

2016 ENTERPRISE
MANAGEMENT
DEVELOPMENT ACADEMY





STACEY PIERCE

“During conflict resolution –
exhaustive listening and
slowing the pace”

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MICHAEL KRETSCHMER

“Session 5: Conflict Management:
Finding each parties position(s)
and interest(s).”



CHRISTINE HANNA

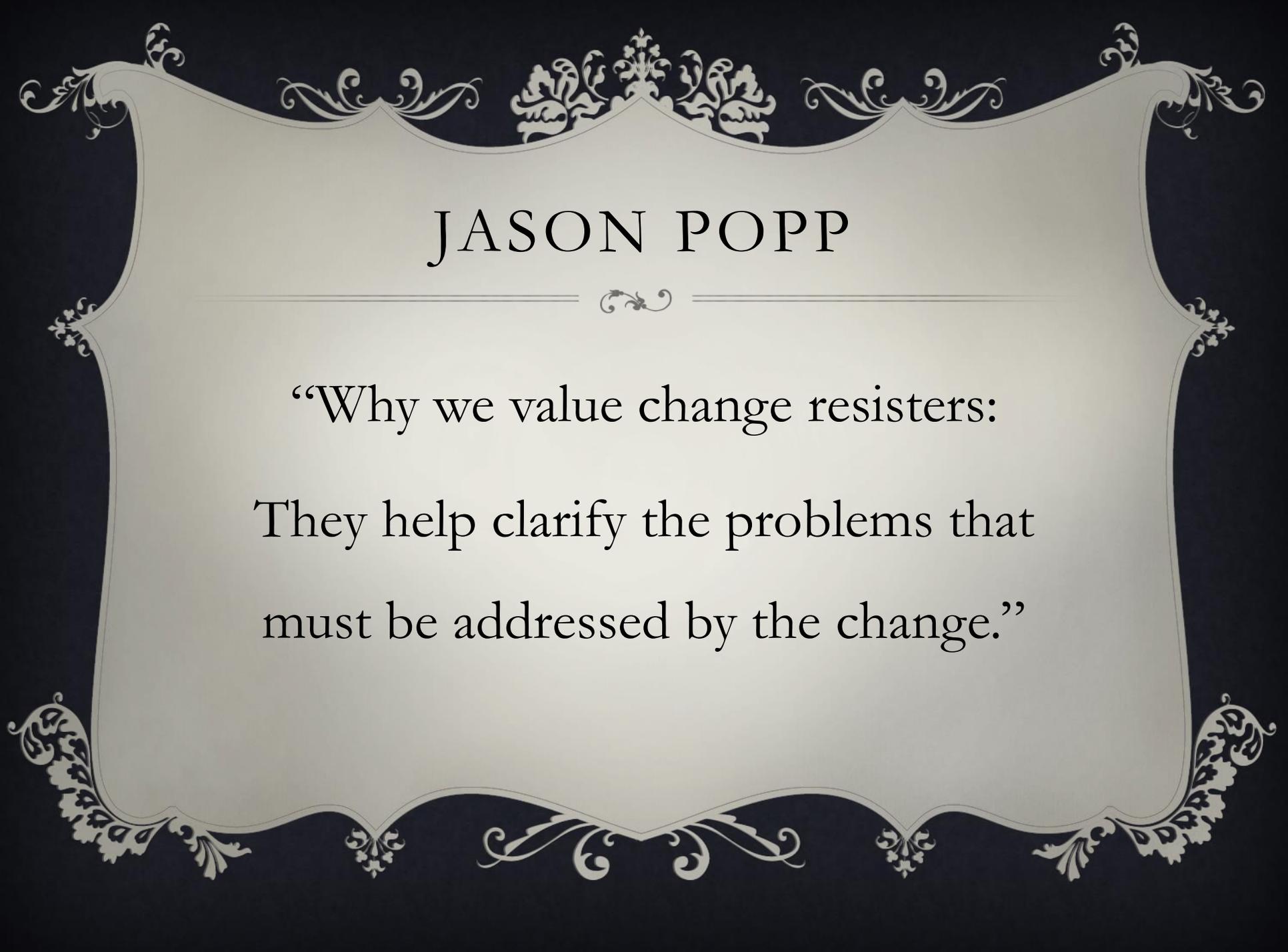
“To be an effective leader we must have a solid understanding of how our own emotions and actions affect others around us in order to better respond and deal with conflict...Emotional Intelligence is key for successful leaders”

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SUE HANDRICH-HERR

“Looking back over the past ten months we were introduced to many important aspects which impact being an effective leader. It is hard to single out just one concept or lesson that stands out above the rest.

What is evident, however, almost every concept can be conveyed using a **quadrant chart.**”

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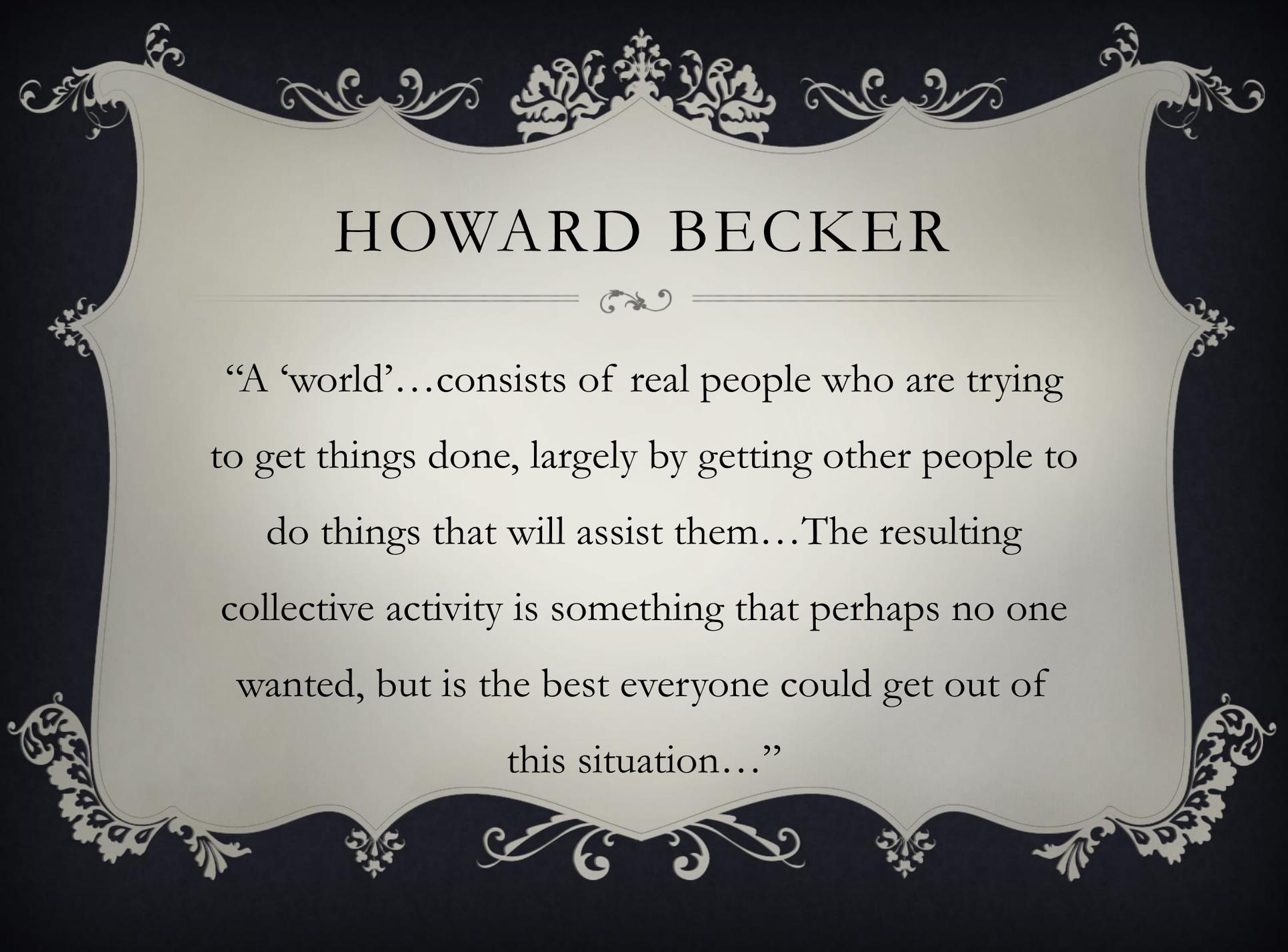
JASON POPP

“Why we value change resisters:
They help clarify the problems that
must be addressed by the change.”

