

Contra Costa Leadership Academy
Session #6 – Leadership Strengths Continued & Talent Development & Coaching



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Leadership Strengths Continued Talent Development & Coaching

**Contra Costa County
Leadership Academy**

**Session #6
March 6, 2025**

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Overview

Teams 1 & 2 present

Finishing up leadership strengths – Name it –
Claim it – Aim it

Focus on your own development &
competitive advantage

Role of employee engagement in talent
development

Exercise – your own experiences in
development conversations

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Overview

Performance & development coaching

Premises of coaching conversations

Introduction of FUEL coaching model

Wandzia Career Journey

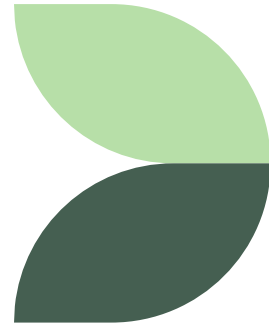
Prep for final session & graduation

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Team 1 Presentation

Workplace violence prevention



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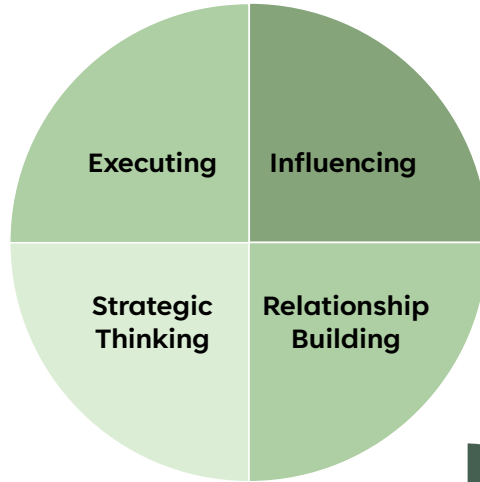
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4 Domains of Leadership Strengths/Talents



**Name
It**

Aim It

Claim It



Understanding My Leadership Strengths/Talents

Reflecting on your own career journey to this point, make some notes about how each of your 5 top strengths/talents manifest at work.

Make some notes about any connections you see between your core values and your top 5 strengths/talents, & your DiSC style and strengths.



Share

- ❖ Your strengths/talents & the domains
- ❖ What you read that resonates with you
- ❖ How you are/have used the strengths/talents at work
- ❖ Values connections you noted
- ❖ DiSC style connections you noted



Ways In Which My Strengths Influence How I “Show Up”

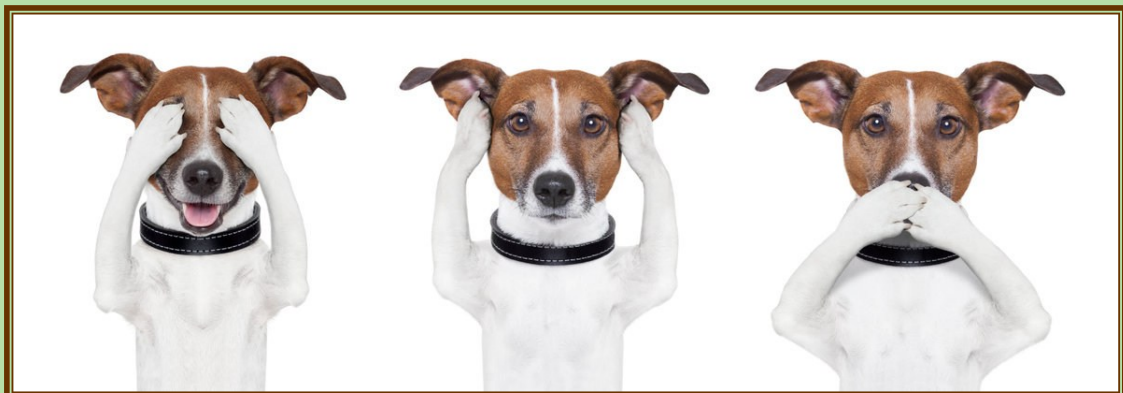
- ❖ What are 2-3 of my strengths that influence how people view me most often?
- ❖ Given those strengths, how would I like people to view and experience me?



