

Moving Boards From Management to Leadership – *One Success At a Time!*

Presented by:

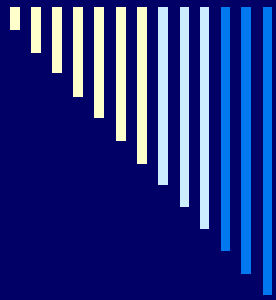
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"Learning and Innovation go hand in hand. The arrogance of success is to think that what you did yesterday will be sufficient for tomorrow."



William Pollard



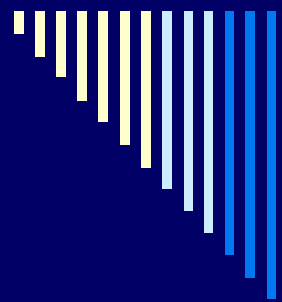
What We Will Cover

- ❑ History of WFD Boards and Services
- ❑ Management versus Leadership
- ❑ Key Players
- ❑ 4 Levels of Activities
- ❑ Local Board roles/functions
- ❑ Steps to Move from Management to Leadership
- ❑ Examples
- ❑ Self Assessment/Develop An Action Plan

Workforce Development Historical Perspective



- MDTA (Manpower Development Training Act)
- CETA (Comprehensive Employment and Training Act)
- JTPA (Job Training Partnership Act)
- WIA (Workforce Investment Act)



Workforce Development *Board* Evolution

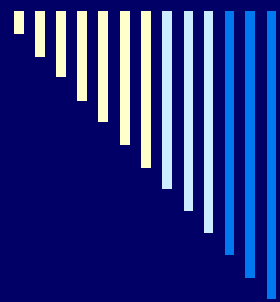
Value Add

**Human Capital
Architect and
Facilitator**

Organize Community Resources

Core

**Program compliance
Fund Proposals
Develop Programs**

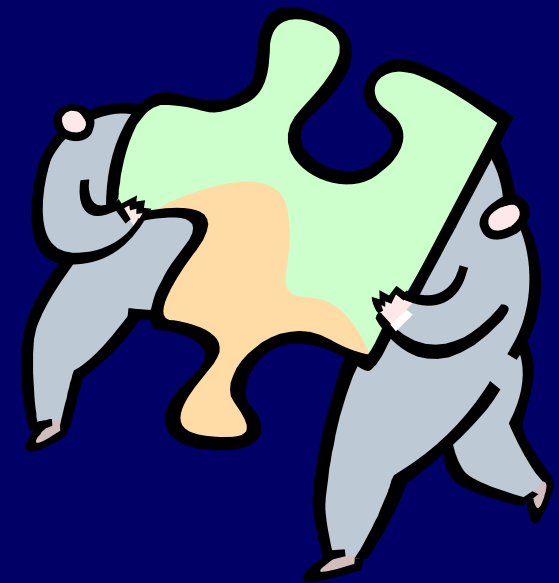


Workforce Development *System* Evolution

Siloed
Programs
and Funding
Sources

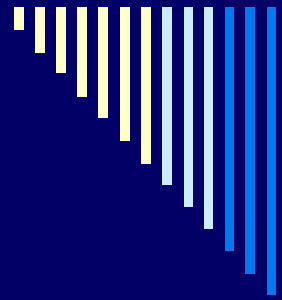


Collection of
Agencies



Integrated
System of
Services





How This History Changes The WIB Roles ...

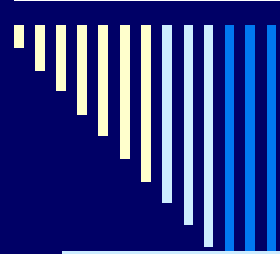
From:

Training programs

- approver
- provider
- manager, and
- overseer

To:

- Provider of workforce intelligence
- Board of Directors for system development and evaluation
- Convener of partners
- Provider of system focus



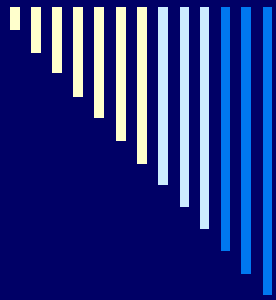
Management versus Leadership - Definitions