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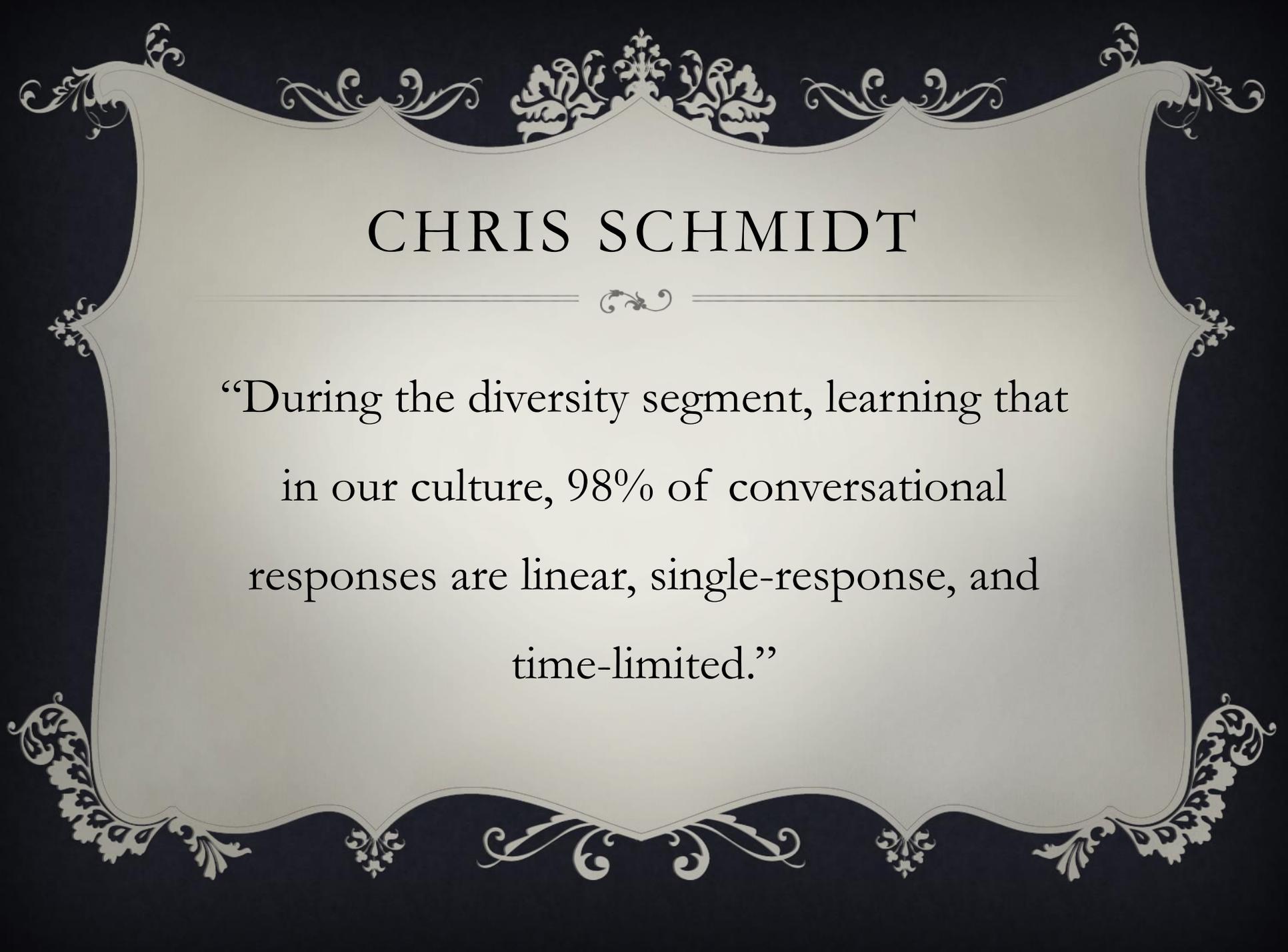
SUZANNE KOSTIC

“The culmination of this class for me has been the people. This includes the presenters/teachers as well as the class participants. It has been an incredibly positive experience.”

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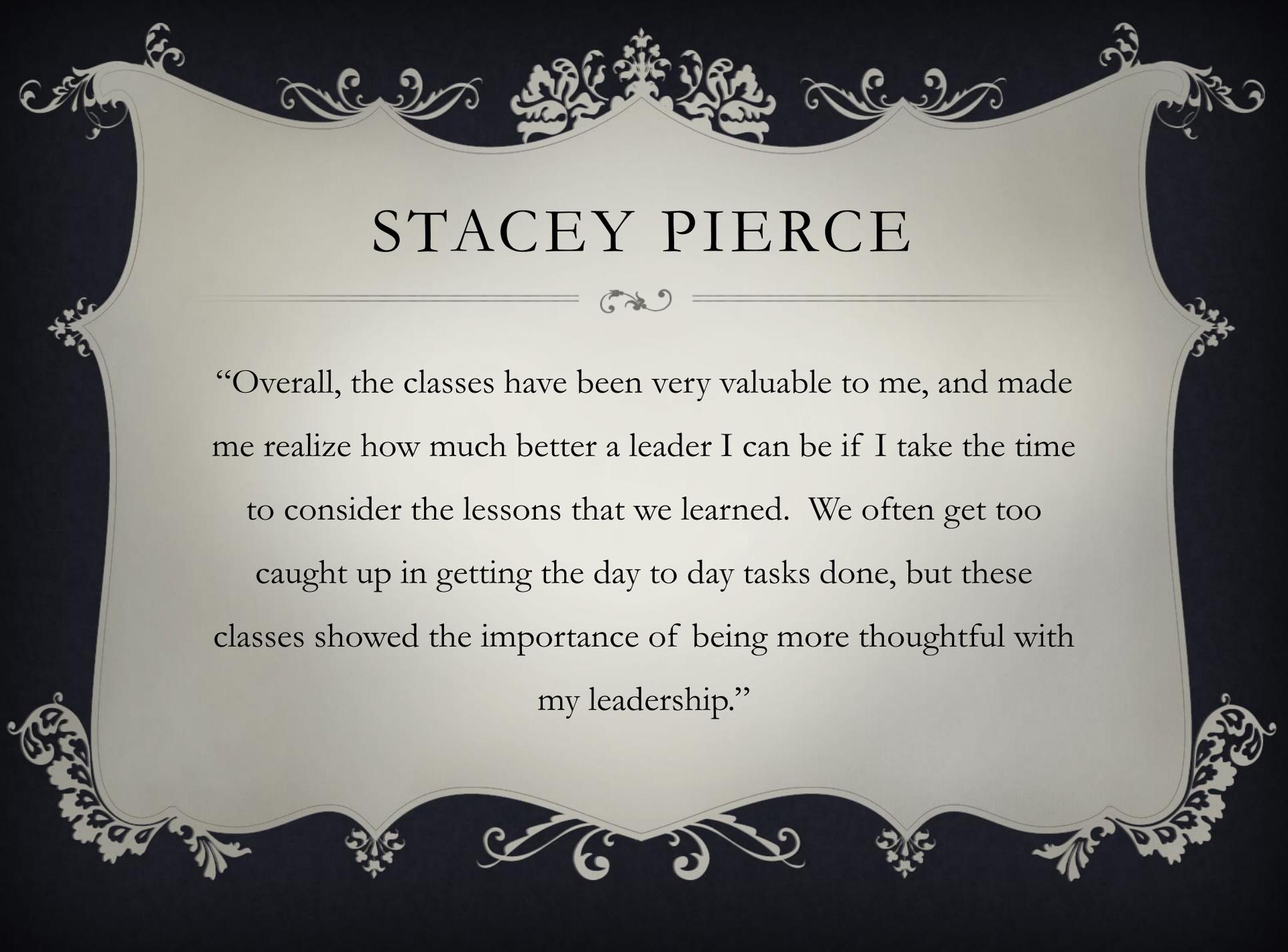
HOWARD BECKER

“A ‘world’...consists of real people who are trying to get things done, largely by getting other people to do things that will assist them...The resulting collective activity is something that perhaps no one wanted, but is the best everyone could get out of this situation...”

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CHRIS SCHMIDT

“During the diversity segment, learning that
in our culture, 98% of conversational
responses are linear, single-response, and
time-limited.”

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STACEY PIERCE

“Overall, the classes have been very valuable to me, and made me realize how much better a leader I can be if I take the time to consider the lessons that we learned. We often get too caught up in getting the day to day tasks done, but these classes showed the importance of being more thoughtful with my leadership.”



