



Enter here. Start anew.

CITYGATE™
NETWORK

*Against
All Odds*

1 John 5:4





Welcome to
Increase Your Bench Strength

Presenter:

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Denver Rescue Mission*

**DENVER
RESCUE
MISSION**

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Leadership-Encouragement -Accountability-Disciplineship

The Value of Leadership:

- Developing skills that improve self-awareness, boundaries, conflict negotiation, accountability and teamwork*
- Investing in your own leadership development benefits you as much as it does the Mission*

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History –

THE NEED!

- *Result of Rapid Growth and COVID*
 - *Prepare staff for future leadership roles within the organization*
- *Focused on Emerging Leaders: those not yet in leadership roles*
- *Peter Principle*

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Peter Principle–

- *Peter Principle*
 - *Meaning-* if you perform well in your job, you will likely be promoted to the next level of your organization. You will continue to move up the ladder until you reach the point where you can no longer perform well.
 - *Individual Contributor vs Role Competency*

What are some pinch points that you are currently experiencing in your organization about Leadership progression or development?

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The Ideal Candidate–

- *Stand-out individual contributor or new to a leadership position*
- *Received recommendation from supervisor and VP*
- *In good standings with Human Resources*
- *Has been employed for minimum of 6 months*
- *Can demonstrate a personal investment in their own development*

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Application Process—

- *Written responses to 5 question*
 - *Demonstrate they have the basic skills for leadership, such as using full sentences, sentence structure*
- *Blind review of responses from selection committee*
 - *Strategically review that we have all business lines, DEI (Gender, Race, ethnicity) represented*
- *Cohort size of 12-15 participants*

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Structure

9 Month Commitment:

- *4 Hour Classroom session (Lecture and small group)*
- *1 Hour Coaching session with Internal Mentor*

- *Previously required outside professional mentor*

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Count the Cost:

Time Commitment:

- *Participant*
- *Presenters*
- *Coaches*

Leadership Exposure:

- *Participant*

Financial:

- *Materials*
- *Sessions*
- *Coaching Sessions*
- *Events(Kick-off and Capstone Retreat)*

Don't short it, if you are going to do it, do it

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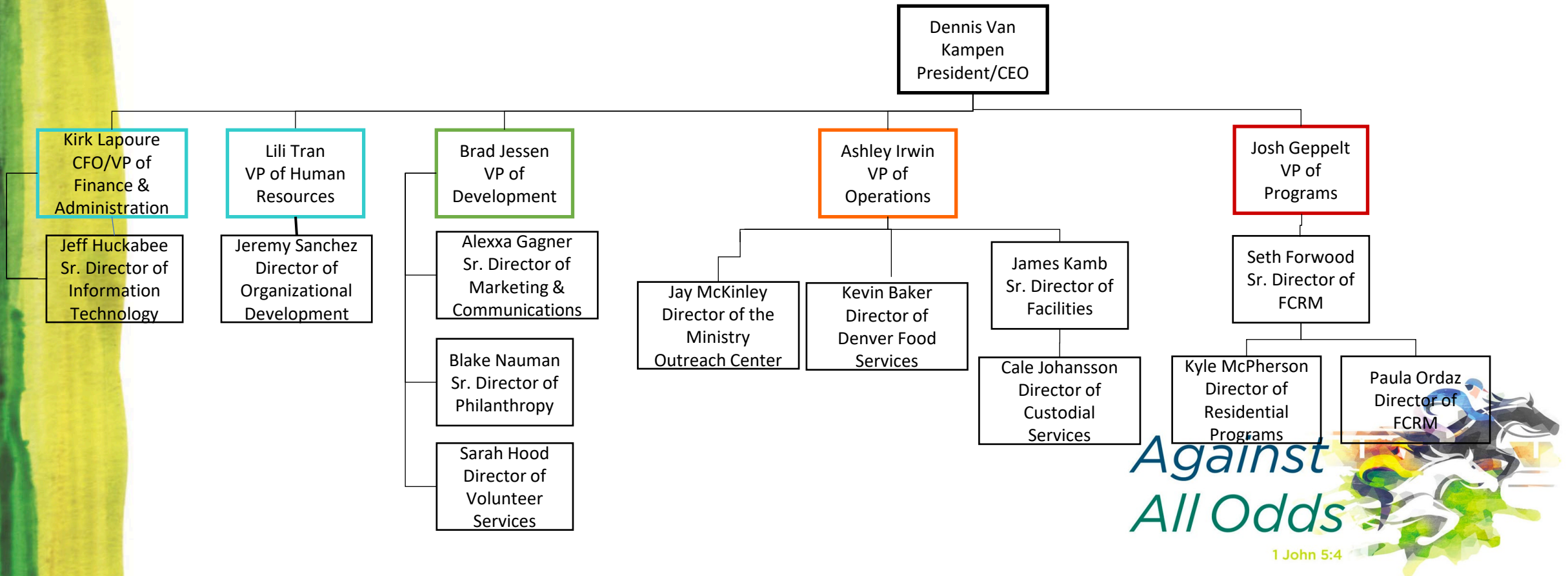
1 John 5:4



