

MEMO



Discussion/Action

Item #: 13

Meeting Date: September 23, 2022

To: Board of Directors
From: Director of Finance and Administration, Helen Rodriguez
Approved by: General Manager, Felipe Melchor

Subject: Leadership Development Proposal by Frew and Associates

Recommendation

Staff request the Board authorize the General Manager to execute the agreement with Frew and Associates for leadership development.

Background

The District has gone thru some major changes with a new general manager, director of operations, director of finance and administration and internal promotions to supervisor and managerial positions in the past seven months. Additionally, the Board recently approved and adopted a strategic plan through 2030.

Discussion

With the change in leadership and as part of the strategic plan priorities, the staff has reviewed two proposals for leadership development. The training will foster better alignment, cohesiveness, and promote the three strategic priorities of engagement, stewardship, and innovation to enable the leadership and management of ReGen Monterey to meet its goals. Staff met with two leadership development training providers and unanimously agree that the approach to be taken by Frew and Associates would better prepare the team for sustainable high performance as individuals and as a team member, alignment, and be more effective in decision making and responsibilities.

Financial Impact

Funds for leadership development are included the current approved budget for FY 2022-2023 and will have no additional impact to the current year budget.

Conclusion

Therefore, staff request with recommendation by both the Finance and Personnel Committees that the Board authorize the General Manager to execute the agreement with Frew and Associates for leadership development in an amount not to exceed \$50,000.

Attachments:

Frew and Associates Agreement

Physical Address

14201 Del Monte Blvd.
Salinas, CA 93908

Mailing Address

P.O. Box 1670
Marina, CA 93933

Phone / Fax

831-384-5313 PHONE
831-384-3567 FAX

Web / Social

ReGenMonterey.org
@ReGenMonterey

Let's not waste this.



Aug 12, 2022

Dr. Barry Frew, Founder & CEO, Monterey California
(831) 372-3932, barry@frewassociates.com

Professional Development Proposal to the Regen Team

We have modified this proposal to adjust to a request from Helen Rodriguez and Berta Torres during a phone conversation on August 9th. This proposal supersedes the proposal dated July 22, 2022. The request was to include 24 participants vs. the 15 participants and to accommodate the new number of participants and maintain operational schedule requirements they will be placed into 2 parallel cohorts. The cohorts will have a 9 AM to 12 PM session followed by the other cohort from 1 PM to 4 PM. If ReGen could support shared lunches for the two cohorts to share it would go a long way toward building trust and alignment early on.

The proposal numbers were modified by an increase in assessment costs, and the 1:1 session hour to accommodate the 9 additional people. The ½ day learning sessions were also adjusted upward to account for an additional set of 6 half-day sessions of the same material. The amount of consulting was severely cut back and eliminated succession plan, alignment of core competencies to the strategic plan, individual development plans, and a strategy for leveraging hi potential employees which should move into and be budgeted for phase 2.

We want to, once again, thank you for spending time with us on July 7th to explain the development environment you would like to create at ReGen. We appreciated everyone's time and sharing of your perspectives. We merged what we heard, with your draft strategic plan, your current organizational chart, your current manager's core competencies, and our expertise and experience to generate a proposed framework. If you have questions or want to make modifications, we are available and flexible to address any improvements for you.

We propose to form a development partnership between ReGen and Frew & Associates. One in which we share the work to prepare your people for sustainable high performance as individuals who are also part of teams that function increasingly more effectively as teams and align themselves so that the organization also grows increasingly more effective. It will always be your responsibility and therefore your choices, but we can provide an important perspective to enhance your decisions.

The development process ideally covers recruiting efforts, hiring decisions, personal and professional growth, competency management, learning management, performance management, managing out, high-potential management, succession strategies, and cultural stewardship. Individual and team development strategies and plans help to integrate and align organizational efforts and reduce the time and investment necessary to make significant outcomes and provide very meaningful and long-term dividends from the investment made in your people. Strategically investing in your human capital capacity returns higher productivity and more effective innovation. Typical tools to help refine these processes include

assessments, performance evaluations, individual development plans, learning and development programs, and coaching engagements.

It is not wrong to consider this a training effort, but we view it as much more than training. It is also not wrong to consider it a leadership development effort. As important as leadership is, we view it as involving much more than just leadership. Often, leadership, management, and supervision are confused with one another. Management is more about aligning resources to achieve some tasks, we manage things. Leadership is about inspiring people. Leadership is different from management and supervision, but good leaders do all three. And good managers and supervisors demonstrate and take leadership actions routinely. Although leadership is not related to function, title, or role, some titles and roles have an expectation of leadership included for them to be successful. Leadership, from our perspective, is an action verb and can be accomplished by anyone in an organization, at any time, and from any position. It needs to be accomplished in all four directions: inward, sideways, upward, AND downward to be situationally adaptive and effective in many differing circumstances, and having access to only one “style” cannot work in the long run.

