



# COUNTY OF LOS ANGELES DEPARTMENT OF HUMAN RESOURCES

HEADQUARTERS  
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**MICHAEL J. HENRY**  
DIRECTOR OF PERSONNEL

August 7, 2007

To: All Department Heads

From: William T Fujioka <sup>WTF</sup>  
Chief Executive Officer

Michael J. Henry  
Director of Personnel

Subject: **BUREAU CHIEF EXECUTIVE LEADERSHIP PROGRAM—FALL 2007**

We are preparing to offer the fourth class of the Executive Leadership Program—**Practical Leadership in an Era of Turbulence: A Diagnostic Approach for Decision Making**. This program is tailored to the needs of incumbent bureau chiefs who have responsibility for managing multiple divisions and programs within and across County departments. This is a unique and exciting time to participate in this Executive Leadership Program as the County implements new organizational changes and processes.

Our executive leadership program is designed for senior leaders who are committed to confronting facts honestly as a prologue to critical decision making. These leaders are committed to collaboration and teamwork and seek to establish a culture of information gathering and sharing, open discussion and debate, and high involvement and empowerment.

Participants will conduct an actual assessment of the “culture” of their operations and propose potential interventions to further align them 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 be held at the Department of Public Works beginning November 28, 2007, and will conclude by April 16, 2008. It will consist of ten 4-hour classroom sessions, held from 4:00 p.m. to 8:00 p.m., on Wednesdays, 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 the sessions. Participants may not miss more than one session (4 hours) and each class is limited to 16 participants.

*To Enrich Lives Through Effective and Caring Service*

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We request your assistance in identifying participants from your department for the 2007 class. You may nominate up to two of your executive staff at the level of bureau chief or higher. Please use the attached nomination form to identify your nominees.

Your nominees should possess a Bachelor's degree from an accredited college or university, exhibit extraordinary performance in a leadership role, and exhibit the commitment to lead change within the County of Los Angeles. Attached to this memo is a description of the Bureau Chief Program, a Schedule of Sessions, and Academy Standards for Participation to provide additional information as you are considering your nominees.

Please submit your nominations to Lu Takeuchi, Human Resources Manager, by **Friday, September 7, 2007**. The CEO, Director of Personnel, and a committee of Department Heads will review the nominations and select the 16 participants for this year's class. Participants will be selected for the program on or by the week of October 1, 2007. Department Heads will be notified of those executives from their department selected to participate. In addition, each individual will be notified of their acceptance into the program by Academy staff.

It is again a pleasure to offer this highly acclaimed program to executive level employees of your department. If you have questions, please feel free to call Lu Takeuchi, Human Resources Manager at (213) 738-2299 or Robin Suárez, of her staff, at (213) 738-2125.

WTF:MJH:TJH  
LT:JM:RAS

Attachments

c: Each Supervisor

**BUREAU CHIEF EXECUTIVE LEADERSHIP PROGRAM  
NOMINATION FORM**

Fall 2007—Wednesdays 4:00 p.m. to 8:00 p.m.

Complete the following information on your nominee:

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

**Please attach the following information with your signed nomination:**

- Attach a current copy of the employee's resume
- Attach a statement briefly describing why you are nominating this employee to participate 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.

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Signature of Department Head Date

Please fax the completed form and resume to the Los Angeles County Learning Academy  
Attention: Lu Takeuchi, Human Resources Manager  
Fax Number: (213) 637-0094

**NOMINATIONS ARE DUE ON OR BEFORE FRIDAY, SEPTEMBER 7, 2007**

Schedule of Session - Bureau Chief Executive Leadership Program 2007

***Practical Leadership in an Era of Turbulence:  
A Diagnostic Approach for Decision Making***

Session	Tentative Dates	Day of Week	Subject	Instructor
1	11-28-07	Wednesday	Building an Organizational Culture	B. Fujioka, A. Glassman, R. Moore
2	12-12-07	Wednesday	Leading Cultural Change	A. Glassman, R. Moore
3	1-9-08	Wednesday	Understanding Workers	M. Henry, P. Lynch, R. Moore, L. Takeuchi
4	1-23-08	Wednesday	The Millennials	M. Winograd
5	2-6-08	Wednesday	Establishing High-Performing Work Groups	R. Moore
6	2-20-08	Wednesday	Leading Teams	R. Moore
7	3-5-08	Wednesday	Rethinking Organization Design	S. Harper, DCEOs, A. Glassman
9*	3-19-08	Wednesday	Modeling Ethical Leadership	G. Rossy
8*	4-2-08	Wednesday	Rethinking Leadership Accountability in Government	C. Altmayer, A. Glassman, M. Winograd
10	4-16-08	Wednesday	Tomorrow's Leaders	B. Fujioka, A. Glassman

\*Sessions out of order

***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.
11. Participants are required to adhere to the Los Angeles County Learning Academy's ***Policy on Academic Honesty***. Participants will be dropped for any violations of this policy.
12. Participants may be dropped from the program for behavior that fails to meet County workplace standards and could result in disciplinary action. Participants will treat all faculty members, staff, and other participants with dignity and respect.

**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.