

NOTE:

2-day half-day virtual classes, 1 full day in-person class, and 1 in-person presentation day – 4 days total.

COST: \$2,950

DATES:

- December 2023 (virtual)
- March 2024 (virtual or in-person)
- June 2024 (virtual or in-person)
- September 2024 (in-person)

Before:

- Registrants submit strengthsfinder
- Headshots, Top 3 organizations challenges

DAY ONE - LEADERSHIP

Introductions: Who is in the room; basic team-building/ice-breaker

1. Name, Org, How long in the position
2. What was your first job
3. One skill you plan to grow through the Bootcamp
4. What are some of the challenges you encounter as a workforce executive?
 - FACILITATION/PRESENTATION NOTE:
 - QUESTIONS ON PPT SLIDE
 - RECORD THE RESPONSES ON FLIPCHART– GROUPING WHERE APPROPRIATE.
5. Here are some snapshots of your cohort as a whole from strengthsfinder:
 - 5 Lowest Ranked Skills; 5 Highest Ranked Skills
 - A snapshot of strengths of the cohort

Overview of Workforce Executive Bootcamp:

- a. Goal: At the end we want Directors who have developed practical skills, a deepened network, and a sense of themselves as leaders, deeper understanding of their job
- b. Structure:
 - a. 3 sessions
 - i. Could be 3 day retreat or 3 separate days of training
 - ii. Each session will be from 8:30 to 5, with breakfast at 8, unless otherwise noted.
 - b. Capstone Project
 - i. Final project on a topic that is directly applicable to your work.
 - ii. You will be paired with a current WDB executive for a mentor phone call on your capstone starting late spring through summer.

- iii. Culmination of the capstone is a 15-minute panel presentation during MMM pre-conference, during which you will present with 2-3 colleagues who have similar topics as you.
- iv. Examples from previous years:
 - 1. Developing Engaging WIB Meetings
 - 2. Analysis of Youth Participation Incentives
 - 3. Ramping up Sector Strategies
 - 4. Shared Procurement Strategies
- c. Interim learning
 - i. Webinars or calls will take place in between the in-person sessions.
 - ii. There is a Bootcamp LinkedIn Group that has not had very much traffic so far. Should your group be interested in taking it up as a way to communicate, the ball is primarily in your court.
- c. Learning modules
 - a. Leadership
 - i. Strengthsfinder
 - ii. Appreciative Inquiry
 - iii. Decision Making Framework
 - iv. Leadership and Management
 - v. History of Workforce System
 - vi. WIOA Implementation
 - b. Workforce Development
 - i. Data Analysis
 - ii. Grant and Fiscal Management
 - iii. Holding effective meetings
 - iv. Diversifying Funding
 - c. Collaboration
 - i. Collective Impact
 - ii. Connecting with business
 - iii. Managing Politics
 - iv. Stakeholder Mapping
 - d. Q&A
 - ❖ WHAT ELSE MIGHT YOU WANT TO BE INCLUDED?

Reviewing Gallup's strengthsfinder: what does this mean for leadership, management and team building?

- a. Why Strengthsfinder
 - a. Gallup's research
 - b. Coming Jobs War:
 - i. Inadequate supply of good jobs
 - ii. Small-medium sized biz critical
 - iii. Solution is engaged citizen leaders
 - iv. A war requires planning
 - c. Survey on American Workplace
 - i. 30% engaged
 - ii. 50% disengaged
 - iii. 20% actively disengaged
 - d. GO TO ONE ON ONE CONVERSATION

- b. Focused conversation: ORID on the results
 - a. What jumped out at you?
 - b. What thoughts/feelings did you experience?
 - c. Did the results ring true? Were you surprised?
 - d. What does Strengthsfinder mean for personal job?
 - e. What does this mean about building teams/staff?
 - f. What do they mean for your job?
 - g. What does it mean for your capstone?

❖ **Appreciative Inquiry**

❖ **What is the difference between Leadership and Management?**

- a. Spend a little time thinking about leadership and management. There is a lot out there about the topic. Warren Bennis is one of the most respected thought leaders on this:
- b. Leadership
 - a. setting a vision
 - b. getting buy-in
 - c. developing trust
 - d. keeping the big-picture in mind
- c. What is Management?
 - a. accomplishing tasks
 - b. delegating
 - c. delivering on deadlines
 - d. developing staff
- e. Leadership that Gets Results
 - a. Six styles – most effective leaders employ at the right moment
 - b. Most Effective: authoritative, affiliative, democratic, and coaching styles

❖ **Scenario Exercise – group discussion**

❖ **Race, Equity, Diversity, and Inclusion**

- f. CWA Race and Equity Framework
 - a. Training and Technical Assistance
 - b. Legislation and Policy
 - c. Race and Equity Assessment Tool
 - d. Data Analysis Project

❖ **Workforce Pipeline and History**

- 1. Now we will shift to thinking about workforce development. What are we trying to accomplish, and what is the context in which we are working?
 - a. Connecting employers and people

❖ **WIOA Implementation**

- d. WIOA – An invitation to do more...
 - a. Overview
 - b. Local Areas and Regionalism
 - c. Functions of Local Boards

- d. Performance
- e. Partnership
- f. Employment and Training Activities
- g. Youth Services
- h. CWA Goals
- e. CWIB Leadership Roles of Workforce Boards
 - a. Convener
 - b. Workforce Analyst

- c. Broker
- d. Community Voice
- e. Capacity Builder

❖ **Understanding Workforce Boards: Presentation and Workforce Jeopardy**

❖ **Reflection, Capstone Project and Close**

- f. 15 minutes reflection on the days content: Focused Conversation
 - a. how has the day's content changed what they want
 - b. Initial thoughts on capstone projects
 - c. Stephen Baiter addresses the group?
 - d. Next Session?