Coaches:

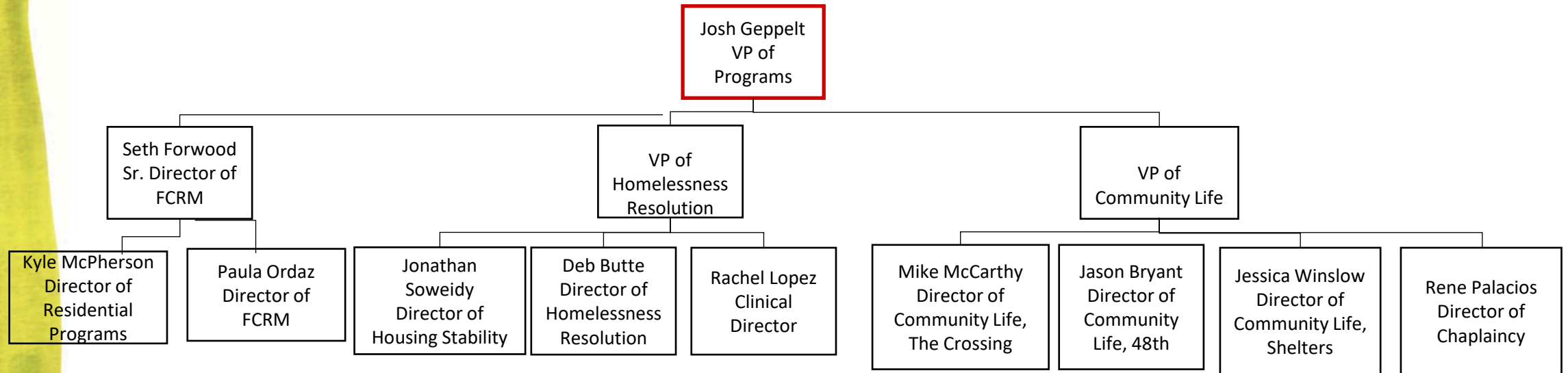
Director Level or Above:

- *Not their direct supervisor or in business line*



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Coaches:



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Content:

Understanding Yourself and Others:

- *Personality and Differences (Enneagram vs Myers Briggs)*

DRM's History and 'Why, How and What':

- *How our Mission informs our policies and practices*

Accountability: Developing the skill of Conducting Crucial Conversations

- *Fostering a culture of transparency, trust and continuous improvement*

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Content Cont.:

The Burden of Leadership:

- *Examines the physical, psychological, sociological and spiritual impact of self-care*

The Ideal Team Player:

- *Humble, Hungry, Smart how it impacts their context*

Teamwork: Overcoming the 5 Dysfunctions of a Team

- *Importance of Trust, healthy debate, Buy in and accountability*

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Content Cont.:

Collaboration within DRM and Partner Agencies:

- *Determine What makes for a quality collaborative relationship*

Capstone Retreat:

- *Exposure to other organizations engaged in homelessness resolution. Contrast what they do and what we do. Review how context changes things.*
- *Review content and how the participant has implemented in their context*

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Successes:

Leadership Progression:

- *Promoted During Cohort-12 individuals - 22%*
- *Promoted After Cohort- 25 individuals - 46%*

- *Total Promoted- 36 individuals - 67%*

- *Lead, Supervisor, Manager, Assoc. Director, Director*

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Adaptations... What's Next

LEAD 2.0:

- Participants who have completed*
- Continue partnership and Community*
- Quarterly leadership content*

LEAD AUXILARY:

- Current Leaders that have not participated*
- Accelerated training*
- Supervisor/ Manager Training*

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What We've Learned:

- *Do with existing leaders first, we did emerging leaders first then current leaders. The current leaders did not have the materials or resources that were being presented.*
- *Set the tone and they need to understand the material.*
- *Have coaches not their direct supervisor or business line- Provides different perspective and investment.*
- *Evaluate every year- Make slight adjustments to process not content*
- *Provide discussion questions for monthly coaching sessions*

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What We've Learned cont.:

- *When coaches didn't have to attend every session, it impacted their rapport with participants and coaching sessions*
- *Build relationships – the peer support is important – Start the year with an event*
- *When it became too academic (lecture format) vs practical engagement was lost*
- *Make sure presenters are engaging*
- *Coaches make or break it*
- *Include access to Senior Leaders, including Q&A sessions*

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Questions:

Take Aways:

- *How will this impact your organization?*
- *What are steps you plan on taking?*





Don't forget to do the



evaluation!