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My Blind Spots



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Maximizing My Strengths/Talents



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T A K E *Charge*

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Ways To Take Charge Of Your Career

Know your assets /
talents / strengths

YOUR competitive
advantage



Understand how
they are aligned
with your **WHY**



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Competitive Advantage

Your competitive advantage is
what makes you uniquely
positioned, capable and desirable
to the hiring entity / decision
maker.

It's the: What are the benefits of
"selecting you" and the value you
bring.



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Ask Yourself:

- ❖ What am I really good at doing?
- ❖ What do I bring?
- ❖ What sets me apart?
- ❖ Why does that matter?
- ❖ How will they benefit/gain from/with me?



“My Assets = My Competitive Advantage”

- ❖ Technical skills
- ❖ Interpersonal skills
- ❖ Leadership abilities & strengths
- ❖ Knowledge & expertise
- ❖ Experiences
- ❖ Relationships / Network
- ❖ Values & other personal attributes



My Competitive Advantage

- ❖ What is potentially your next opportunity?
- ❖ Identify 5 of your strongest assets which support your effort to secure your next career opportunity.
- ❖ In looking at those assets, which make up your unique competitive advantage (what sets you apart)?
- ❖ How would you briefly describe that competitive advantage so you can share what you uniquely bring to the next opportunity?



Example

Opportunity – I'd like to participate in some legislative advocacy work for my agency.

Assets – (1) Learner strength – driven by strong desire for continued growth/learning; (2) Highly analytical; (3) Existing relationships within the state capitol; and (4) I understand the nature of politics.

Competitive Advantage – My proven analytical & discernment skills, along with my natural ability to form relationships and my understanding of the nature of politics, uniquely positions me to support our agency in its legislative efforts this coming year.



Ways To Take Charge Of Your Career



Learn through doing
+ reflecting +
getting feedback –
build self-
awareness



Secure a team of
coaches – build
your network



Seek stretch
assignments &
opportunities



Understand 70-20-
10 Rule



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70-20-10 APPROACH TO LEARNING