Management



Leadership





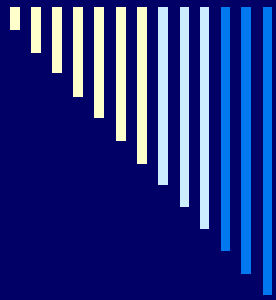
Leadership Vs Management

Manage: THINGS

- Financial ratios
- Inventory
- Process flow
- Cash
- Information systems
- Leadership development

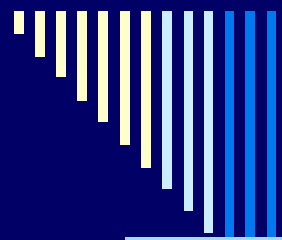
Lead: PEOPLE

- Perceptions
- Mindset
- Motivation



The Board's Leadership Role

- Visualizing the Future
 - Setting/Communicating the vision
 - Strategic Planning
 - Ensuring the deployment towards the vision
 - Evaluating and Reevaluating Progress
 - Revising the Plan
-



Leadership

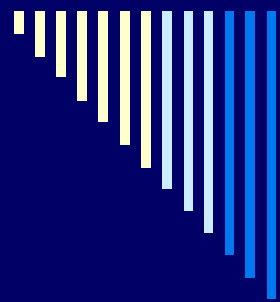
is NOT...

- ❑ Control/authority
- ❑ Figuring out what should happen in the organization and then telling people what to do
- ❑ Hoping things will happen

IS...

Getting People to Follow You!



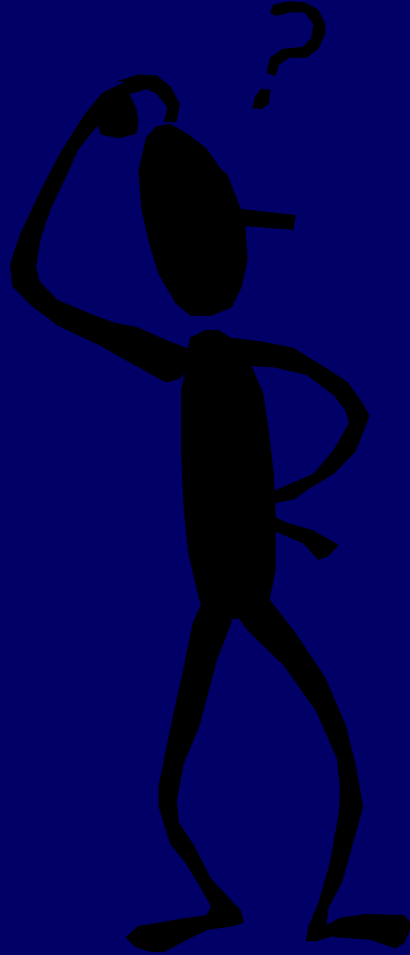


Principles of “*Followership*”

- ❑ People do what their minds and emotions tell them to do
- ❑ The *follower* provides the motivation
- ❑ Adept leaders read and feed their followers’ needs to optimize the organization's success
- ❑ Leaders must continue learning and improving their leadership skills



