the first week of October, 2004. Department Heads will be notified of those executives from their department selected to participate in this first cohort. In addition, each individual will be notified of their acceptance into the program by Academy staff.

Nominations must be submitted to the Los Angeles County Training Academy by **Monday, September 27, 2004**, Attn: Lu Takeuchi, Senior Human Resources Manager.

Bureau Chief Executive Leadership Program:
Practical Leadership in an Era of Turbulence: A Diagnostic Approach for Decision Making

SCHEDULE OF SESSIONS

Session	Date	Day of Week	Subject	Instructor
1	10/27	Wednesday	Building an Organizational Culture	D. Janssen, A. Glassman, R. Moore
2	11/10	Wednesday	Leading Cultural Change	A. Glassman, R. Moore
3	11/23	Tuesday	Understanding Workers	M. Henry, P. Lynch, L. Takeuchi, R. Moore
4	12/8	Wednesday	Managing Tomorrow's Worker	R. Moore, P. Lynch, L. Takeuchi
5	1/5	Wednesday	Establishing High-Performing Work Groups	A. Glassman, R. Moore
6	1/12	Wednesday	Leading Teams	A. Glassman, R. Moore
	1/19	Wednesday	No Class	
7	1/26	Wednesday	Rethinking Organization Design	A. Glassman, J. Fullinwider, T. McCauley, L. Sheehan
8	2/2	Wednesday	Rethinking Leadership Accountability in Government	A. Glassman, M. Winograd, C. Altmayer
9	2/16	Wednesday	Modeling Ethical Leadership	G. Rossy
10	2/23	Wednesday	Tomorrow's Leader	D. Janssen, A. Glassman, R. Moore

Bureau Chief Executive Leadership Program:
Practical Leadership in an Era of Turbulence: A Diagnostic Approach for Decision Making

ACADEMY STANDARDS FOR PARTICIPATION

Participation in this program is voluntary, and will require considerable commitment from each attendee. Before agreeing to attend this program, each participant must review the following expectations and requirements.

CLASS EXPECTATIONS OF PARTICIPANTS:

1. Participants will arrive promptly for class, team meetings, and other events.
2. Participants will complete all assigned readings, cases, instruments, etc. prior to class; participants will complete assignments on their own.
3. Participants will notify the instructor if a class will be missed;
4. Participants who miss more than **4 hours** of instruction will be dropped from the program.
5. Participants will make up any work missed due to an absence, as assigned by the instructor, including additional research assignments, etc. Participants who fail to complete the make-up assignment will not receive a certificate of completion from the Academy.
6. Participants will treat instructors and other participants as colleagues who have valuable knowledge and contribute to personal learning.
7. Participants will be open to new views and perspectives.
8. Participants will participate frankly in class discussions, be willing to share personal experiences and be honest with others.
9. Participants will treat all personal and work-related discussions as confidential.
10. Participants will participate in processes to evaluate the effectiveness of the program.

OTHER EXPECTATIONS OF PARTICIPANTS:

- While part of this program will be on County time, participants will be required to attend classes and complete course assignments on their own time as well.
- Participants accept the class schedule as published.
- Participants will also be expected to maintain their existing departmental work assignments while in the program.
- Participants will sign the "Permission to Release Information" form.