Upper Management Leadership and Staff Development Session: Assessment and Recommendation Report
City of Vicksburg, Mississippi
May 2014

Institute of Government
Jackson State University
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The Institute of Government (IOG) at Jackson State University entered into a contract with the City of Vicksburg to provide one-half day of preliminary insight, training, and assessment of upper management personnel which was conducted March 31, 2014. This was structured as an initial assessment requested by Mayor George Flaggs and Aldermen, Michael Mayfield and Willis Thompson. Forty one (41) managers were to be included in the session, with the focus on organizational productivity by improving management and communication skills of department heads and upper-level supervisors. Mayor Flaggs and the Aldermen allowed the session to be held at the Vicksburg Municipal Auditorium. While the Mayor clearly had a vision and perspective on the need to embrace and enhance the professional expertise and development of the City’s upper management personnel, he preferred an approach that assessed their views on this critical matter of local municipal leadership and direction.

More specifically, the IOG session addressed enhancement of support services for employees in the areas of 1) effective leadership, 2) understanding the focus of the organization and mission,
3) how to better serve the client and the customer, 4) identifying opportunities for career growth within the organization, and 5) how to maintain continuous program assessment and evaluation.

IOG Executive Director, Dr. Otha Burton, and administrative staff were present for the session. Three Institute Associates (IA) of IOG were as there as the professional facilitators: Retired Personnel Director of the City of Jackson, Marilyn Hetrick, led the group presentation; retired engineer, manager, and public works director, Herman Cooper; and entrepreneur, social activist, Dr. Cindy Ayers-Elliott provided specific styles of leadership and training along with personal testimony.

At the day of the session, 41 managers attended. An employee data information sheet was created and given to all management personnel of the City of Vicksburg. The profile data forms were used to assess the possible wide-range of training areas that would be needed pursuant to the session structure designed. Topics included, listing departments/units, years employed with city, position, education, ethnicity, gender, and a short statement on the role of a manager. The IA’s used the data by identifying/matching similarities, and analyzing distinct challenges within the varied departments/units that provided the basis to develop a model presentation specific to these employees.

Employees assembled at the Municipal Auditorium, signed in, given name tags, and sat in the “U” arranged seating area. A Leadership Development packet was distributed. Mayor Flaggs opened the session and acknowledged and thanked everyone for coming. He acknowledged the Aldermen present and then introduced Dr. Burton to begin the session and the IOG team present.
The session provided an overview of each of the topics in the program outline previously mentioned. The leadership session touched on only the surface of the vast range of work styles and how leadership impacts its clients, customers, and the organization. During the other phases of the session, managers were also encouraged to ask questions, give examples of issues or challenges encountered, and offer techniques or successes dealing with clients, customers, and staff.

During the closing section of the training, two surveys were given to the participants—Training Needs Assessment and An Evaluation of the Trainers’ Presentation. Of the 41 signed-in staff, 39 completed surveys were turned-in. The first survey was valuable in determining the managers’ priorities for training and overall organizational development. The assessment/analysis captured the following information:

A. General Overview Questions – no ranking

B. The Role of Middle Management in City Government
   1. Training Needed to Manage People Better
   2. Training Needed in Specific Areas

C. Employment Development
   1. Training Focused on Employment Productivity

D. General Comments on Assessments
The survey assessment captured responses in the following categories: Disagree (1 & 2), Neither (3), and Agree (4 & 5). There was also a category for No Response (N/A). Sections A. General Overview Questions received no rankings, but did capture opinions. Sections B and C responses were ranked and reflect priority considerations in the data base. Section D provided commentary as Section A and was not ranked.

Rankings of Sections B and C are critically important to the purpose of this initial contract as intended by Mayor Flaggs and the Board of Aldermen. In this regard, responses are rated according to percentage of those participating who had like opinions per category. This is reflected on the assessment form as # Ranking by Response. A second noteworthy reflection by the IOG team on the form ranks those responses that have a high Agree response (4 or 5). In rare occasions, these may not have an overall high ranking subject to the formula, but does show a high agree correlation.