Key Local Players--*What is a Workforce Development....*

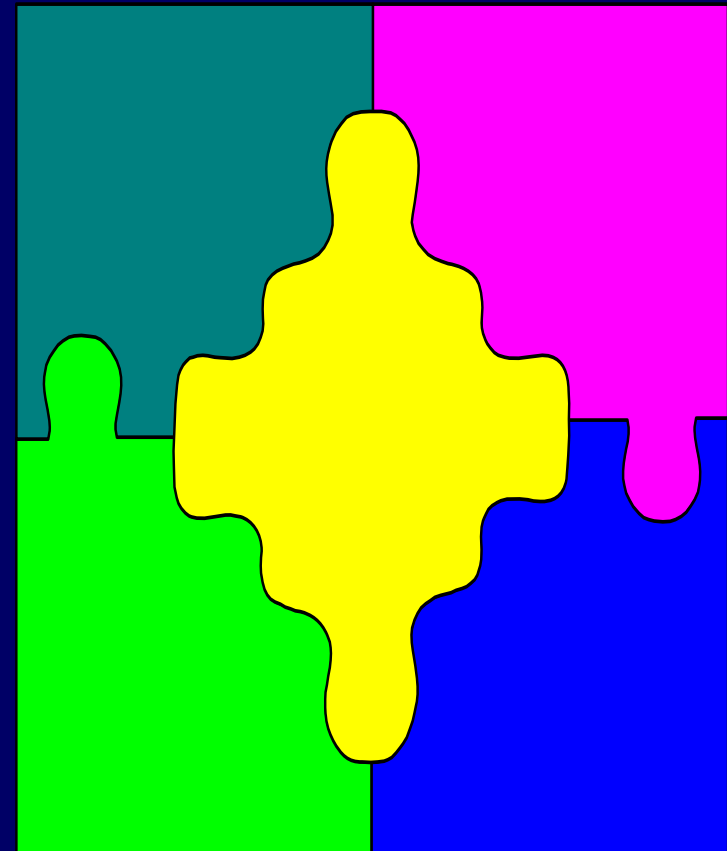


- System?
- System Operator?
- Partner?
- Program?
- Center?
- Center Manager?
- Service Provider?



What is a Workforce Development.... System?

*A network of
mandatory and
optional partners,
programs, centers
and service providers
that **collectively**
address the
community's
workforce
development needs*



What is a Workforce Development.... Operator?

- *Agency or consortium of agencies that coordinate(s) the partners for effective delivery of One Stop services*





What is a Workforce Development.... Partner?



Funding source/agency that develops a mutually beneficial/working relationship, described within an MOU, to enhance the local workforce development system



What is a Workforce Development ...Program?

*A collection of
services
designed to
address a
community
need*





What is a One Stop... Center?



*The comprehensive
physical location*



One Stop Center ...

□ Is *not the same*
as...

□ Is *not owned*
by...

the WIA Office or
Programs

**IT BELONGS TO
ALL PARTNERS!**





What is a One Stop... Center Manager?



The person, agency, group responsible for the daily operations of the Center



What is a Workforce Development Service Provider?

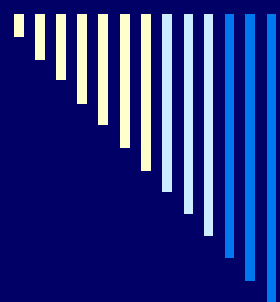
*Agency that
provides the core
intensive and/or
training services
for the designated
funding source*





Workforce Development....

- ❑ **System:** *Network of mandatory and optional partners, programs, centers and service providers that collectively address the community's workforce development needs*
- ❑ **System Operator:** *Agency or consortium that coordinates the partners for effective delivery of One Stop services*
- ❑ **Partner:** *Funding source/agency that develops a mutually beneficial/working relationship, described within an MOU, to enhance the local workforce development system*
- ❑ **Program:** *Collection of services designed to address a community need*
- ❑ **One Stop Center:** *The comprehensive physical location*
- ❑ **One Stop Center Manager:** *The person, agency, group responsible for the daily operations of the Center*
- ❑ **Service Provider:** *Agency that provides the core intensive and/or training services for the designated funding source (s)*



What System Players Do We Have Here Today?