We understand that results come from behaviors and that behaviors are rooted in our thinking, our values, and our beliefs. Therefore, to develop different results from different behaviors, we believe we need to change what we value, change how we think, or change what we believe to make the new behaviors stick.

We propose that we get started with some foundational learning opportunities focused on the leadership team, management team, and supervisors. In parallel, we use what we discover in those events to formulate long-term strategies and plans for ongoing development efforts.

Given the history of professional development at MWRMD and the aspirations you communicate in your new ReGen strategic plan, we recommend you include learning events that:

- Focus on individual first and move outward into social and teaming relationships
- Provide an initial assessment of thinking preferences to be followed by additional assessments regarding personality, strengths, social preferences, resiliency, or leadership preferences in subsequent development events (as deemed appropriate and useful)
- Focus on building a level of trust and transparency to enhance each follow-on development event as well as, contributing a trust dividend for improving speed, reducing cost, and improving the quality of getting work accomplished, and in addition, making strides toward the culture you aspire to have for ReGen.
- Integrate classroom learning events with learning on the job, and build facilitated round table events, celebrations, and summits that encourage rich open dialog and institutional messaging into the development plan.
- Provide coaching and mentoring between learning events from seasoned experienced coaches/mentors.
- Use development events to inform financial allocations, strategic modifications, and innovation efforts, and for tackling complex problems or issues.

We want to ensure that the development plan is tightly linked to the 2022 Strategic Plan and that the core values are not only practiced in our partnership work but that the development program provides a way to refine and deepen our individual and collective understanding of what the core values are and how they should manifest themselves in the work and the culture. We want our learning experiences to accelerate and leverage the impact of practicing the core values of teamwork, respect, accountability, integrity, transparency, and stewardship.

We want to ensure that the development program accelerates each of the three strategic priorities of engagement, stewardship, and innovation to enable the ReGen team to meet and exceed its goals.

We think a multi-phase partnership with the flexibility to adapt your approach to establishing an ongoing and sustainable development program without adding large expenses and staff to its development and operation gives you the most chance of success.

ReGen Professional Development Proposal

Phase 1

- Focuses on the development of management/leadership teams and supervisors.
- Begins a journey of deeper self-awareness and awareness of others' preferences. Provides an assessment that identifies individual thinking preferences and the implications for collective groups, teams, and ReGen in total.
- Explores the linkages between thinking, emotions, beliefs, and behaviors. Generates a deeper understanding of the relationship between emotions and intellectual choice behaviors. Explores how being calm and resilient leads to higher quality thinking and more effective communication and leads to building deeper insights.
- Explores a model for the ongoing leadership framework to be applied going forward in the development of team members. Combining a purpose greater than self, with high ethics, and many proficiencies in many skills including emotional, intellectual, communication, and the power of reflection.
- Learning to lead in all 4 directions: inward, upward, sideways, and downward.
- Explores and understands more deeply how change is led, managed, and dealt with more effectively and with less trauma and negative drag and friction on organizational performance and relationships.
- Explores and understands more deeply how creating a high trust culture provides a dividend of faster speed and lower costs. If trust is low, speed goes down and costs go up. In addition, relationships suffer, stress goes up and innovation disappears in low-trust environments.

- Begins a 1:1 coaching relationship between each of the months to better understand and apply the content to personal and professional challenges experienced among teammates. Helping leaders to understand and leverage strengths while making weaknesses irrelevant. Helping individuals to generate breakthrough thinking and behaviors by removing thinking and beliefs that hold them back.
- Seizes opportunities to execute phase 1 plan more effectively or later phase plans earlier. Once started we can add learning topics, remove learning topics, or swap out topics to your best advantage.
- If the team wants to expand learning opportunities or modify the pace, length, or content at any point, we can redesign for greater impact at that point.

Each task will be conducted by the same highly qualified and well-experienced facilitators/consultants, none of it will be contracted out or sublet. This allows for a more rapid and deeper understanding of your work and your people. In-person classroom settings to occur in your board room and are between 2 and 4 hours each that will flex around your schedule availability, workload demands, and local COVID protocols, and makes it easier and less time and effort to conduct sessions.

We intend to provide custom-designed learning experiences that are higher quality, more relevant, more flexible, and more importantly, produce a higher return on your investment than large companies that focus on providing off-the-shelf training courses.

You can expect a different and deeper learning experience in this program. This is not an immersive learning program, but we will strive to attain the same deep and long-lasting result of immersive learning programs by integrating learning, reflection, and coaching; by sequencing topics to more effectively build on earlier learning; and by application of the learning to actual work situations.