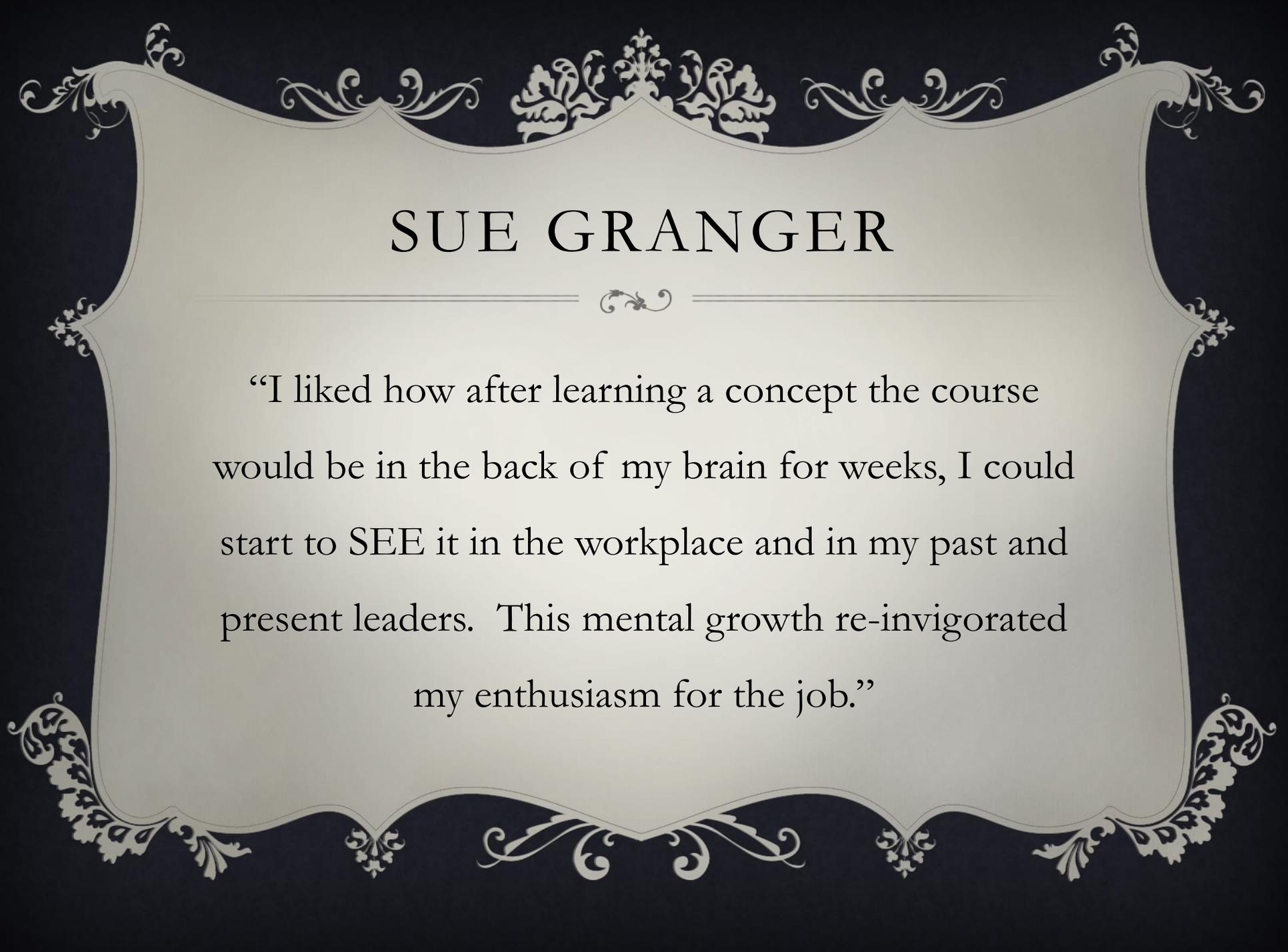
JASON POPP

“Model the Way.”



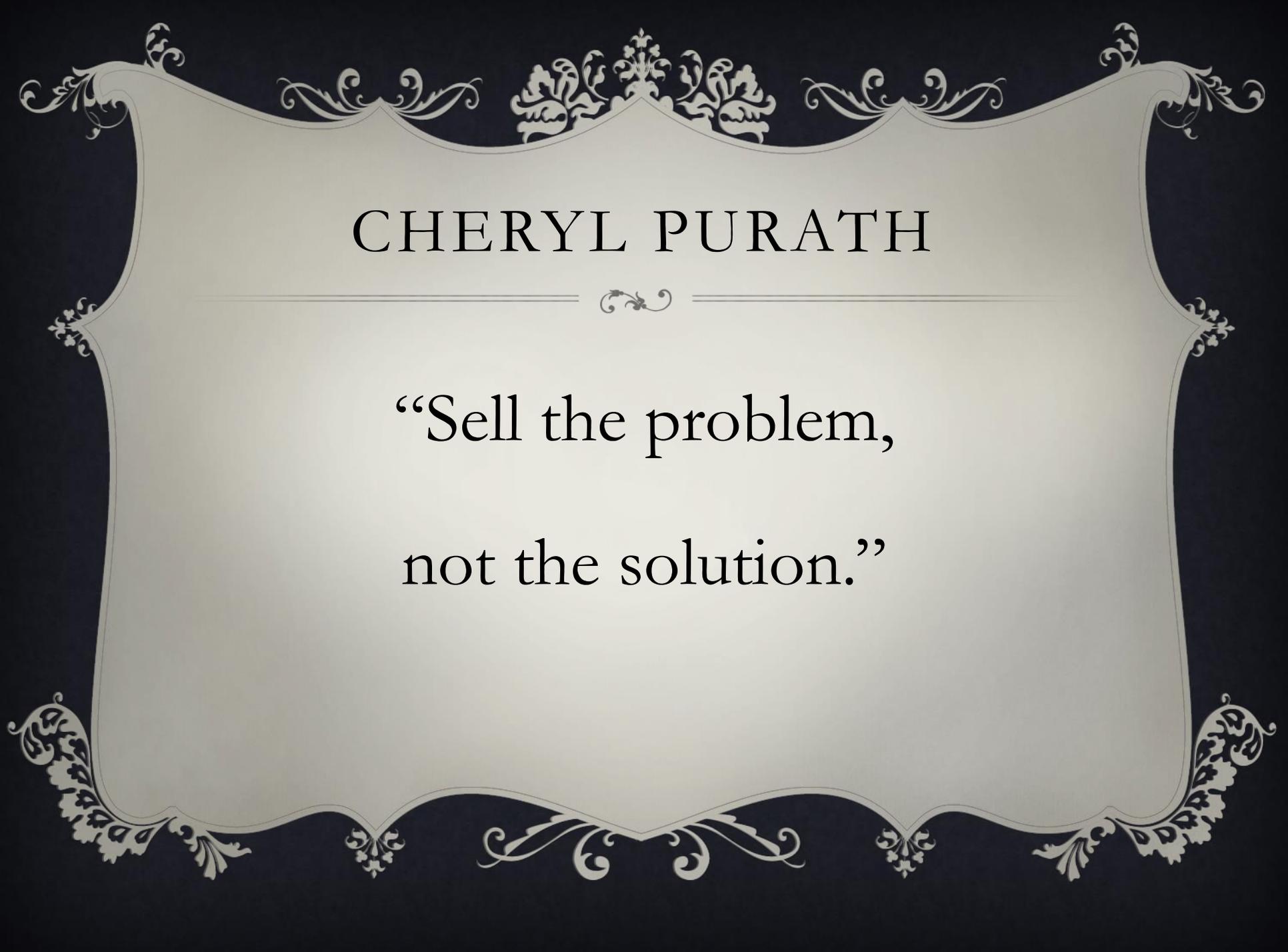
DAVID HON

“There are so many different personalities
(as shown by the MTBI we did at first) in
our class, yet the diversity is what made class
so interesting.”

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SUE GRANGER

“I liked how after learning a concept the course would be in the back of my brain for weeks, I could start to SEE it in the workplace and in my past and present leaders. This mental growth re-invigorated my enthusiasm for the job.”



CHERYL PURATH

“Sell the problem,
not the solution.”



MICHAEL KRETSCHMER

“Session 8: Team Management:
Monthly check-ins.”