DAY 2 – Workforce Development and Managing Priorities

❖ **Check in and Capstone development**

- g. Round robin - summary of your capstone
- h. *After each capstone summary will go around the table and ask what resources/people/ideas other bootcampers have that will help that capstone –record on a flipchart*

❖ **Fiscal and Grant Management**

- i. Focus on fundamentals of managing the fiscal processes of WIOA and other grants

❖ **Data Analytics**

- j. Frame: were planning to do focus on LMI, but decided to step back and look at analytics as a way to approach data analysis in general
- k. What kinds of data is available to analyze?
- l. Difference between data reporting and data analytics?
- m. Becoming students of our systems
- n. Determining high-performance
- o. Regional priorities; community needs; Regional assets and gaps; WDB's role

❖ **Current state workforce development trends: Examples of workforce leadership –**

Examples but they should be timely

- p. WIOA Implementation
- q. Appropriation Challenges
- r. State Plan/Data Integration
- s. MOU Development
- t. Regional Coordination
- u. Strong Workforce Taskforce
- v. Adult Ed Block Grant

❖ **Diversifying Funding**

w. Why diversify?

reference data analytics conversation – important to think through what kind of impact/need you are pursuing

- i. Overview of a few national and state examples of diversifying funding:
 - ii. *Fee for Service:*
 1. *Blue Green Institute (Custom LMI)*
 2. *Brevard County WIB (Virtual Job Fair)*
 - iii. • *Stretching dollars:*
 1. *West Texas WIB consortium (back office alignment)*
 2. *San Bernardino (Transitional Subsidized Employment)*
 - iv. • *Youth Employment:*
 1. *Boston PIC*
 2. *LA City*
 3. *Santa Barbara*
- b. State Overview
 - a. Departments noted by the CWIB as connected to local WIBs What are others doing to diversify funding?
- c. Overview of upcoming opportunities
 - a. State Accelerator
 - b. Feds: Summer Jobs and Beyond

❖ **Workforce Password Game**

❖ **Holding a good local board meeting**

- Arrange for a veteran director to attend to talk about their meetings:
 - How to structure agendas
 - What questions to ask board

DAY THREE – COLLABORATION AND PARTNERSHIPS

❖ **Current State workforce policy and regional planning guidance**

- d. Review regional plan requirements – sets up the content of the day: Collective Impact, Stakeholder Mapping and Managing Politics

❖ **Strategies for Regional Coordination**

- e. Group discussion on regional planning to date:
 - a. What is the approach your region has taken? Is it following any particular organizational structure?
 - b. What is working? What isn't working?
 - c. Some examples of
- f. Collective Impact:
 - a. 5 key principles of Collective Impact
- g. Alignment Model
 - a. Work in Sacramento

❖ **Stakeholder mapping**

- h. "When the time comes to map stakeholders, they talk only to those they know or to those who speak loudest."

- b. Who is a stakeholder?
- c. Carve out time to create stakeholder list

❖ **Stakeholder Analysis**

- d. Put stakeholder list in framework of importance
- e. Map stakeholders into prioritization grid

❖ **Managing Politics**

- f. How has politics impacted:
 - a. Your organization publically?
 - b. Your organization internally?
 - c. Your own career?
- g. <http://www.forbes.com/2010/05/25/office-politics-psychology-leadership-managing-ccl.html>
 - a. Think before you speak
 - b. Manage up – and down
 - c. Influence effectively
 - d. Get your cues right
 - e. Network well
 - f. Be sincere
- h. http://dspace.mit.edu/bitstream/handle/1721.1/55925/CPL_WP_04_03_Williams.pdf?sequence=1
 - a. Adaptive vs. Technical
 - i. Unbundling the Issues: Determining What to Address
 - ii. Ripening an Issue: Building Readiness
 - iii. Regulating Disequilibrium and Managing Change
 - iv. The Art of Intervention: Getting Attention and Engagement
 - v. Creating, Managing, and Resolving Conflict in the Name of Learning
 - vi. Diagnosing Work Avoidance Patterns
 - vii. Partnering for Results
 - viii. Being a Lightning Rod: Taking the Heat When Doing Adaptive Work

❖ **Workforce Pyramid - Game**

❖ **Close**

- Capstone planning
 - will be matched with someone for a mentorship call
- Presentation requirements
- What would you like to see between now and presentation?
- Next steps

DAY FOUR – CAPSTONE PRESENTATIONS