LEARN AND DEVELOP
**THROUGH
EXPERIENCE**



LEARN AND DEVELOP
**THROUGH
OTHERS**

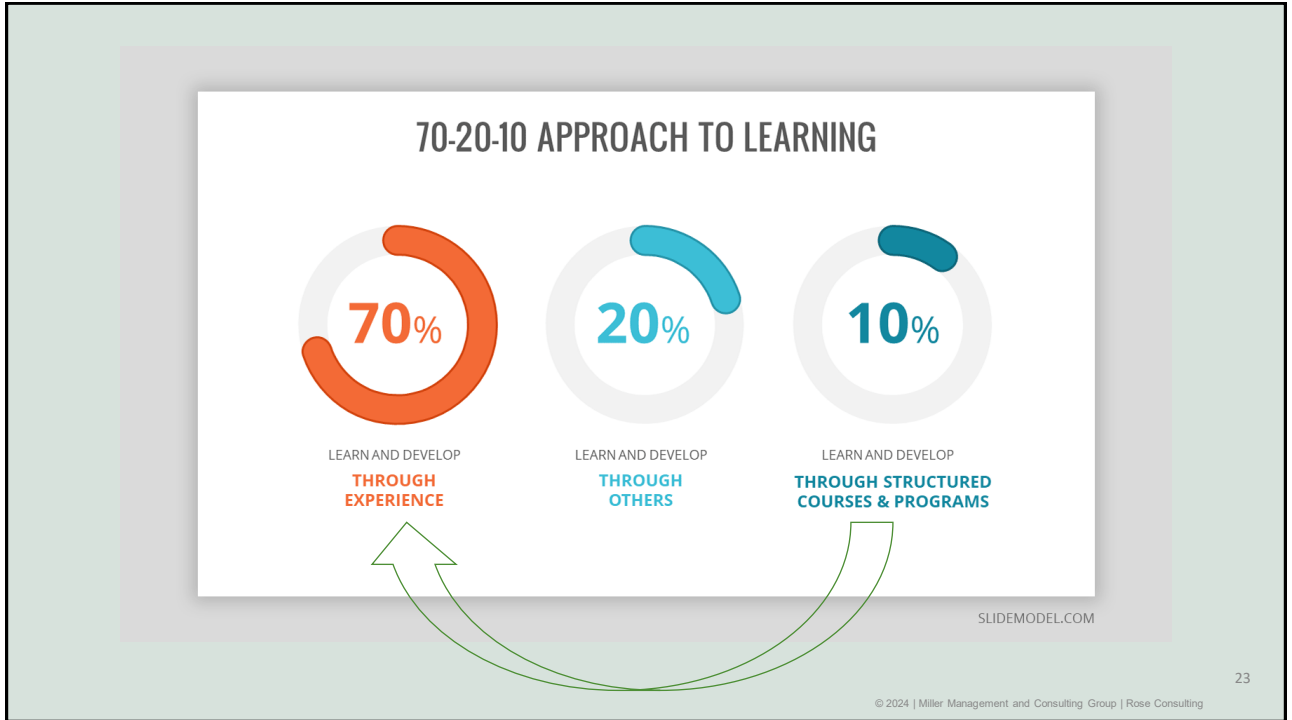


LEARN AND DEVELOP
**THROUGH STRUCTURED
COURSES & PROGRAMS**






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Ways To Take Charge Of Your Career

-  Be willing to try new behaviors
-  Take smart risks
-  Develop a positive growth mindset
-  Create your own career development plan and share with your boss
-  Enhance your interpersonal skills



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Employee Engagement & Talent Development



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Why Talent Development?

Local governments
dependent on good
talent

Good talent is
more mobile than
before

Need to value &
develop our own &
our employees'
talents

Engaged and
energized
employees tend to
stay longer

Key relationship =
the employee /
supervisor
relationship

Coaching
conversations are
critical to employee
engagement

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4 Types of Employee Development Needs

<p>Basic needs</p> <p>Focus Me Free me from unnecessary stress</p>	<p>Growth</p> <p>Challenge me Help me review my contributions</p>
<p>Individual</p> <p>Know me Help me see my value Care about me Help me grow</p>	<p>Teamwork</p> <p>Hear me Help me see my importance Help me feel proud Help me build mutual trust</p>

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Lunchtime...let's eat!



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Team 2 Presentation

Best practices in compensation models

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My Personal Experience

What were the *key ingredients* or *characteristics* of my conversations with my direct supervisor that led me to being energized and motivated or de-energized and de-motivated?



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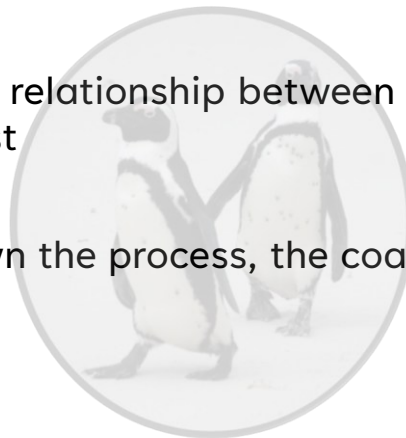
“At its core, coaching focuses on empowering people professionally and personally to drive organizational and individual success.”

~Jonathan Fields, Sparketype



The Coaching Relationship

- ❖ Coaching is a relationship between two parties, based on trust
- ❖ The coach own the process, the coachee owns the content



Coaching Conversations

- ❖ Difference between **performance coaching** & **development coaching** conversations
- ❖ Difference between **mentoring** & **coaching** conversations/relationships



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Task updates \neq coaching

- ❖ Distinguish between work and project update conversations and talent development coaching conversations.
- ❖ Don't mix the two.