STACEY PIERCE

“Servant Leadership”



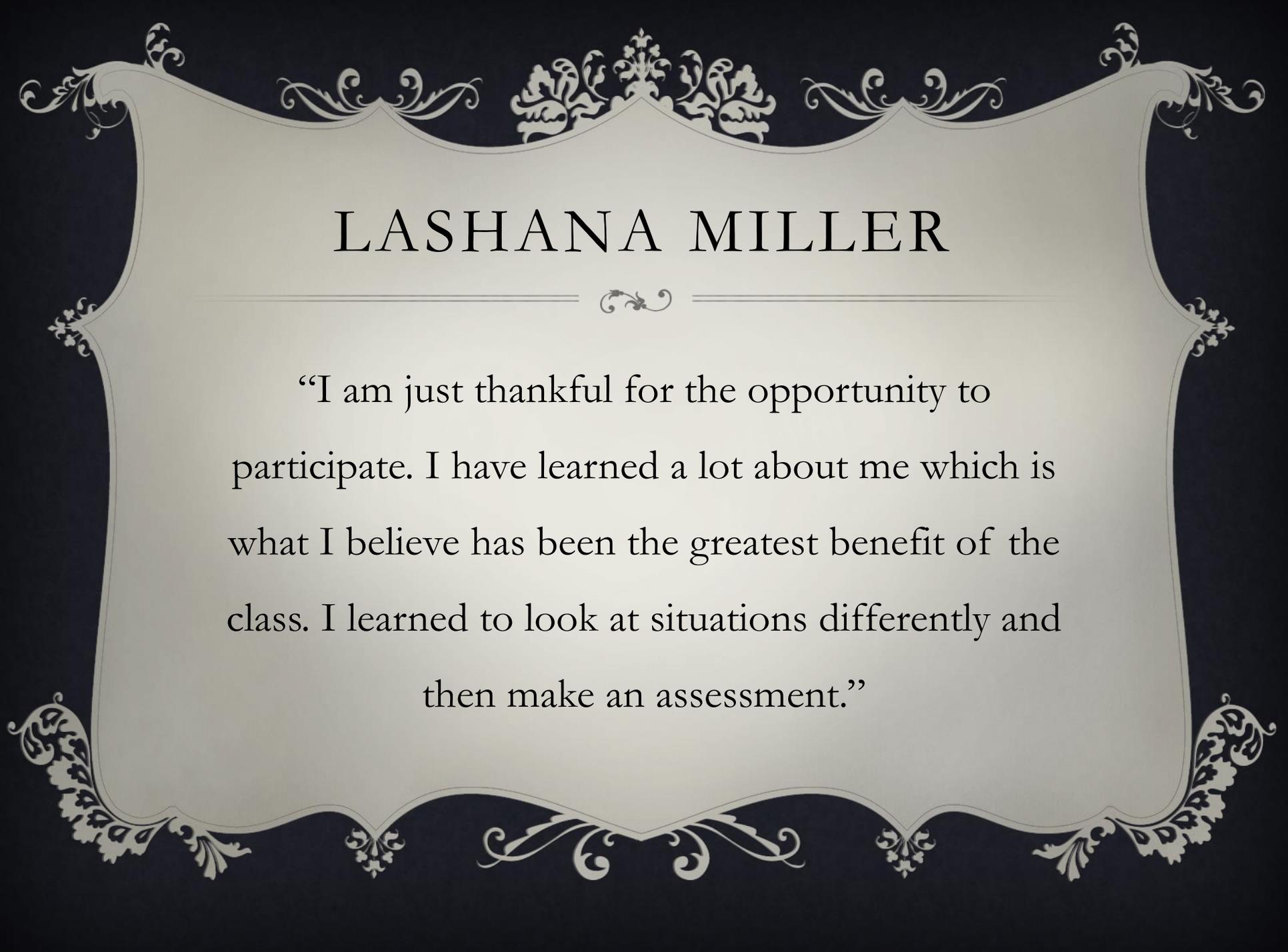
DEB STAPLETON

“HINT: Carrots work
better than sticks.”



JASON POPP

“Coaching is a relationship,
not an event.”

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LASHANA MILLER

“I am just thankful for the opportunity to participate. I have learned a lot about me which is what I believe has been the greatest benefit of the class. I learned to look at situations differently and then make an assessment.”

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CHRISTINE HANNA

“Thanks for the opportunity to share
and it has been a unique learning
experience, very grateful!”



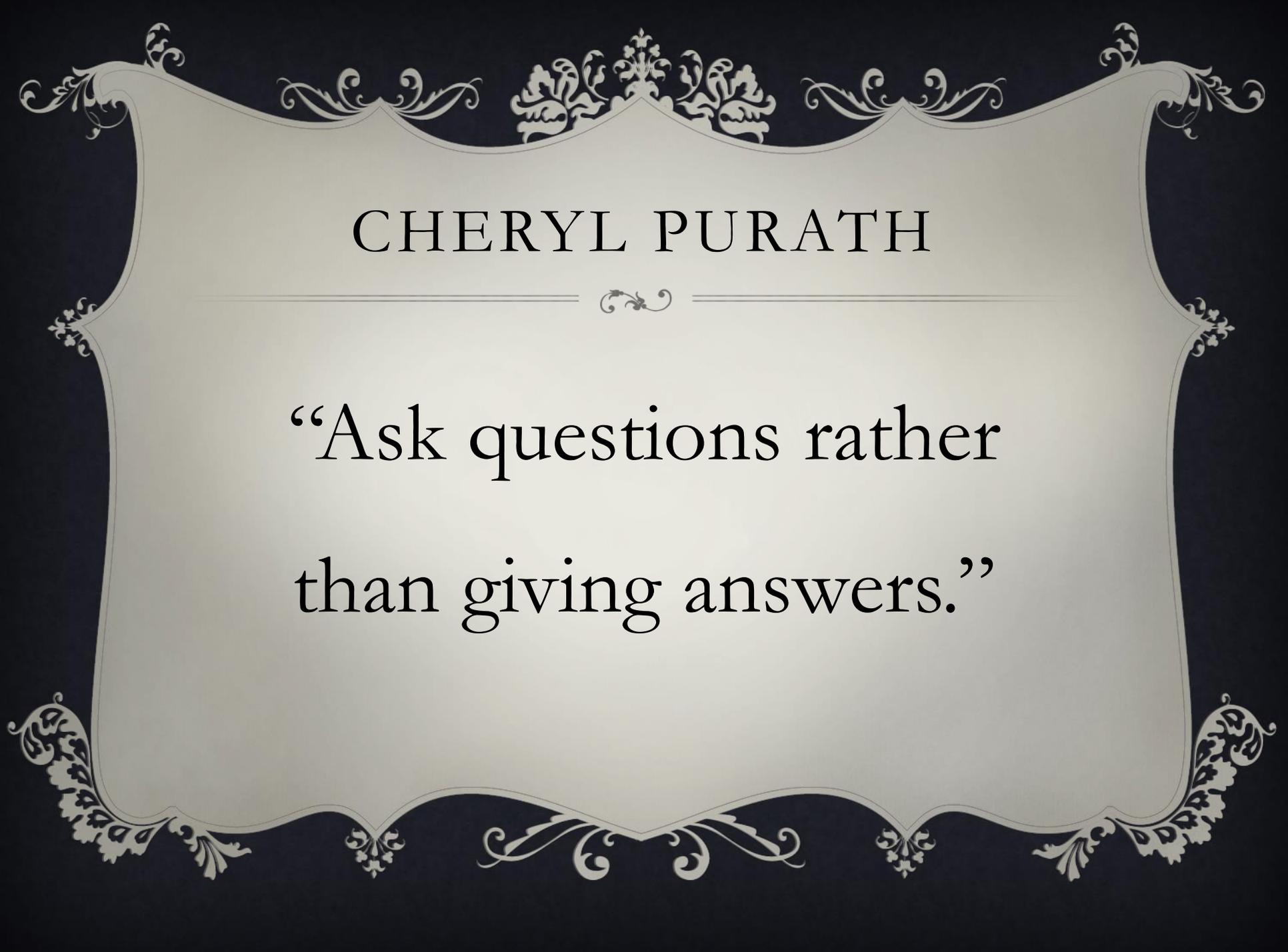
APRIL SCHULTZ

“Take initiative – be that
change you want to see.”

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MICHAEL KRETSCHMER

“Session 9: Servant leadership:
the desire to first serve, then
lead.”



CHERYL PURATH

“Ask questions rather
than giving answers.”



