

Building Strategic Leaders: What Does Your Agency Need?

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**VIRGINIA
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Leaders – What Does
Your Agency Need?

Raymond Melleady

VTA Annual Conference



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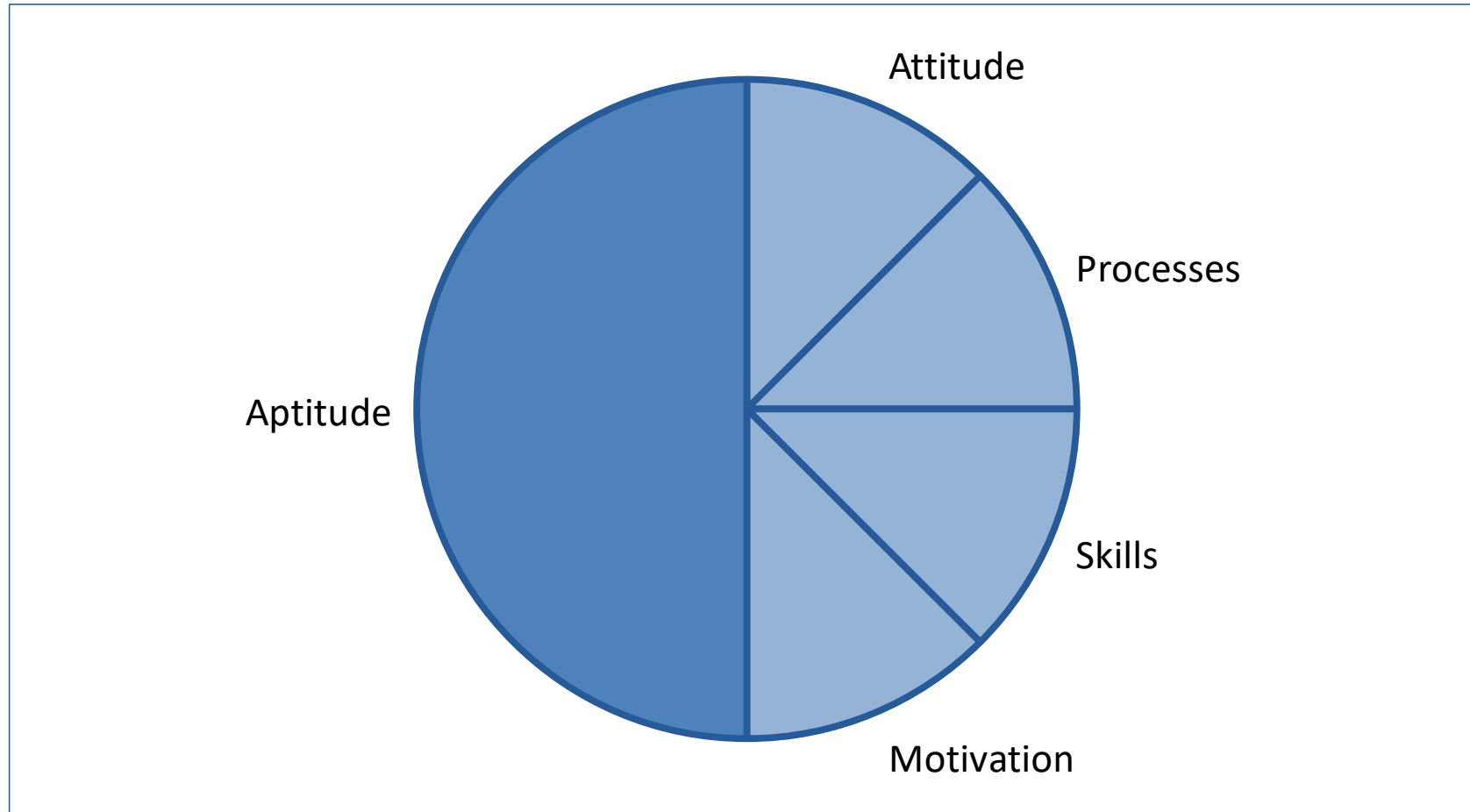


Ingredients for Progress in Business & Life

Vision	+ Skills	+ Incentives	+ Resources	+ Action Plan	= Progress
	+ Skills	+ Incentives	+ Resources	+ Action Plan	= Confusion
Vision		+ Incentives	+ Resources	+ Action Plan	= Anxiety
Vision	+ Skills		+ Resources	+ Action Plan	= Resistance
Vision	+ Skills	+ Incentives		+ Action Plan	= Frustration
Vision	+ Skills	+ Incentives	+ Resources		= Treadmill

Source: Creating an Inclusive School, D. Ambrose.
Adapted by Knoster, Villa, & Thousand, ASCD, 1995.

