

# Developing the Leader Within

## Foundations of Effective Techniques

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APTA Annual Meeting  
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AMERICAN  
PUBLIC  
TRANSPORTATION  
ASSOCIATION

## Why Develop?

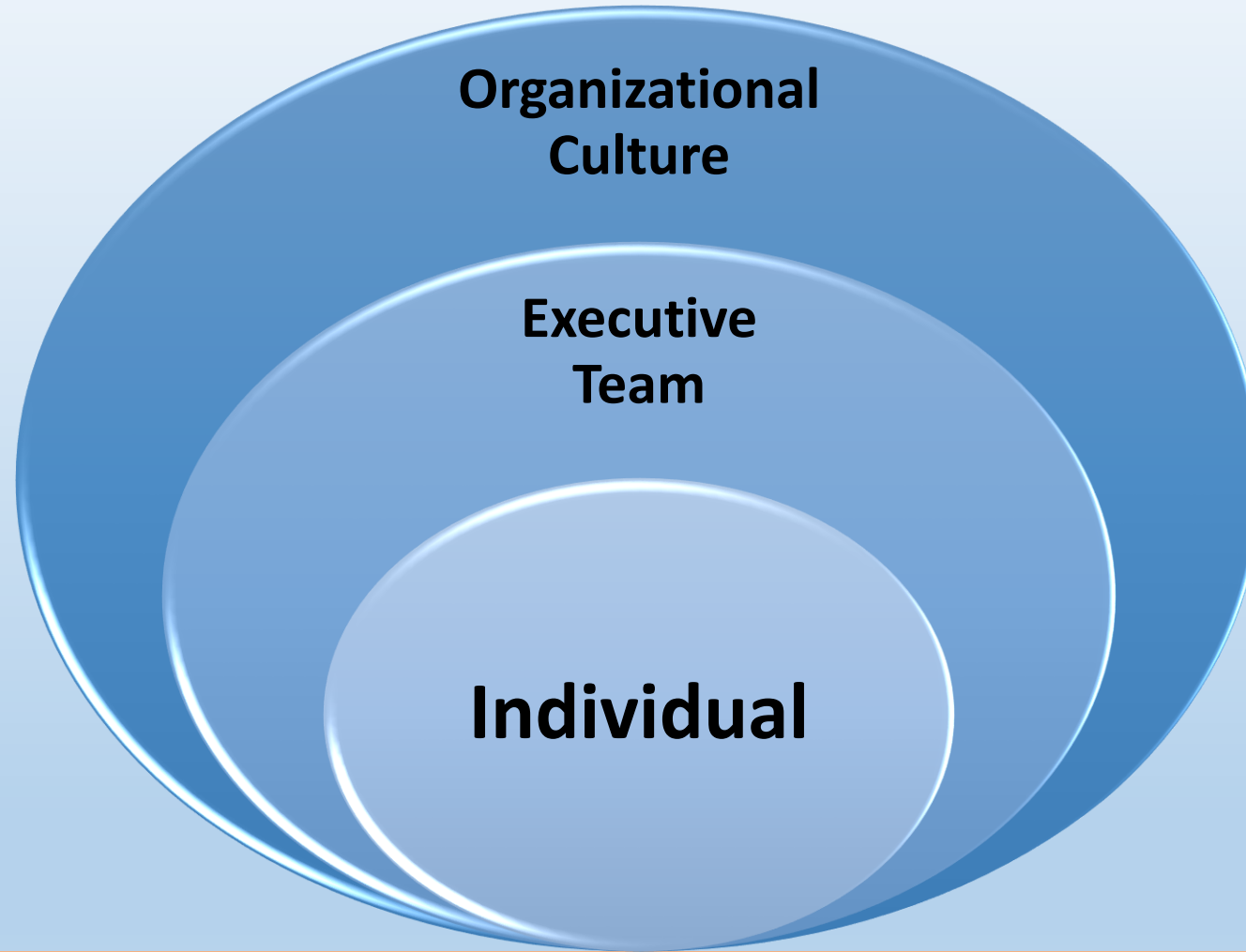
- Succession Planning
- Diverse Workforce with Diverse Needs
- Limited academic programs in Higher Education

## Why Now?

- All levels of workforce near retirement
- Greater need for innovations and efficiencies
- Opportunity to develop transit as a career of choice



# Influencers on Development



**“A good objective of leadership is to help those who are doing poorly to do well and to help those who are doing well to do even better” - Jim Rohn**

# Project Team Two - Members



Polo Del Toro  
Chief Operating Officer



Dee Leggett  
Senior Consultant



Karen Harvey  
Director  
Human Resources



Ana Ripalda  
Manager  
Bus Operations



"Never doubt that a small group of committed people can change the world. Indeed, it is the only thing that ever has."

Margaret Mead

# Organizational Culture



Source: "Change the Culture, Change the Game," Roger Connors and Tom Smith, Penguin Books, 2011





## OWNERSHIP

- Be Proactive
- Identify problems and solutions
- Act toward the goal in mind
- Be accountable - Practice "The Buck Stops Here"



## CUSTOMER FOCUSED

- Identify and act on our customers' needs
- Recognize that we all support the groups that provide the service
- Provide outstanding customer service
- Listen and understand each other's needs



## COLLABORATIVE

- Strengthen and maintain communication
- Look to team with others to help with our problems and theirs
- Be open and responsive
- Share information that will be helpful



## CREATIVE VALUE

- Encourage new ideas and solutions
- Scrutinize how we do things to evaluate areas for improvement
- Be adaptable and responsive to changing conditions



## CONSTANT LEARNING

- Learn from our mistakes and the experience of others
- Be open to different ideas and opinions
- Encourage and seek ways for self-development
- Seek opportunities for learning





***“If the chair is empty, sit in the seat.”***

***Michael Scanlon  
General Manager/CEO  
San Mateo County Transit District***



# Techniques for Developing Leaders within an Organization

**Chart a Path**



**Stretch Goals**



**Room to Grow**



**Learning Opportunities**

# Challenges to Developing Leaders within an Organization



**“Reach back and help people. Do not reach back and block people.” - John Catoe**

# Benefits of Leadership Development

**Succession Planning**

**Retention and Recruitment**

**Engaged and Innovative Staff**

**Leverage Diversity**

**“Never underestimate the power of picking the right team.” - Shirley DeLibero**

# Key Takeaways