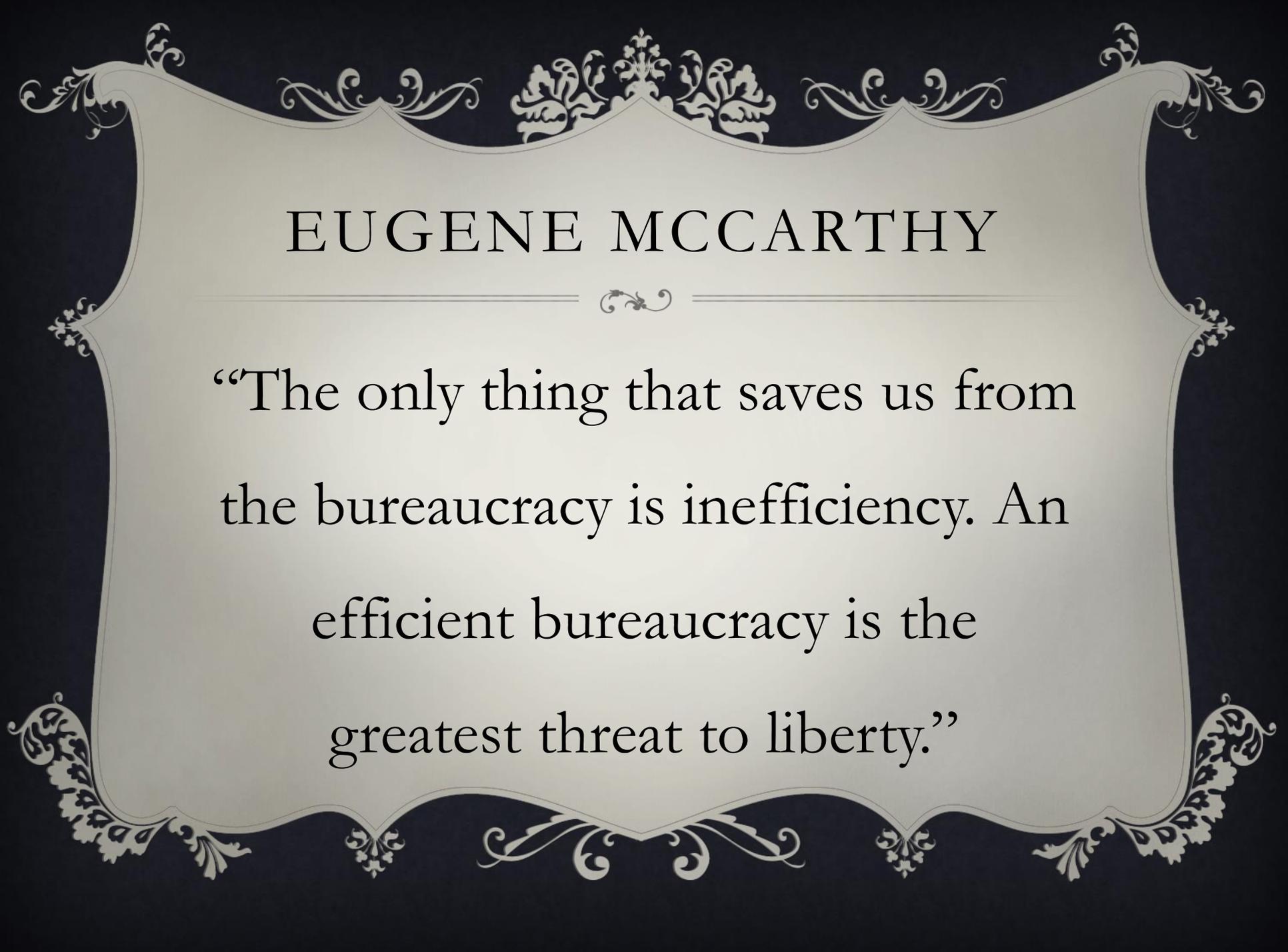
JASON POPP

“Appreciation of Lake Mendota
view from the Pyle Center.”

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VISALAKSHI SOMASUNDARAM

“EMDA has been a great program over the past ten months providing the nuts and bolts about the state system starting from the budgeting and law revision nuances to the changes to the ACT 150 ‘hot off the press’ details, first hand from the DPM folks. Over the ten months we have also enjoyed some amazing friendship with folks from other agencies. Special thanks to Bob Toomey for being a great facilitator!”

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EUGENE MCCARTHY

“The only thing that saves us from
the bureaucracy is inefficiency. An
efficient bureaucracy is the
greatest threat to liberty.”



JEFF RUSSELL

“Quality is impossible if
people are afraid to tell the
truth.”



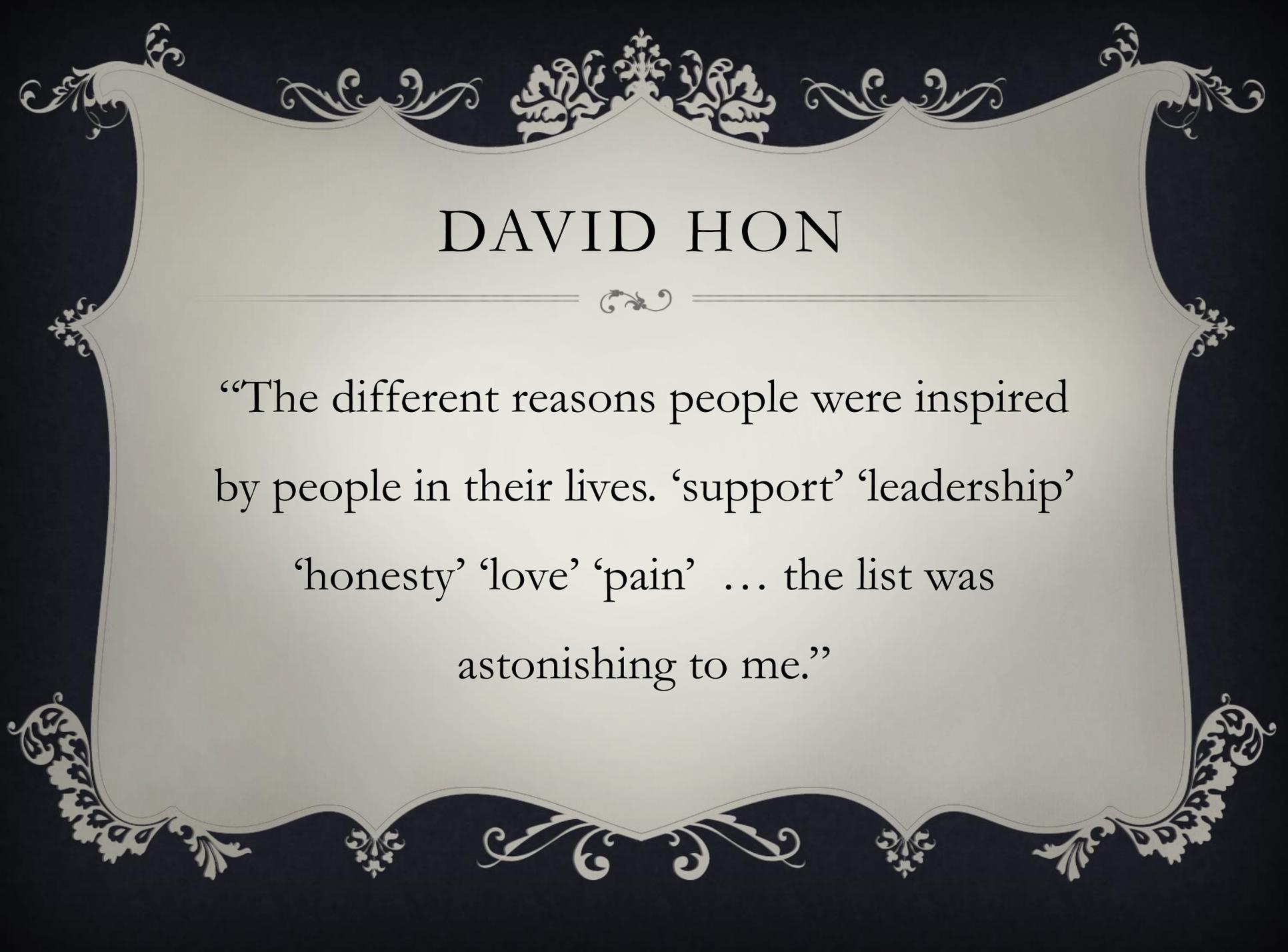
SARI AWADALLA

“Self-awareness is a
core tool.”



MICHAEL KRETSCHMER

“Session 6: Change Management:
Locked in the trunk, or hands on
the wheel.”

A decorative white floral border with intricate scrollwork and leaf patterns surrounds the text. At the top center, there is a small floral crest. Below the name, a horizontal line with a central flourish separates the name from the quote.

DAVID HON

“The different reasons people were inspired by people in their lives. ‘support’ ‘leadership’ ‘honesty’ ‘love’ ‘pain’ ... the list was astonishing to me.”