In the unranked Section A, General Overview Questions, a high percentage of participants agreed that the City of Vicksburg organizational chart clearly represented the chain of command, understood what were the Mayor’s goals, need to be respectful of cultural diversity, and understood the legal definition of sexual harassment and cost to City if ignored. Areas participants acknowledged were weak included training on the City’s policies and procedures as to whether they were routinely followed and fairly enforced.

The highest ranked percentages in Sections B and C are reflected as:
B. The Role of Middle Management in City Government

1. Training Needed to Manage People Better
   a. Conflict Resolution 87%
   b. Conflict Resolution - Other High Agree Response

2) Training Needed in Specific Areas
   a. Empowering and Engaging Employees 90%
   b. Disciplinary Action – Other High Agree Response
   c. Performance Assessment – Other High Agree Response

C. Employment Development
   a. Engaging Employees 90%
   b. Sexual Harassment - Other High Agree Response
   c. Engaging Employees—Other High Agree Response

The first survey also had two open-ended questions for written responses. Participant training suggestions for doing job better that were not included in the survey proposed: highly qualified and paid personnel, effective hiring, time management, and understanding what is expected of supervisor. The other responses given on productivity if the employee received training in were: technical training, safety, how to work with problem employees, and communication skills. The actual survey form and assessment matrix is attached for reference.

The second survey evaluated the IOG trainers and the session. It was completed by 39 participants. The trainers received high marks and most of the participants gave written responses to the last three evaluation questions. The responses were varied with emphasis on meeting in small groups, more time to discuss leadership style DISC (dominance, informing,
steadiness, cautiousness), delegation of responsibilities, and a preference for morning sessions; just a sampling of replies. The evaluation analysis of the trainers is also attached to this document for reference.

In conclusion, the City of Vicksburg upper management staff expressed that if their areas of responsibility and the employees they supervise are given the continued developmental training, team building, customer service, and empowerment opportunities, the work quality, satisfaction, and productivity will enhance job retention and safety.

Institute of Government

Otha Burton, Jr., Ph.D.
Executive Director

Institute Associate Team
Marilyn Hetrick, MBA, TEAM Leader
Herman Cooper, PE
Cindy Ayers-Elliott, Ph.D.

Administrative Staff
Christine Nielsen, Office Manager
Tiffany Bush, Graduate Assistant
Attachments

Exhibit A .............. City of Vicksburg Training Needs Assessment Survey

Exhibit B .............. City of Vicksburg Training Needs Assessment Matrix

Exhibit C ... Leadership Development Overview Training Assessment Survey

Exhibit D ................. Session Evaluation, Leadership Development
City of Vicksburg Training Needs Assessment

For each item, please circle the response that best reflects your opinion.

<table>
<thead>
<tr>
<th>City Government</th>
<th>Disagree</th>
<th>Neither</th>
<th>Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The City’s organizational chart accurately represents the City of Vicksburg’s chain of command.</td>
<td>1 2 3 4 5 N/A</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. I clearly understand the Mayor’s long term and short term goals for the City of Vicksburg and my role in accomplishing them.</td>
<td>1 2 3 4 5 N/A</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. I have received adequate training on the City’s policies and procedures.</td>
<td>1 2 3 4 5 N/A</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. I believe the City’s personnel policies and procedures are routinely followed and fairly enforced.</td>
<td>1 2 3 4 5 N/A</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Diversity</th>
<th>Disagree</th>
<th>Neither</th>
<th>Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. I have a good understanding of cultural diversity. I always build teamwork among people from different cultures and value systems.</td>
<td>1 2 3 4 5 N/A</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I clearly understand the legal definition of sexual harassment. I know how to protect the City of Vicksburg from costly sexual harassment charges. I know what to do when I observe someone else sexually harassing another.</td>
<td>1 2 3 4 5 N/A</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>The Role of Middle Management in City Government</th>
<th>Disagree</th>
<th>Neither</th>
<th>Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The City’s organizational chart accurately represents the City of Vicksburg’s chain of command.</td>
<td>1 2 3 4 5 N/A</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. I could do my job better if I receive training about</td>
<td>1 2 3 4 5 N/A</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ethics in Performance of My Duties</td>
<td>1 2 3 4 5 N/A</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Working with Various Personality Types</td>
<td>1 2 3 4 5 N/A</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communication and Listening</td>
<td>1 2 3 4 5 N/A</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Running a More Effective Meeting</td>
<td>1 2 3 4 5 N/A</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Page 1 of 3
City of Vicksburg Training Needs Assessment