Five Factors of Success – Moving to Leadership is a...

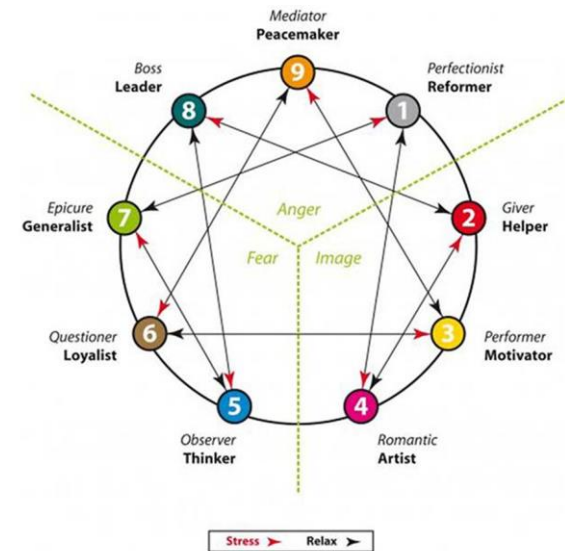


Leadership Identification Systems – Self Awareness

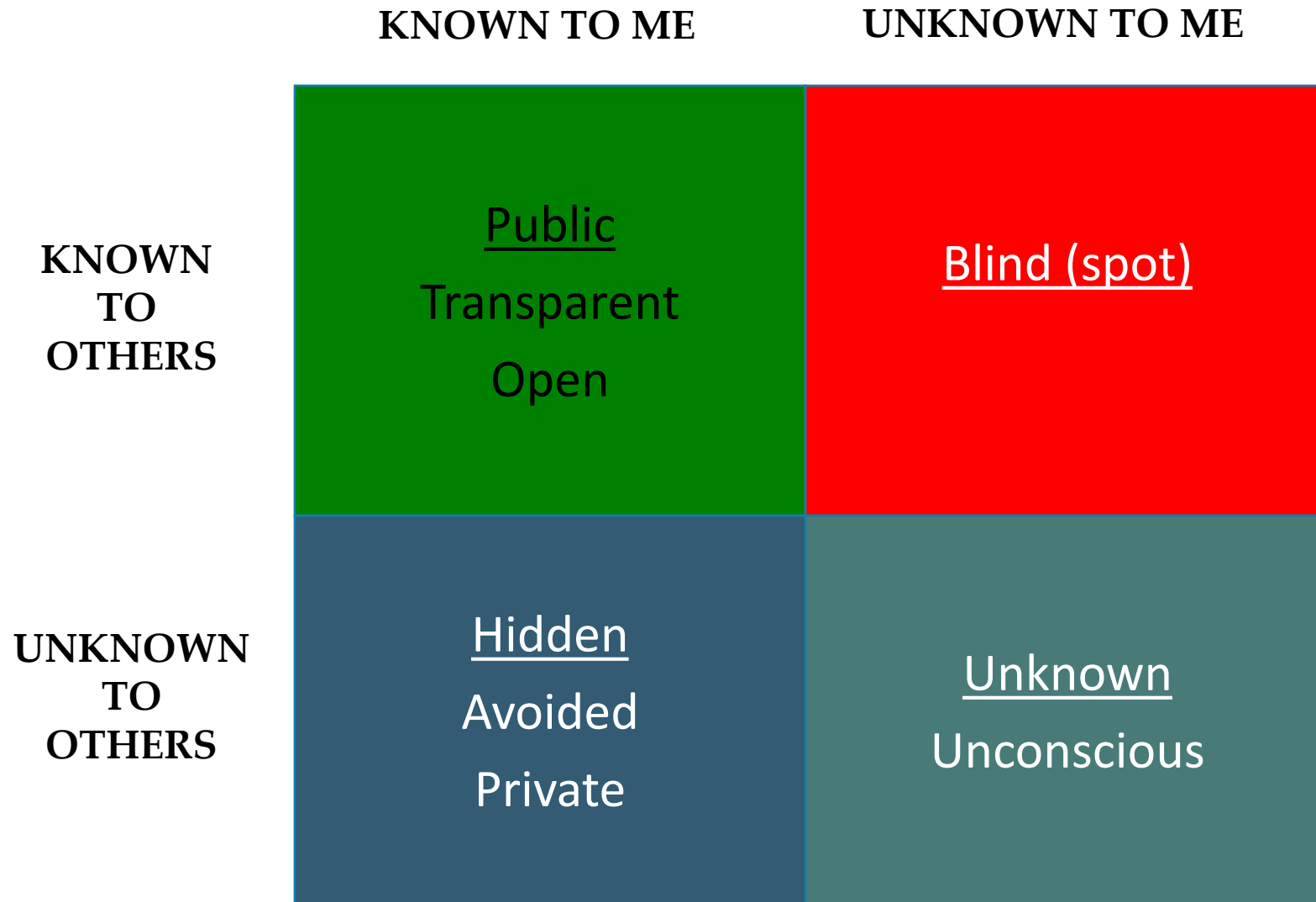
Personality Assessment

- CPQ, DISC
- EQ Assessment
- Predictive Index