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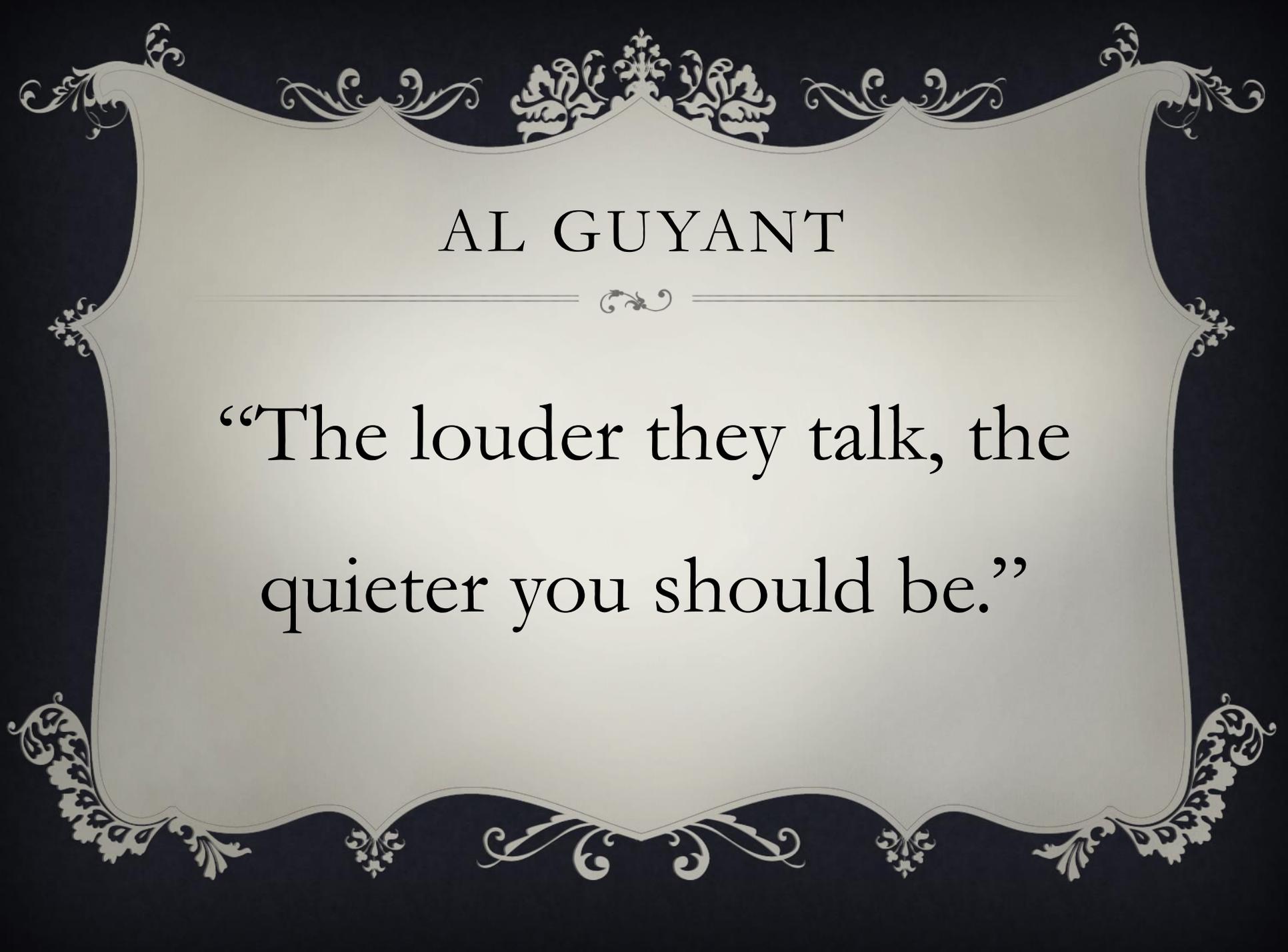
SUE HANDRICH-HERR

“Effective leaders don’t come in one shape or size. They don’t all have one style or way of doing things. And they are not always right all of the time. They look pretty much like the people you see around this room. It’s less important who we are, than it is how we adapt to address the needs of the people we lead. That to me is the biggest take away.”



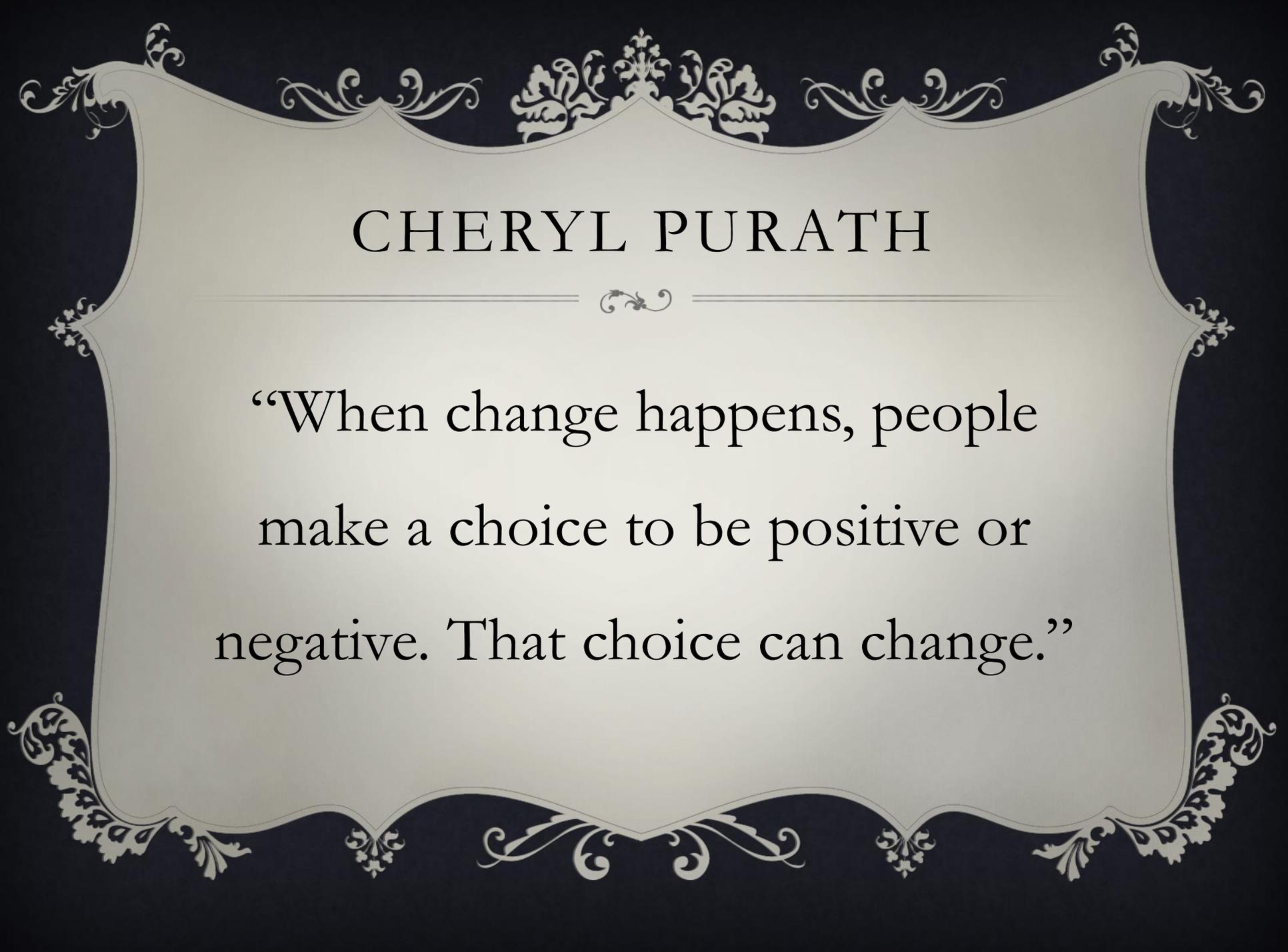
NANNY MCPHEE

“When you need me, but do not want
me, then I must stay. When you want
me, but no longer need me, then I
must go.”