<table>
<thead>
<tr>
<th>Disagree</th>
<th>Neither</th>
<th>Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>

Team Building
Problem Solving
Critical Thinking, Using Reason to Reach Conclusions
Managing Change
Conflict Resolution

3. I could manage people better if I receive training about
   Effective Hiring
   Giving Clear Instructions
   Performance Assessment: My employees, my unit, myself
   Coaching and Counseling Employees
   Disciplinary Action
   Empowering and Engaging Employees

4. I could do a better job if I receive training about these topics not listed above:

Page 2 of 3
City of Vicksburg Training Needs Assessment

Employee Development

1. The productivity of my unit would improve if employees under my supervision receive training about

   Customer Service
   On the Job Safety
   Effective Hiring
   Giving Clear Instructions
   Performance Assessment: My employees, my unit, myself
   Coaching and Counseling Employees
   Disciplinary Action
   Engaging Employees (More enthusiasm, involvement, productivity)
   Conflict Resolution
   Cultural Diversity in the Workplace
   Sexual Harassment

<table>
<thead>
<tr>
<th>Disagree</th>
<th>Neither</th>
<th>Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
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<tr>
<td>1</td>
<td>2</td>
<td>3</td>
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<td>1</td>
<td>2</td>
<td>3</td>
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<td>1</td>
<td>2</td>
<td>3</td>
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<tr>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>

2. The productivity of my unit would improve if employees under my supervision receive training about these topics not listed above:
## Exhibit B

### City of Vicksburg Training Needs Assessment
March 31, 2014

### A. General Overview Questions - No Ranking

#### City Government

1. The City's organizational chart accurately represents the City of Vicksburg's chain of command.
   - Disagree: 1, Neither: 15, Agree: 23
   - % Agree (4-5): 97%

2. I clearly understand the Mayor's long term and short term goals for the City of Vicksburg and my role in accomplishing them.
   - Disagree: 1, Neither: 2, Agree: 21, No Response: 1
   - % Agree (4-5): 82%

3. I have received adequate training on the City's policies and procedures.
   - Disagree: 2, Neither: 5, Agree: 13, No Response: 14
   - % Agree (4-5): 69%

4. I believe the City's personnel policies and procedures are routinely followed and fairly enforced.
   - Disagree: 2, Neither: 6, Agree: 4, No Response: 19
   - % Agree (4-5): 69%

#### Diversity

1. I have a good understanding of cultural diversity. I always build teamwork among people from different cultures and value systems.
   - Disagree: 1, Neither: 1, Agree: 19, No Response: 16
   - % Agree (4-5): 90%

2. I clearly understand the legal definition of sexual harassment. I know how to protect the City of Vicksburg from costly sexual harassment charges. I know what to do when I observe someone else sexually harassing another.
   - Disagree: 1, Neither: 2, Agree: 9, No Response: 27
   - % Agree (4-5): 92%