- Enneagram
- Myers Briggs

Assessments are not a label or category, but a key indicator of **self awareness and self awareness is required in a position of leadership.**



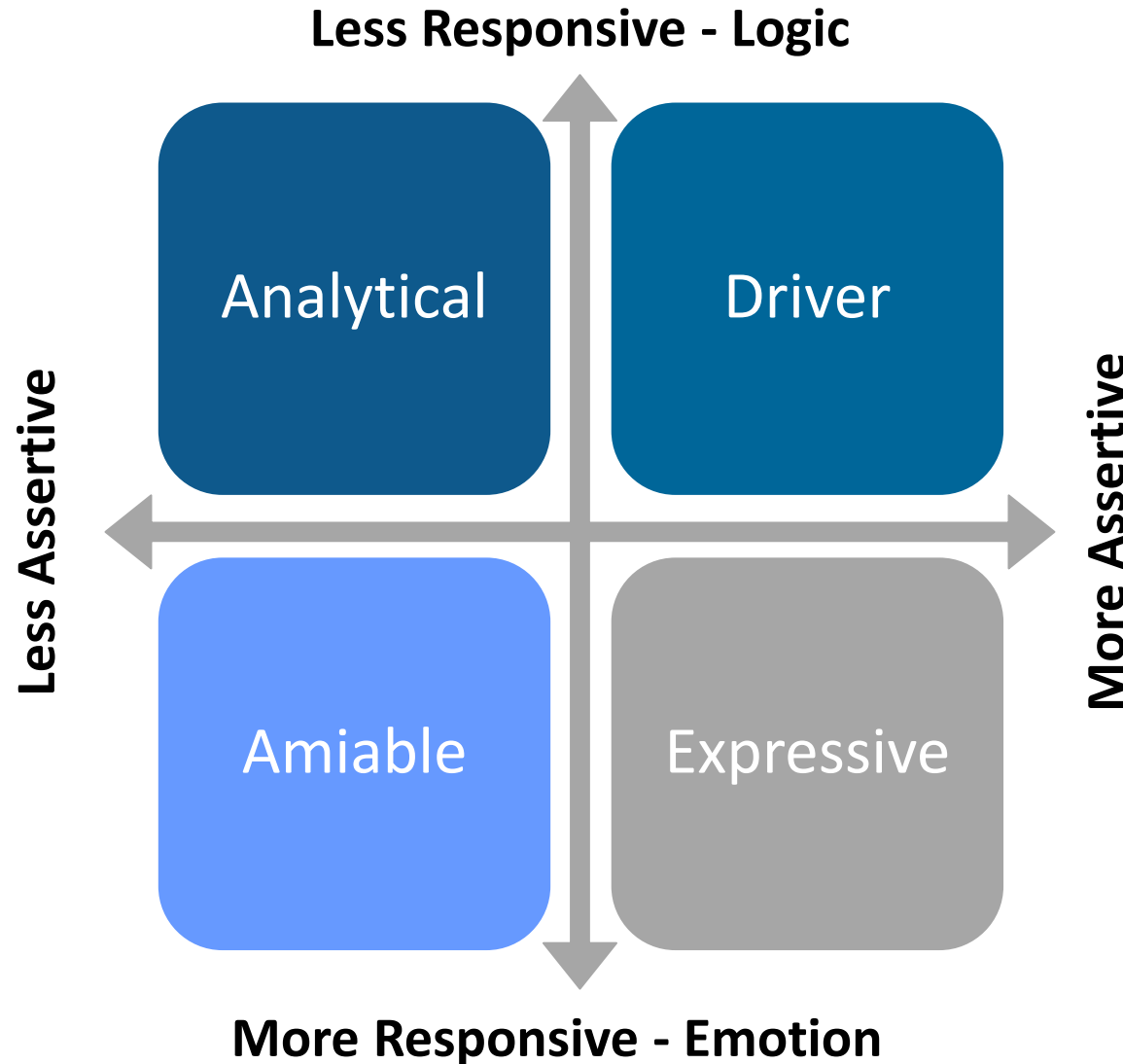
Using the Johari Window to Improve Self Awareness