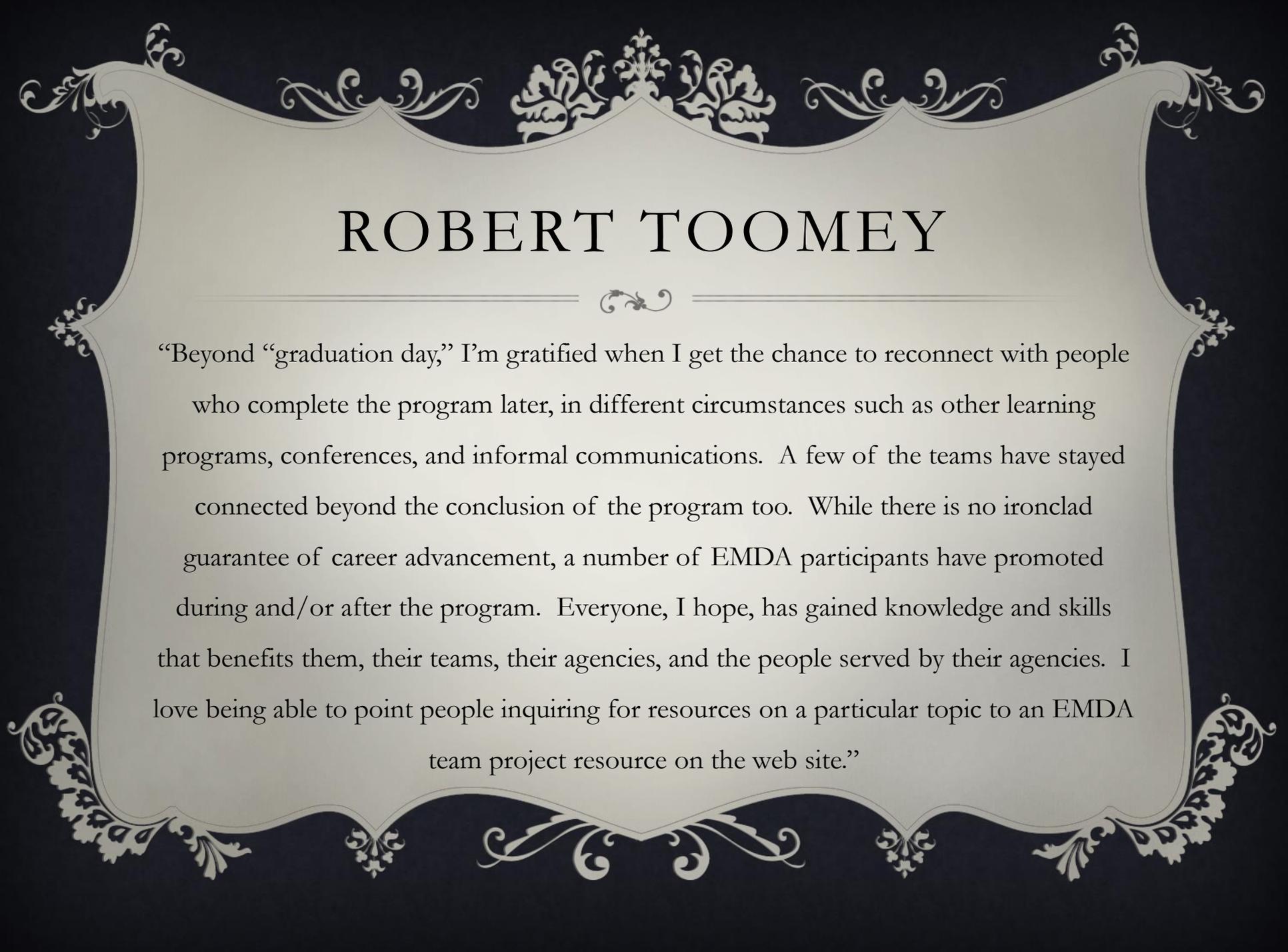
AL GUYANT

“The louder they talk, the
quieter you should be.”



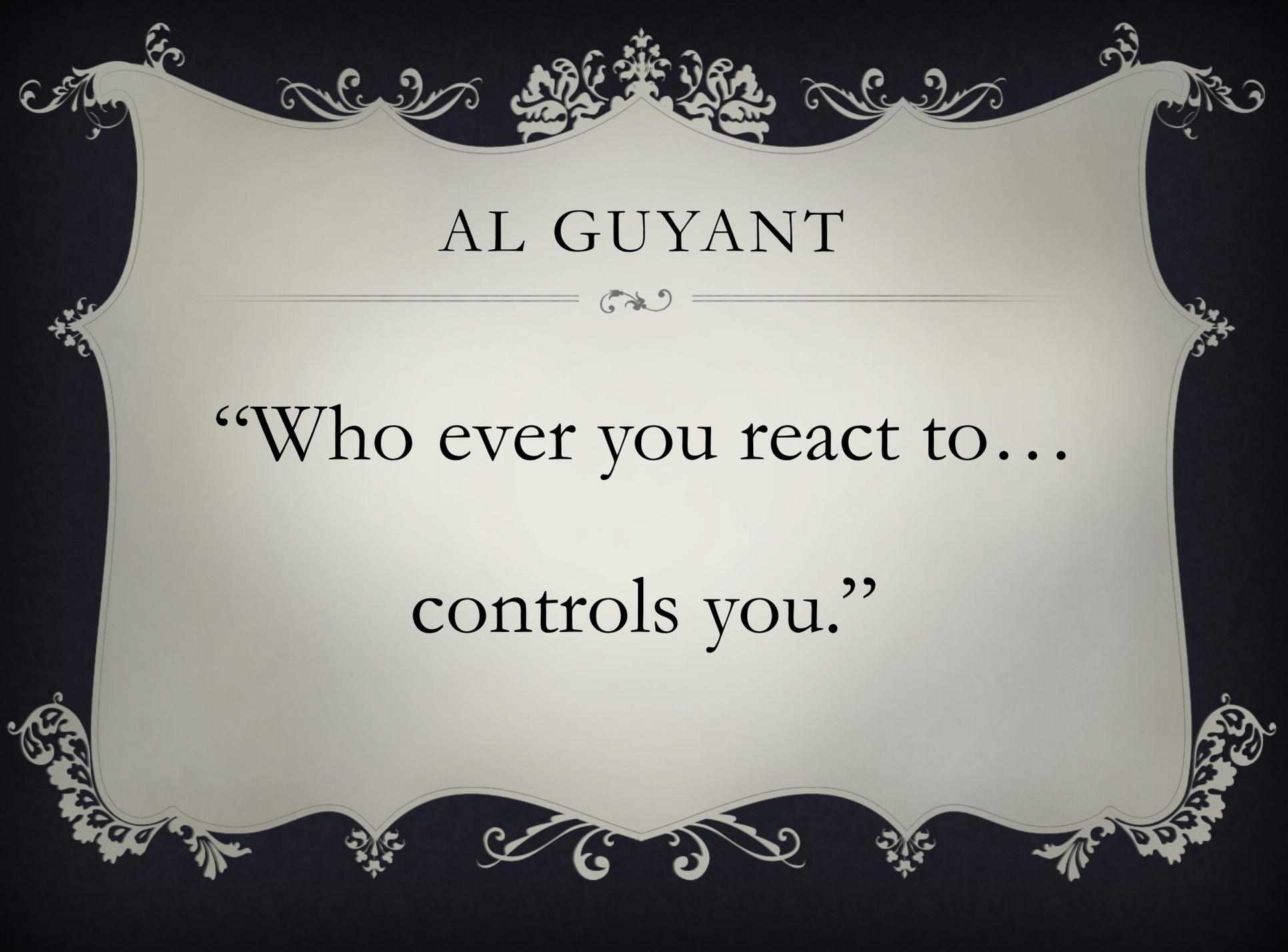
CHERYL PURATH

“When change happens, people
make a choice to be positive or
negative. That choice can change.”

A decorative white floral border with intricate scrollwork and leaf patterns surrounds the text. At the top center, there is a horizontal line with a small floral flourish in the middle.

ROBERT TOOMEY

“Beyond “graduation day,” I’m gratified when I get the chance to reconnect with people who complete the program later, in different circumstances such as other learning programs, conferences, and informal communications. A few of the teams have stayed connected beyond the conclusion of the program too. While there is no ironclad guarantee of career advancement, a number of EMDA participants have promoted during and/or after the program. Everyone, I hope, has gained knowledge and skills that benefits them, their teams, their agencies, and the people served by their agencies. I love being able to point people inquiring for resources on a particular topic to an EMDA team project resource on the web site.”



AL GUYANT

“Who ever you react to...
controls you.”



SARI AWADALLA

OODA:

Observe

Orient

Decide

Act

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MICHAEL KRETSCHMER

“Session 8: Team Management:
Every employee is responsible for
their own success.”



Manage your
discomfort.



STACEY PIERCE

“Meet and Greet before a
presentation to size up a
room.”

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APRIL SCHULTZ

“I think the training was amazing!
You learn from everyone in the
class as well as the presenters.”