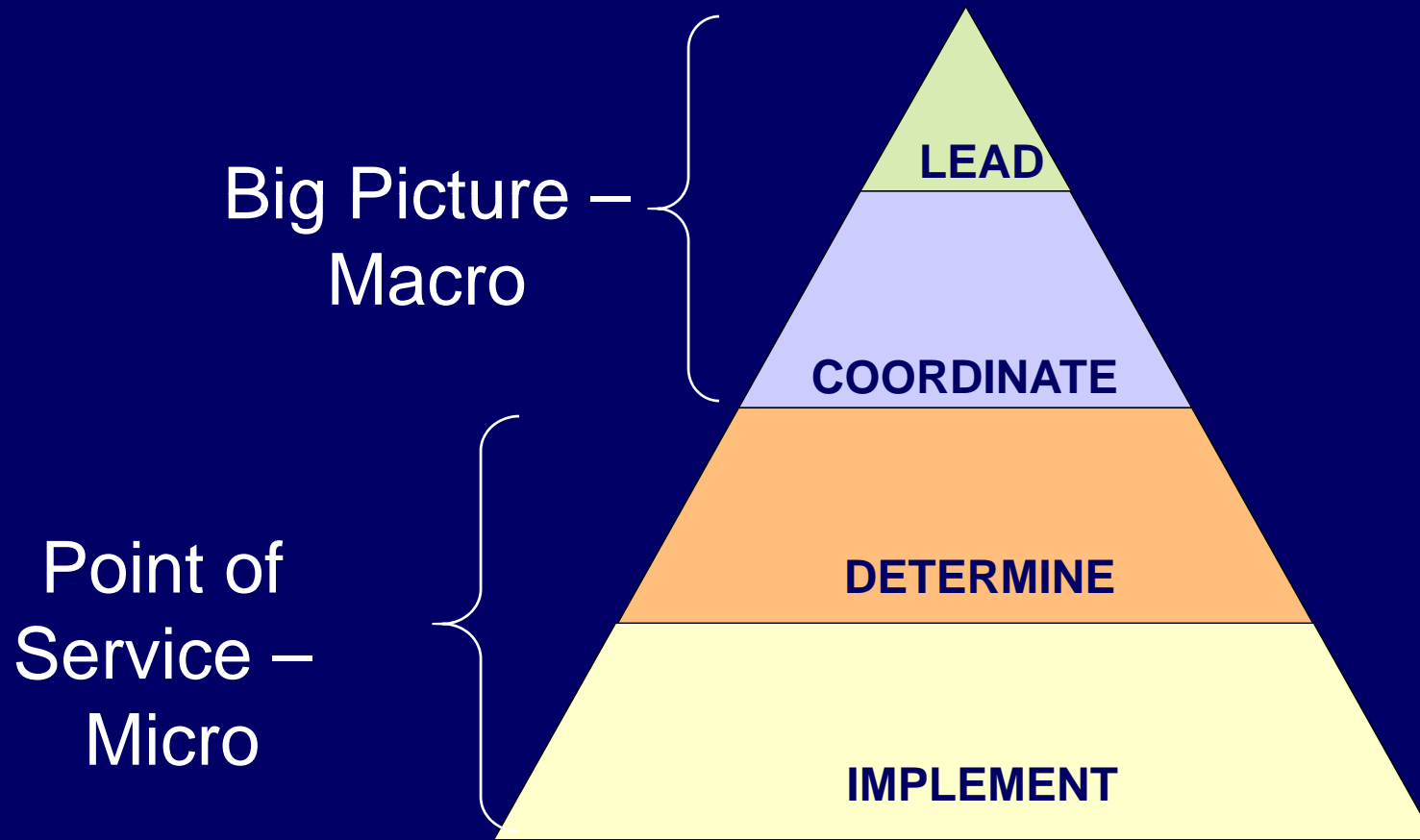
If you are a...

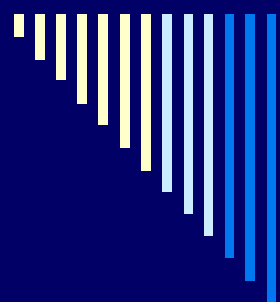
Put the following on your name badge...

- | | |
|--|---|
| <input type="checkbox"/> State WIB member | <input type="checkbox"/> 2 red dots |
| <input type="checkbox"/> Local WIB member | <input type="checkbox"/> 1 red dot |
| <input type="checkbox"/> One Stop Operator | <input type="checkbox"/> 1 green dot |
| <input type="checkbox"/> One Stop Center Manager | <input type="checkbox"/> 2 blue dots |
| <input type="checkbox"/> One Stop Center member | <input type="checkbox"/> 1 blue dot |
| <input type="checkbox"/> Partner | <input type="checkbox"/> 1 yellow dot |
| <input type="checkbox"/> Service Provider | <input type="checkbox"/> 1 sticker of your choice |



4 Levels of Workforce Development System





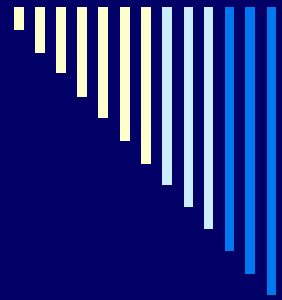
Example 1: Meeting *Workforce* Needs

- ***“Lead”***
 - Collect data and create workforce intelligence
- ***“Coordinate”***
 - Coordinate how local funds can be best used to address identified workforce needs
- ***“Determine”***
 - Determine how to deliver business required skills to job seekers most cost efficiently and productively
- ***“Implement”***
 - Help job seekers get the skills they need to meet business needs



Example 2: Meeting *Customer's* Accessibility Needs

- ***“Lead”***
 - Determine/establish that accessibility needs will be met
- ***“Coordinate”***
 - Determine there will be extended hours
- ***“Determine”***
 - Determine the hours of the Center
- ***“Implement”***
 - Determine who will work which hours



Who Is Responsible for Each Level of WFD Activities?