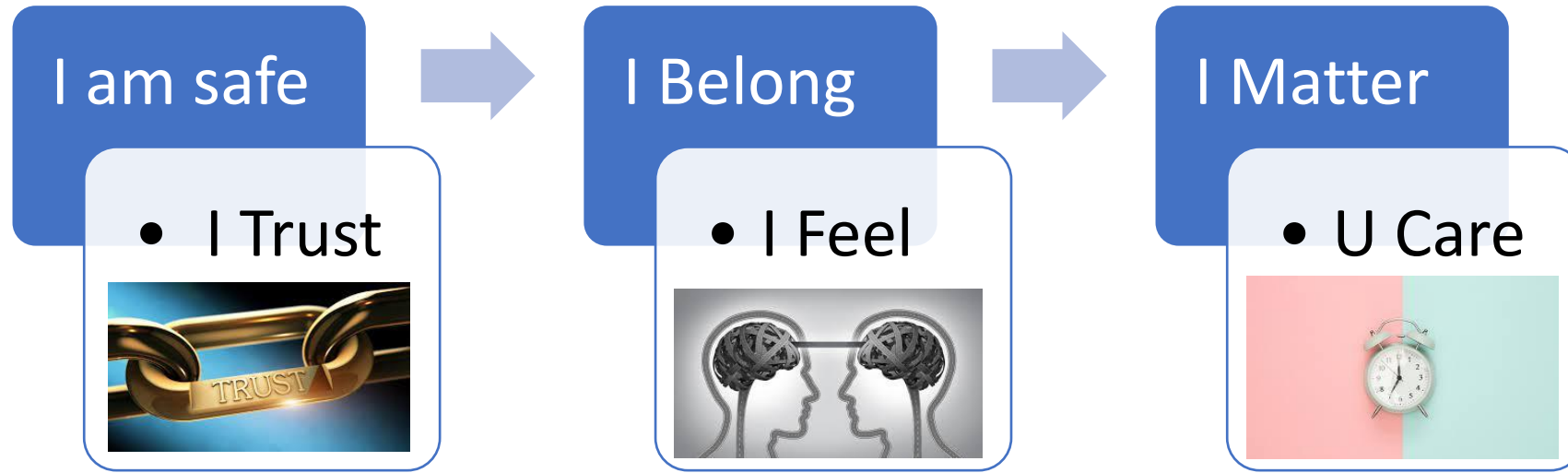
The Johari Window

1. How we see ourselves
2. How we think others see us
3. And, most importantly, how others really see us

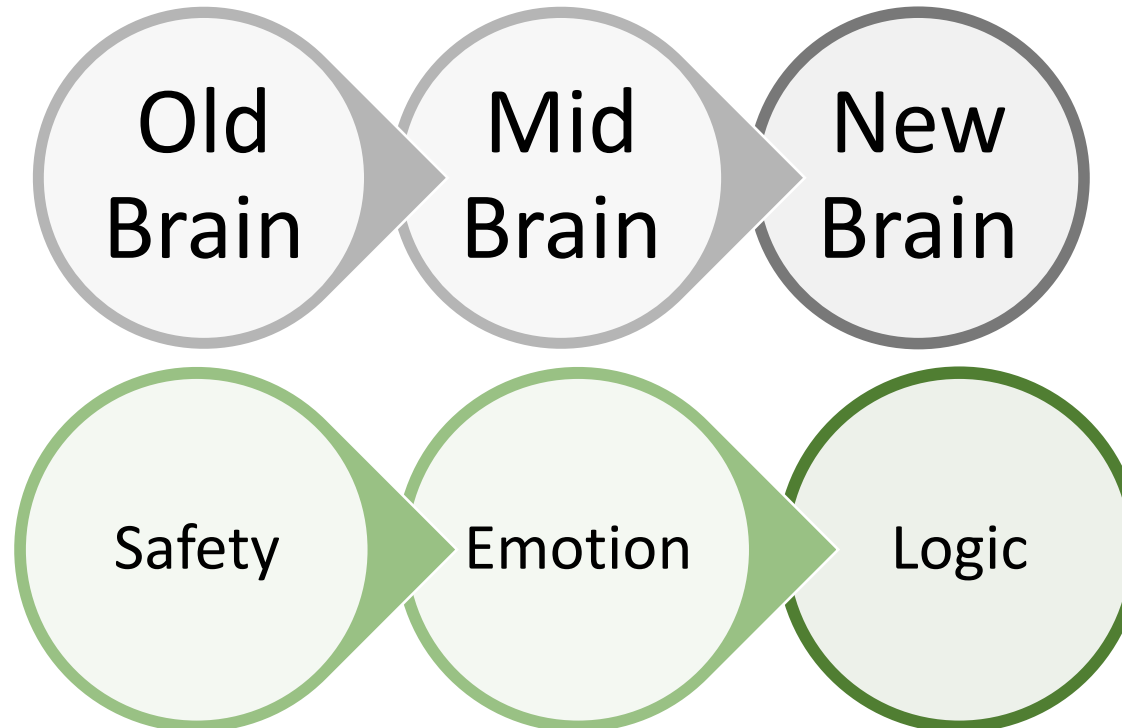
Strategy & Relational Styles



- Culture
- Age
- Personal Experience
- Geography
- Learning Style
- What else?