Example calendar for Phase 1

- Sessions 1 & 2 (6 hours during month 1 week 1 for each cohort) – Deep whole-person introductions; explores the linkages between thinking, beliefs, and behaviors; generates a deeper understanding of the relationship between emotions and intellect, making behavioral choices; explores how being calm and resilient leads to higher quality thinking and more effective communication and leads to making higher impact insights. Also provides an assessment of each participant's thinking preferences.
- Coaching session 1:1's for each of the 24 participants
- Sessions 3 & 4 (6 hours during month 2 week 1 for each cohort) – Impact of trust on people, groups, teams, and organizations. Explore the nature of change and how to lead, manage and deal with it more effectively.

- Coaching session 1:1's for each participant
- Session 5 (3 hours during month 3 for each cohort) – Understanding high-performance teams.
- Coaching session 1:1's for each of the 24 participants
- Session 6 (3 hours during month 4 for each cohort) – Exploring critical mindsets adjustments for critical mass, appreciative inquiry, and interdependency.

Phase 1 estimated costs (schedule TBD). (Billed monthly after delivery)		
6 (½-day learning sessions) for each of 2 cohorts of 12 9AM to 12PM & 1PM to 4PM	\$ 31,000	
Three 1-hour coaching sessions for up to 24 Participants	\$ 12,960	
Consulting/design between sessions (9X150/hour)	\$ 1,350	
Thinking Intention Profile Assessments For 24 participants	<u>\$ 4,560</u>	
Total Phase 1		<u>\$ 49,870</u>

Additional phases should take deeper dives into potential topics like building a discipline of inquiry, health & wellness, resiliency, intellectual agility, listening from an intent to understand and value, seeking and minimizing risk, deep dive into interdependency, seeking and leveraging positive conflict for improved outcomes, building high engagement cultures, building learning cultures, and building and leveraging innovation without sacrificing operations and safety. Emerging topics and issues could also be the focus of later phases of learning sessions.

We know we are not the only team being considered. We are excited about the potential opportunity to join you on this journey and look forward to any questions you may have regarding this proposal, our process, or how our value proposition stacks up with competitors.

Submitted by: Dr. Barry Frew, CEO, Frew & Associates

Accepted by: _____
Felipe Melchor, General Manager

About Frew & Associates

The business was started in 2002 and has been providing professional and organizational development programs nationwide for 20 years. Our clients include many private sector and public sector organizations. A partial list can be seen at <http://www.frewassociates.com/about/clients/>. A few of the testimonial statements from past clients can be seen at <http://www.frewassociates.com/about/testimonials/>.

In 2021, Frew & Associates was chosen to represent, design, and deliver the Leadership Carmel program, a 9-month professional development program. This program is the first part of our intention to migrate from a nationally focused professional development corporation to a locally focused corporation. In addition, we won the follow-on contract for 2022.

Client references are provided upon request.

About Dr. Barry Frew, co-founder, and CEO

Barry was a career Naval Officer. He enlisted first, served in combat in Vietnam, was on the primary recovery ship USS Hornet for Apollo 11, and was commissioned mid-career. After retirement, he had several different roles at the Naval Postgraduate School (NPS). He was a tenured professor, the Chief Information Officer, and Dean of Information Services, and founded and led a critically acclaimed Center for Executive Education center for the US Navy. The Center focused on providing mindset-shifting experiences for Naval Admirals, Department of Defense Generals as well as Senior Executive Civilians for the Chief of Naval Operations. He also designed innovation courses for the Secretary of the Navy. Dr. Frew's programs were critically acclaimed for changing the culture of the US Navy.

He founded Frew & Associates in 2002 upon retirement from a tenured position at NPS. Barry has also taught leadership and change topics for CSUMB's professional development programs and is the current co-director for Leadership Carmel's flagship 9-month development program. Barry has written chapters in Pfeiffer, Leadership Development Books Edited by Jim Bolt, written pieces for CIO and CEO magazines, and gives keynote talks at national conferences. Dr. Frew's process and results in the learning and development world were highlighted by Fast Company and New York Lawyer magazine articles.

About Jeanne Frew, co-founder

Jeanne's experience broadly covers highly technical to senior leadership and professional development roles with an emphasis on leadership and leading and managing change. This experience has occurred in public, private, non-profit, and educational settings.

Ms. Frew led a military organization as the senior civilian (Technical Director). She provided leadership, change management, strategic thinking, policy development, long-range planning in all aspects of the business, human capital management, and fiscal oversight in a

rapidly changing unpredictable environment. Ms. Frew has been successful in getting organizations to achieve organizational alignment and transformational leadership.

Since joining Frew & Associates in 2005, Ms. Frew has designed, developed, and delivered professional development learning events, programs, and coaching. In addition, she assists in the development of professional development content and is certified/licensed in several assessments. She also provides operational and logistical support for F&A and the learning events, coaching, and consulting for our clients. Jeanne is currently co-director for Leadership Carmel's flagship 9-month development program.