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Premises of Coaching Conversations

- ❖ Goal: Contribute to everyone’s development
- ❖ Responsibilities
 - ❖ Agency
 - ❖ Coach
 - ❖ Employee/coachee

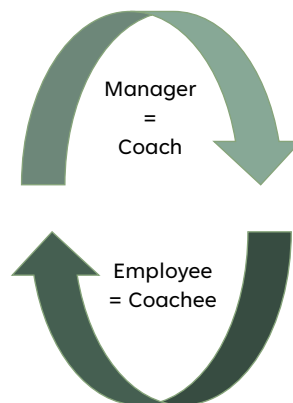


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The System Creating Empowerment & Growth

Asks questions, encourages risk taking & innovation, empowers and trusts employee to solve the problem



Examines own problem, determines possible solutions, assesses & takes risks, makes decisions and owns the outcome

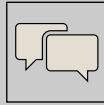


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F.U.E.L. Coaching Model

Step One



Frame the conversation



Set the context and focus for
the conversation



F.U.E.L. Coaching Model

Step Two



Understand the current state



Explore the coachee's point of
view before sharing your own



**F.U.E.L.
Coaching
Model**

Step Three



Explore the desired state



Identify the target and generate multiple paths to achieve the end state



**F.U.E.L.
Coaching
Model**

Step Four



Lay out a success plan



Create a detailed, actionable plan & follow-through that will lead to goal attainment, emphasizing accountability



Coaching Questions

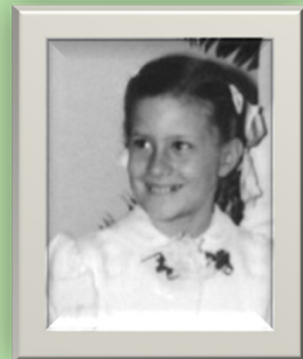


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Wandzia Rose's Career Journey

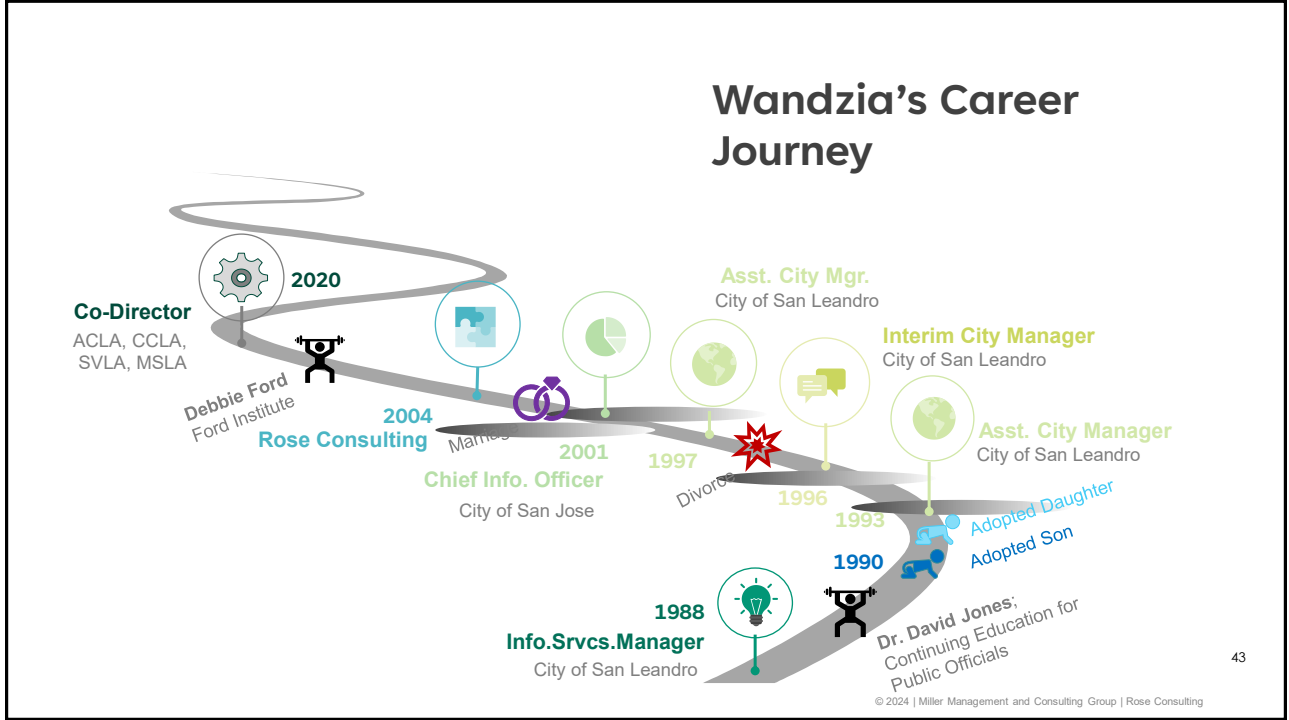
- ❖ Listen & take a few notes
- ❖ Try to discern some key elements, characteristics, pivotal points and decisions