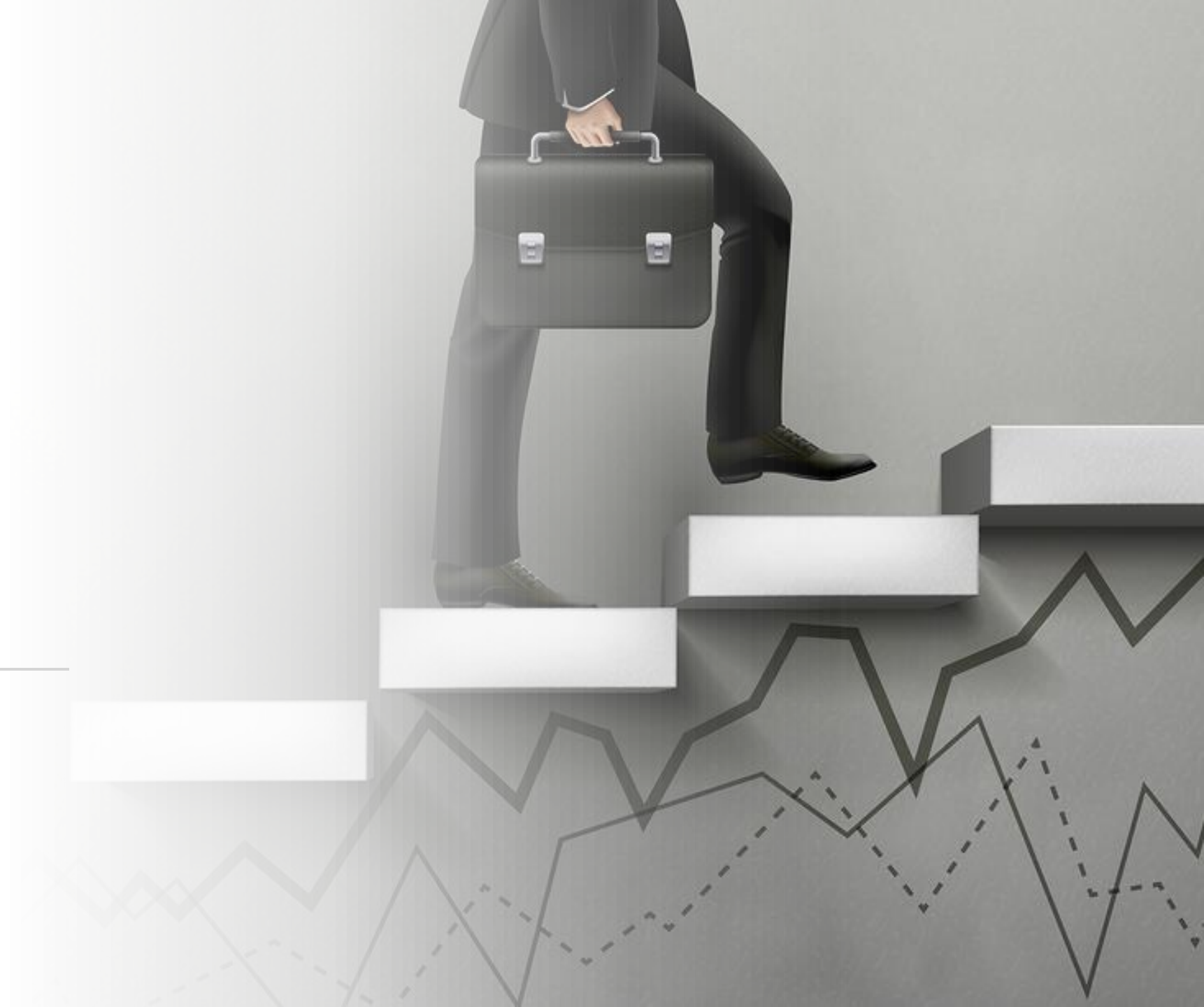


STRATEGY
PSYCHOLOGY
AND
EMPATHY





Strategic Thought in Four Steps