- **“Lead”**
 - State/Local WIBs
- **“Coordinate”**
 - One Stop **System** Operator
- **“Determine”**
 - Partners
- **“Implement”**
 - Service Providers

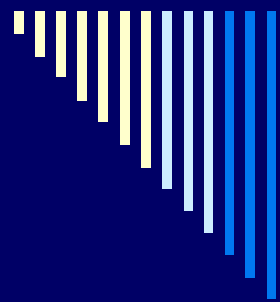


What Do WIBs Do for the...



WIA *funding sources?*

Workforce Development *System?*



WIB *WIA Funding Source* Activities

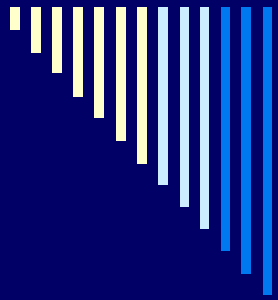
- Develop local plan
- Select One Stop Operator(s)
- Select Service Providers
 - Youth, Adult, Dislocated Worker Activities
 - Eligible Training Providers
- Develop WIA Budget
- Conduct Oversight
- Negotiate Performance Measures
- Link with Employers and Economic development
- Assist Governor to develop employment statistics system



WIB *System* Activities

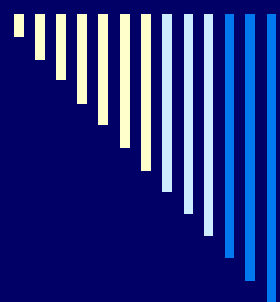
- **Build One Stop/WFD system**
- **Conduct WFD community audits**
- **Identify and Address Community WFD Issues**
- **Engage Community Partners**
- **Manage WIB Infrastructure**





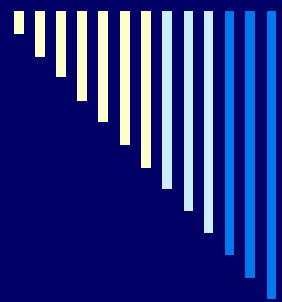
Build One Stop/WFD System

- ❑ Establish/communicate One Stop system “vision”
- ❑ Charter/evaluate One Stop centers
- ❑ Establish/communicate One Stop **system** measures
- ❑ Promote continuous improvement
- ❑ Ensure system integration



Conduct WFD Community Audits

- ❑ Service assets/ resources mapping
- ❑ Gap analysis
- ❑ Skill requirements
 - Supply side
 - Demand side
- ❑ Key industries/ clusters/sector strategies
- ❑ Strategic Skills Initiatives



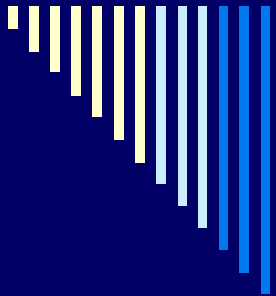
Identify and Address Community WFD Issues

- ❑ Local State of the Workforce reports
- ❑ WIB strategic plans/budgets
- ❑ **Community** WFD budgets
- ❑ Focus all WFD partners services/resources towards “system” issues/needs
- ❑ Focusing services for manageability
- ❑ Ensure MOU is developed and signed by **ALL** partners



Engage Community Partners

- ID/invite the “movers and shakers” in all key community and business groups
- Treat economic development as primary customer
 - ED committee
 - Become EDA
- Publicize goals/outcomes as accountability
- Broker (not run or manage) services
- Facilitate community groups
- Convene community players
- Provide WIB products that add value
- Market WIB role – let One Stop market theirs



Manage WIB Infrastructure

Teamwork is not
coming together,



it's
working together!