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As a leader, I believe...

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My Key Leadership Beliefs Statements

- ❖ Please access the 3 leadership belief statements you created in October
- ❖ Review and update them – if you want to update
- ❖ Share at your tables
- ❖ Select 1 statement that you want to have on your graduation slide



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Resources

- ❖ 549 Powerful Coaching Questions. www.thecoachingtoolscompany.com
- ❖ Career Compass 37: *Engaging Employees for Success*. Dr. Frank Benest.
- ❖ Career Compass 85: *To Thrive in Post-Pandemic, Enhance Employee Experience*. Dr. Frank Benest.
- ❖ Gallup. Building Accountability for Engagement. Creating an Engaging Team Culture. (1993-1998, 2017)
- ❖ Gallup. State of the Global Workforce report. 2024 Report. <https://www.gallup.com/workplace/645608/state-of-the-global-workplace-2024-report.aspx>
- ❖ Harvard Business Review: *Four reasons good employees lose their motivation* (March 2019)

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Resources

- ❖ Harvard Business Review: *Coaching For Change* (September 2019)
- ❖ Harvard Business Review: *Are You Ready to be Coached* (October 2020)
- ❖ The Extraordinary Coach by Zenger and Stinnett
- ❖ Don Maruska: *Becoming a great coach*
- ❖ ICMA Coaching Program www.icma.org/coaching
- ❖ <https://icma.org/icma-coaching-program-webinars>
 - ❖ Webinars
 - ❖ One-to-one coaching
 - ❖ Go to “CoachConnect”
 - ❖ New training videos



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**One take-a-way from
today is...**

**How I will use that
insight going forward
is...**



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Preparing for April 2

- ❖ April 2
- ❖ Next session topic is Political Astuteness
- ❖ Guest presenter Frank Benest
- ❖ Pre-work is: Read article
- ❖ Email leadership belief statement and a photo of yourself to Joelle Fockler (City of Concord) into graduation PowerPoint. Email to Joelle.Fockler@cityofconcord.org by **MARCH 19**
- ❖ Bring leadership belief statement with you to share in session on April 2

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Final Team Presentation Schedule

March 13

Project Presentations:

- ❖ **Team 3:** 12:15 PM – 12:45 PM
- ❖ **Team 4:** 12:50 PM – 1:20 PM

April 10

Project Presentations:

- ❖ **Team 1:** 11:45 AM – 12:15 PM
- ❖ **Team 2:** 12:20 PM – 12:50 PM
- ❖ **Team 5:** 12:55 PM – 1:25 PM

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Thank you for today



Pamela Miller
pmiller@millermcg.com

Wandzia Rose
wandziarose@gmail.com



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Team Project Lab



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