### B. Training Needs Assessment - Ranking by Significance

#### The Role of Middle Management in City Government

<table>
<thead>
<tr>
<th>Area</th>
<th>Disagree</th>
<th>Neither</th>
<th>Agree</th>
<th>% Agree (4-5)</th>
<th>Other Significant Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. I could do my job better if I receive training about</td>
<td>2</td>
<td>6</td>
<td>8</td>
<td>14</td>
<td>7, 2</td>
</tr>
<tr>
<td>Ethics in Performance of My Duties</td>
<td></td>
<td></td>
<td></td>
<td>54%</td>
<td>8</td>
</tr>
<tr>
<td>Working with Various Personality Types</td>
<td>2</td>
<td>1</td>
<td>4</td>
<td>21</td>
<td>9, 2</td>
</tr>
<tr>
<td>Communication and Listening</td>
<td>2</td>
<td>2</td>
<td>6</td>
<td>19</td>
<td>9, 1</td>
</tr>
<tr>
<td>Running a More Effective Meeting</td>
<td>1</td>
<td>3</td>
<td>7</td>
<td>20</td>
<td>6, 2</td>
</tr>
<tr>
<td>Team Building</td>
<td>1</td>
<td>2</td>
<td>4</td>
<td>20</td>
<td>10, 1</td>
</tr>
<tr>
<td>Problem Solving</td>
<td>2</td>
<td>1</td>
<td>3</td>
<td>22</td>
<td>11, 85%</td>
</tr>
<tr>
<td>Critical Thinking, Using Reason to Reach Conclusions</td>
<td>2</td>
<td>2</td>
<td>3</td>
<td>17</td>
<td>14, 1, 79%</td>
</tr>
<tr>
<td>Managing Change</td>
<td>3</td>
<td>3</td>
<td>4</td>
<td>16</td>
<td>13, 74%</td>
</tr>
</tbody>
</table>

*Page 1 of 3*
### Exhibit B

**City of Vicksburg Training Needs Assessment**  
March 31, 2014

<table>
<thead>
<tr>
<th>Conflict Resolution</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>N/A</th>
<th>% Agree (A + 5)</th>
<th>5% Ranking by Response</th>
<th>Other Significant Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
<td>1</td>
<td>3</td>
<td>14</td>
<td>20</td>
<td></td>
<td>87%</td>
<td>1</td>
<td></td>
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</tbody>
</table>

1. I could manage people better if I receive training about

<table>
<thead>
<tr>
<th>Effective Hiring</th>
<th>1</th>
<th>3</th>
<th>6</th>
<th>16</th>
<th>10</th>
<th>2</th>
<th>68%</th>
<th>5</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Giving Clear Instructions</td>
<td>4</td>
<td>3</td>
<td>8</td>
<td>16</td>
<td>9</td>
<td>63%</td>
<td>6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Performance Assessment: My employees, my unit, myself</td>
<td>1</td>
<td>2</td>
<td>5</td>
<td>14</td>
<td>17</td>
<td>79%</td>
<td>3</td>
<td>*</td>
<td></td>
</tr>
<tr>
<td>Coaching and Counseling Employees</td>
<td>1</td>
<td>2</td>
<td>5</td>
<td>17</td>
<td>13</td>
<td>1</td>
<td>77%</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Disciplinary Action</td>
<td>1</td>
<td>3</td>
<td>3</td>
<td>16</td>
<td>16</td>
<td>82%</td>
<td>2</td>
<td>*</td>
<td></td>
</tr>
<tr>
<td>Empowering and Engaging Employees</td>
<td>1</td>
<td>2</td>
<td>23</td>
<td>12</td>
<td>1</td>
<td>90%</td>
<td>1</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Employee Development