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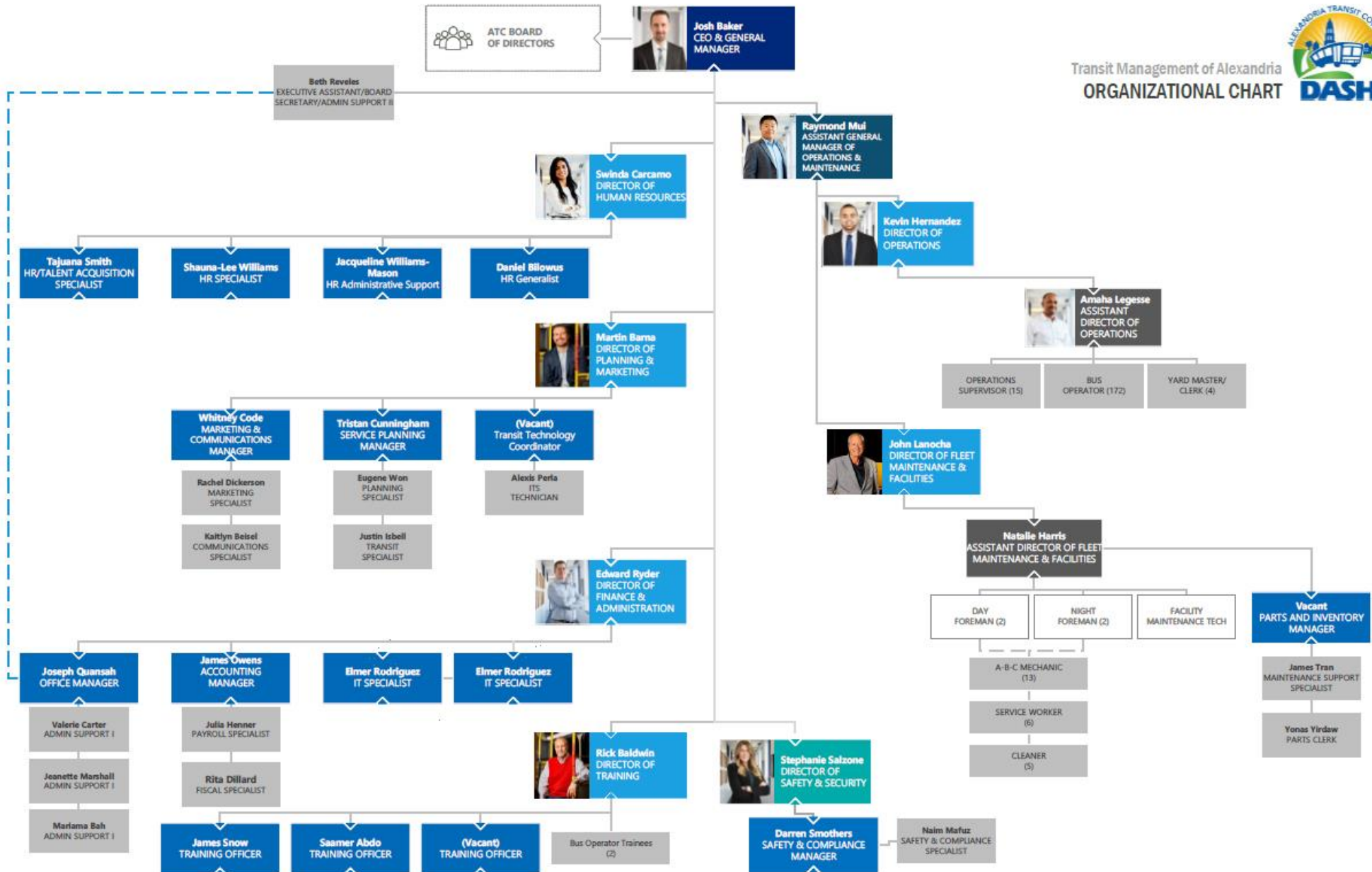