Manage WIB Infrastructure

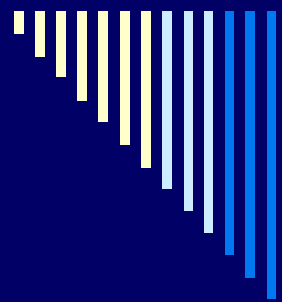
- Work on the “process” (how you do your work) as well as the “content”
- Don’t concentrate so much on the work that you forget about the Board itself!





Steps To Manage Board Infrastructure

- Get the right membership
- Develop the membership
- Engage in key decisions
 - LEOs
 - Community
- Take a continuous improvement approach to work
 - Internal
 - Chartering
- Have empowered chief executive and staff
- Develop a Board strategic plan
- Organize Board work around strategic plan
- Form committees for community issues that involve key community players not on the Board Establish goals for itself
- Create effective/motivating meeting agendas
- Change the meeting process



How Does a WIB Move From Management to Leadership?

- Focus energies of the Board on **System** activities
- Let Committees handle the **WIA funding source activities**
- Choose the right members
- Orient/develop/train members on system versus WIA issues
- Keep a **demand** versus **supply** focus



How WIBs Fund *System* Activities



Diversify Resources - Create

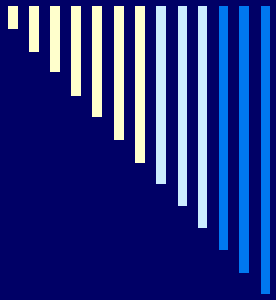
- multiple sources of resources
- public AND private resources sources
- targeted and non-targeted resources
- “restricted” and “unrestricted” resources



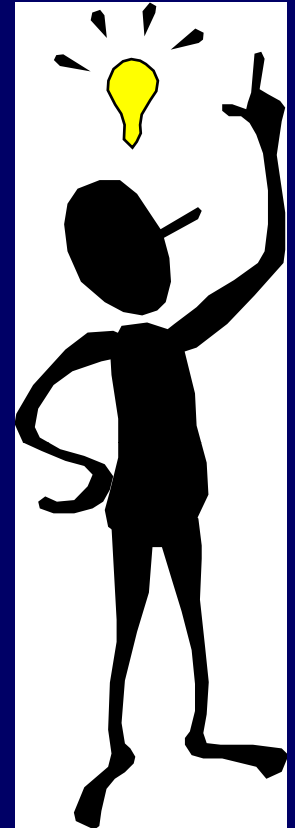


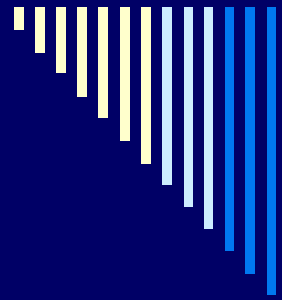
To Diversify Funding *Boards Must.....*

- Start by looking at what needs to be done and then finding the funds versus deciding what to do based upon the existing funds
- Leverage funds with funds it has
- Not rely only on WIA funds
- Mobilize private sector resources to address gaps
- Pursue “fee for service” at WIB level



If you continue to do
what you have always done,
you will continue to get
what you have always
gotten!





Self-Assessment --Where is Your Board?

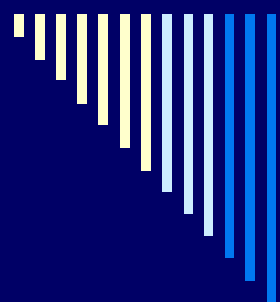
- Review the *Board Self Assessment Sheet*
- Mark “yes” for any item that your Board has addressed
- Asterisk those that are “Successes”
- Mark “No” for those items that your Board needs to address
- Share your successes with the group



**“What would life be
if we had no courage
to attempt anything?”**

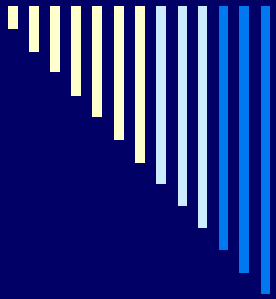


Vincent Van Gogh



Create an Action Plan

- Look at the items marked “No” from your list
- Prioritize which should be addressed first, second, and third, etc.
- Identify a strategy to address the first issue, including
 - Who will address it
 - What they will do
 - What is your role in it?
 - When will it get done?



“Never doubt that a small group
of thoughtful, committed citizens
can change the world.
Indeed, it is the
only thing that ever has.”

Margaret Meade