1. The productivity of my unit would improve if employees under my supervision receive training about

<table>
<thead>
<tr>
<th>Customer Service</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>17</th>
<th>13</th>
<th></th>
<th>77%</th>
<th>4</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>On the Job Safety</td>
<td>3</td>
<td>4</td>
<td>9</td>
<td>11</td>
<td>11</td>
<td>1</td>
<td>56%</td>
<td>9</td>
<td></td>
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<tr>
<td>Effective Hiring</td>
<td>2</td>
<td>1</td>
<td>8</td>
<td>17</td>
<td>7</td>
<td>4</td>
<td>62%</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td>Giving Clear Instructions</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>24</td>
<td>9</td>
<td>2</td>
<td>85%</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Performance Assessment: My employees, my unit, myself</td>
<td>1</td>
<td>6</td>
<td>22</td>
<td>10</td>
<td></td>
<td>82%</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Coaching and Counseling Employees</td>
<td>2</td>
<td>6</td>
<td>19</td>
<td>10</td>
<td>2</td>
<td></td>
<td>74%</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Disciplinary Action</td>
<td>2</td>
<td>4</td>
<td>8</td>
<td>11</td>
<td>13</td>
<td>1</td>
<td>62%</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td>Engaging Employees (More enthusiasm, involvement, productivity</td>
<td>2</td>
<td>2</td>
<td>19</td>
<td>16</td>
<td></td>
<td>90%</td>
<td>1</td>
<td>*</td>
<td></td>
</tr>
<tr>
<td>Conflict Resolution</td>
<td>1</td>
<td>5</td>
<td>20</td>
<td>12</td>
<td>1</td>
<td></td>
<td>82%</td>
<td>3</td>
<td></td>
</tr>
</tbody>
</table>
### City of Vicksburg Training Needs Assessment
March 31, 2014

<table>
<thead>
<tr>
<th></th>
<th>Disagree</th>
<th>Neither</th>
<th>Agree</th>
<th>No Response</th>
<th>% Agree (4+5)</th>
<th># Ranking by Response</th>
<th>Other Significant Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cultural Diversity in the Workplace</td>
<td>2 1 7 19 9 1</td>
<td></td>
<td></td>
<td></td>
<td>72%</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>Sexual Harrassment</td>
<td>2 2 9 12 14</td>
<td></td>
<td></td>
<td></td>
<td>67%</td>
<td>7</td>
<td>*</td>
</tr>
</tbody>
</table>

### C. Other Assessment Questions

1. I could do a better job if I receive training about these topics not listed above:
   - I would need more highly qualified personnel, which in turn would mean a higher rate of pay.
   - Conflict Resolution, Effective Hiring.
   - Time management, Understanding diversity (cultural, social, economic)
   - Managing personalities and understanding what is expected of me.
   - I agree the subjects listed are great issues that would allow me to be a better leader or supervisors.

2. The productivity of my unit would improve if employees under my supervision receive training about these topics not listed above:
   - They would need technical training.
   - Working with problem employees.
   - Safety, Conflict Resolution
   - The office runs rather smoothly, just needs to keep up good communication.
   - I would get more productivity if raises were allowed—7 years.
   - If all the topics listed above can be implemented to train my employees or employees under my supervision would be a great help.

**Number of Participants = 39**
Leadership Development
Overview, Training Assessment

Exhibit C

Please circle the response that best reflects your evaluation of today’s training:

1. The trainers’ knowledge was
   Excellent  OK  Poor

2. Was your interest held?
   Definitely  Sometimes  Not really

3. How well did the trainers expose you to aspects of leadership?
   Excellent  OK  Poor

4. How effective was today’s session in determining the leadership training needs of the City of Vicksburg?
   Excellent  OK  Poor

5. The amount of interaction encouraged was
   Just right  Too much  Too little

6. Was your time well spent in this training?
   Definitely  Probably  Not really

7. Would you recommend this training to others?
   Definitely  Probably  Not really

8. What would you change about today’s session to make it better?

9. Name one thing from today’s session that you learned or that inspired you.

10. Name one leadership topic you want to learn more about.
SESSION EVALUATION
Leadership Development, City of Vicksburg
Topic: Overview/Training Needs Assessment
March 31, 2014

1. The trainers' knowledge was
   Excellent □ □ □ □
   OK □ □ □ □
   Poor □ □ □ □
   34 4 0

2. Was your interest held?
   Definitely □ □ □ □
   Sometimes Not Really □ □ □ □
   26 1 9 2

3. How well did the trainers expose you to aspects of leadership?
   Excellent □ □ □ □
   OK □ □ □ □
   Poor □ □ □ □
   23 1 13 0