DASH Overview

- ▶ Local Bus System for the City of Alexandria
- ▶ Governed by Alexandria Transit Company Board of Directors, Directly Operated
- ▶ Founded in 1984, Fully Local and State funded
- ▶ 250+ Total Employees



DASH Organizational Structure



Transit Management of Alexandria
ORGANIZATIONAL CHART



DASH Organizational Structure

Positions

- ▶ 170+ Operators
- ▶ 20+ Technicians
- ▶ 7 Department Directors
 - ▶ 2 Assistant Directors
 - ▶ 5 Managers
 - ▶ 8 Specialists

Departments

- ▶ Operations
- ▶ Maintenance
- ▶ Finance & Administration
- ▶ Human Resources
- ▶ Safety & Security
- ▶ Training

Upward Mobility

- ▶ Operator → Dispatch Clerk → Supervisor
- ▶ Technician → Master Technician → Foreman
- ▶ Support → Coordinator → Specialist



Challenges

- ▶ A Good Operator ≠ A Good Dispatcher (not always)
- ▶ Limited experience opportunity beyond current job responsibility
- ▶ Difficult to gauge who had right fundamentals for the next step

New Leaders Program

- ▶ Developed as a multi-month internal professional development program
- ▶ Facilitated by professional development coach
- ▶ Attendees were nominated by their supervisor
- ▶ Program Format:
 - ▶ 9-12 months long
 - ▶ Monthly Meetings
 - ▶ Group Projects
 - ▶ Shadowed Members of Senior Management Team

New Leaders Program (Benefits)

- ▶ Increased Cost Effectiveness and Accessibility for this type of Training (vs. Outside programs)
- ▶ Tangible group project presentations and proposals to the Senior Management Team
- ▶ Allowed for Supervisors to identify weaknesses and opportunities in rising stars
- ▶ Allowed participants to view first hand day to day responsibilities of Senior Managers

New Leaders Program (Challenges)

- ▶ Commitment of Supervisors of Participants
- ▶ Limited Opportunity of Exposure outside of DASH
- ▶ Time Commitment of Project Sponsors and Shadow Assignments
- ▶ COVID-19 (In person attendance vs. Virtual)

New Leaders Program (Outcomes)

- ▶ First iteration of the program completed Spring 2022
- ▶ Participants reflected positively on their exposure of different areas and levels within the organization
- ▶ Participants were able to internalize and focus on personal professional development goals, in conjunction with the program facilitator and their nominating supervisor.

QUESTIONS / Q&A



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