4. How effective was today's session in determining the leadership training needs of the City of Vicksburg?
   Excellent □ □ □ □
   OK □ □ □ □
   Poor □ □ □ □
   16 1 20 1

5. The amount of interaction encouraged was
   Just right □ □ □ □
   Too much □ □ □ □
   Too little □ □ □ □
   No Response □ □ □ □
   31 1 4 1

6. Was your time well spent in this training?
   Definitely □ □ □ □
   Probably □ □ □ □
   Not really □ □ □ □
   26 7 4

7. Would you recommend this training to others?
   Definitely □ □ □ □
   Probably □ □ □ □
   Not really □ □ □ □
   23 12 4

8. What would you change about today's session to make it better?
   Blank
   N/A
   Encourage more interaction
   Less reading, more explanation and discussion
   I enjoyed it the way it was
   More Interaction with employees
   Encourage more participation
   Schedule this session in the morning hours.
   Needs to be with a smaller group & related to that particular division's work & needs.
   Smaller groups - open discussion
   Would like to see a program that would talk to employees that are reaching out to employee's that are under management
   Nothing
   More time to expand on certain topics
   Nothing
   N/A
   Some type of video presentation
   Nothing per se. However, I think there were very new managers with some very experienced. I think very new managers were not as opened. For the next session, I think maybe a break down in the (unreadable) groups.
   Old dogs can learn new tricks.
More in (unreadable)
N/A
Encourage more interaction or find a way to present information that requires more interaction
N/A
More on the job experiences and how they were handled
Blank
Nothing
More training more often
Nothing
Nothing
Break up into smaller groups, more interaction
Nothing! I thought it was good!
Maybe consider smaller groups?
Blank
Had it in the morning
Nothing
Morning session, rather than afternoon. More enthusiastic speaker. More involvement from students. Allow Dr. Ayers to teach the training. She's more experienced in teaching/public speaking.
Time/Day. Monday is not a very good day to be away, especially for an evening session. / Presentation. More up!

9 Name one thing from today's session that you learned or that inspired you.
Responsibility
Blank
Delegating at the proper time
Ensure conflicts are addressed right away
I need to do a much better job at communicating what my expectations are.
Blank
I enjoyed hearing about the leadership styles that were discussed.
Need to think about delegation & do a better job of preparing/training a replacement
Styles of leadership
Repairing Relationships
Different leadership styles
Conflict Resolution
The Four Empowerment, Leadership, Customer Service, Work as a Team
Accountability
Learning how to delegate authority
Lead people as a team
Being responsible for others actions
the different styles section - DISC
Probably being a little more open minded.
Delegate to (unreadable)
Counsel the employee more, keep an open mind & don't pre-judge
To work on healing relationships
To be firm in taking the leadership role
How I function in my job capacity and how I need to delegate more
Blank
Blank
Repair Relationships
How to have a better relationship
The DISC tool to determine leadership style
Be Fair
Blank
I need to delegate more.
Have more 1 on 1 time with my staff to really check on how they are doing!
Blank
--
Leadership
Blank
Blank
Blank

10 Name one leadership topic you want to learn more about.
Power, Authority
Blank
Blank
Understand the different work styles
Understanding/working with people from different backgrounds (other than mine)
Blank
Leadership Styles
Conflict Resolution
Blank
Power, Authority
Conflict Resolution
Steadiness
Team work
Conflict Resolution
Conflict Resolutions among employees
Responsibility
Motivate
Delegation and how to with today's demand for budget cutting
DISC
Blank
N/A
Conflict resolution
Delegating responsibilities
Solving conflict with other workers
DISC
Blank
Customer Service
How much training would it take to build a better relationship
DISC
Blank
Conflict Resolution
Leadership Styles
Customer Service
Blank
--
Accountable Manager
Blank
Leading for development.