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DAVID HON

“We need to reach out and open up to
tell the people important to us how
much they mean to us before it’s too
late.”



Active
Listening



MICHAEL KRETSCHMER

“Session 4: Human Resources:

#1 motivation for employees

=

full appreciation for work done.”



Emotional
Intelligence



APRIL SCHULTZ

“Contribute to something larger
than yourself-develop others; help
them to achieve the goals they
desire.”



JEFF RUSSELL

“Leadership is about movement
and change. Get them from where
they are to where they want to be.”

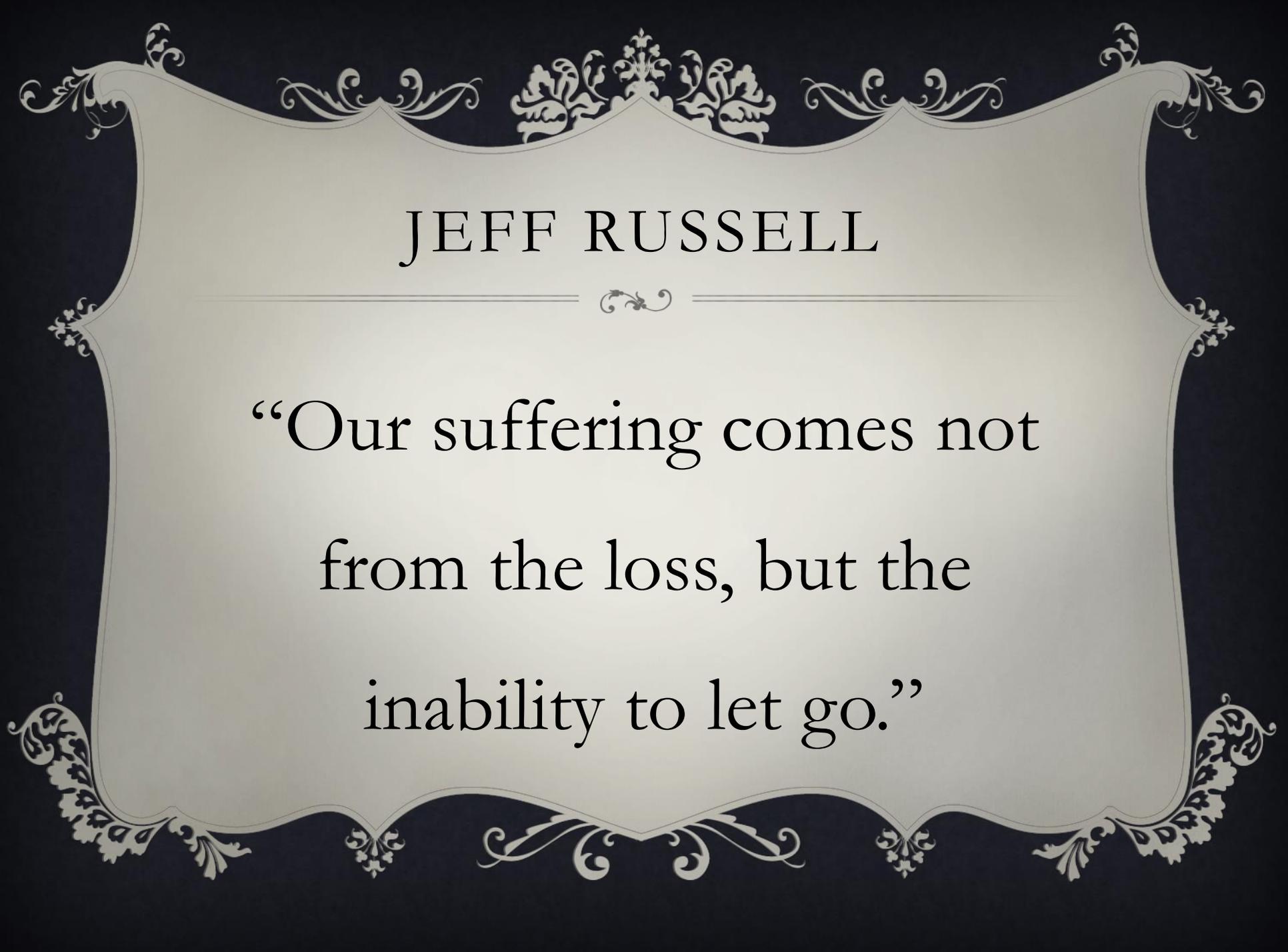


SARI AWADALLA

“Process Management = Value + Improvement”

“Discussion = Learning”

“Failure = Learning”



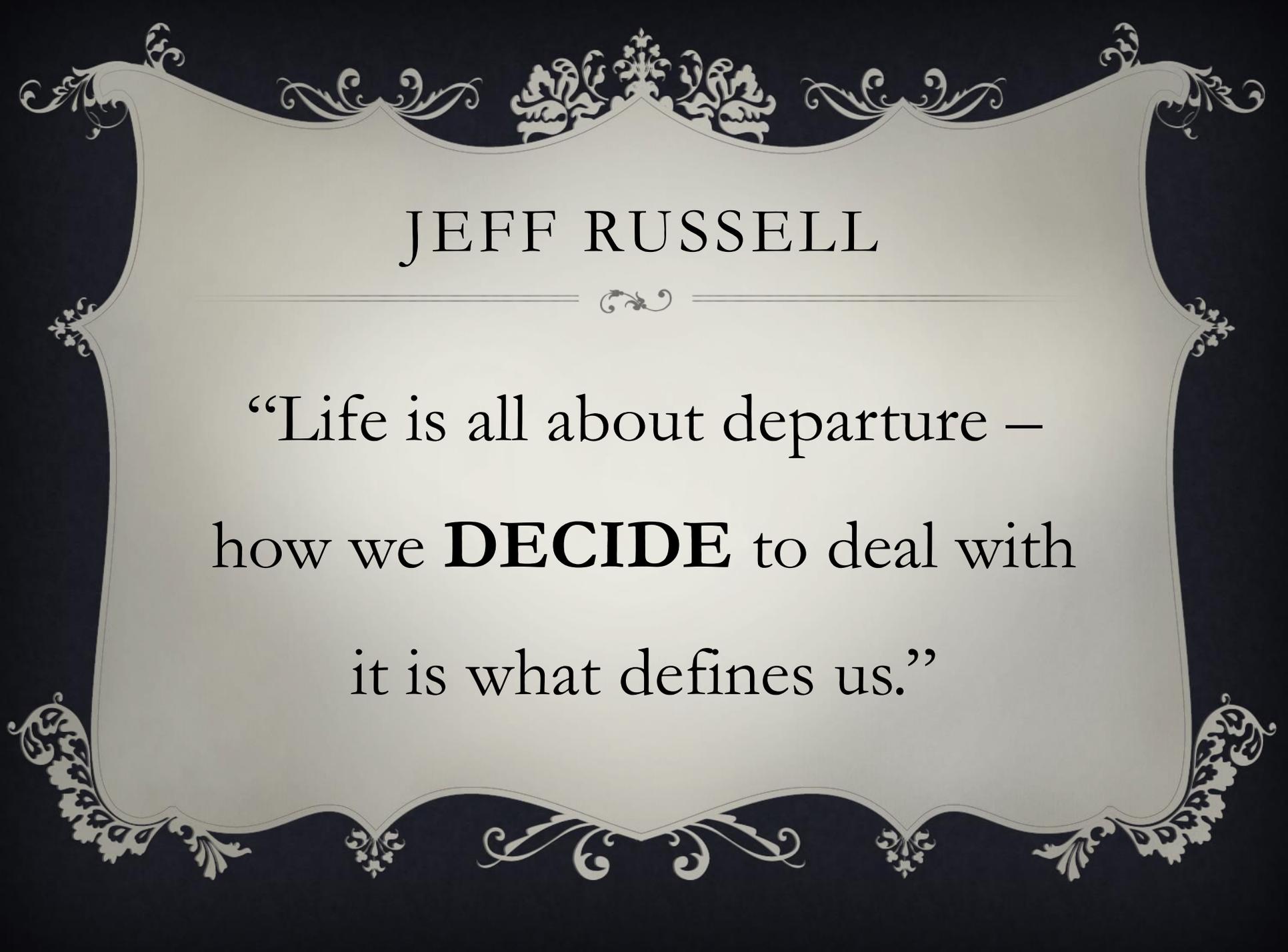
JEFF RUSSELL

“Our suffering comes not
from the loss, but the
inability to let go.”

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MICHAEL KRETSCHMER

“Session 6: Suffering is caused by
holding on to something in the
past rather than looking toward
the future.”



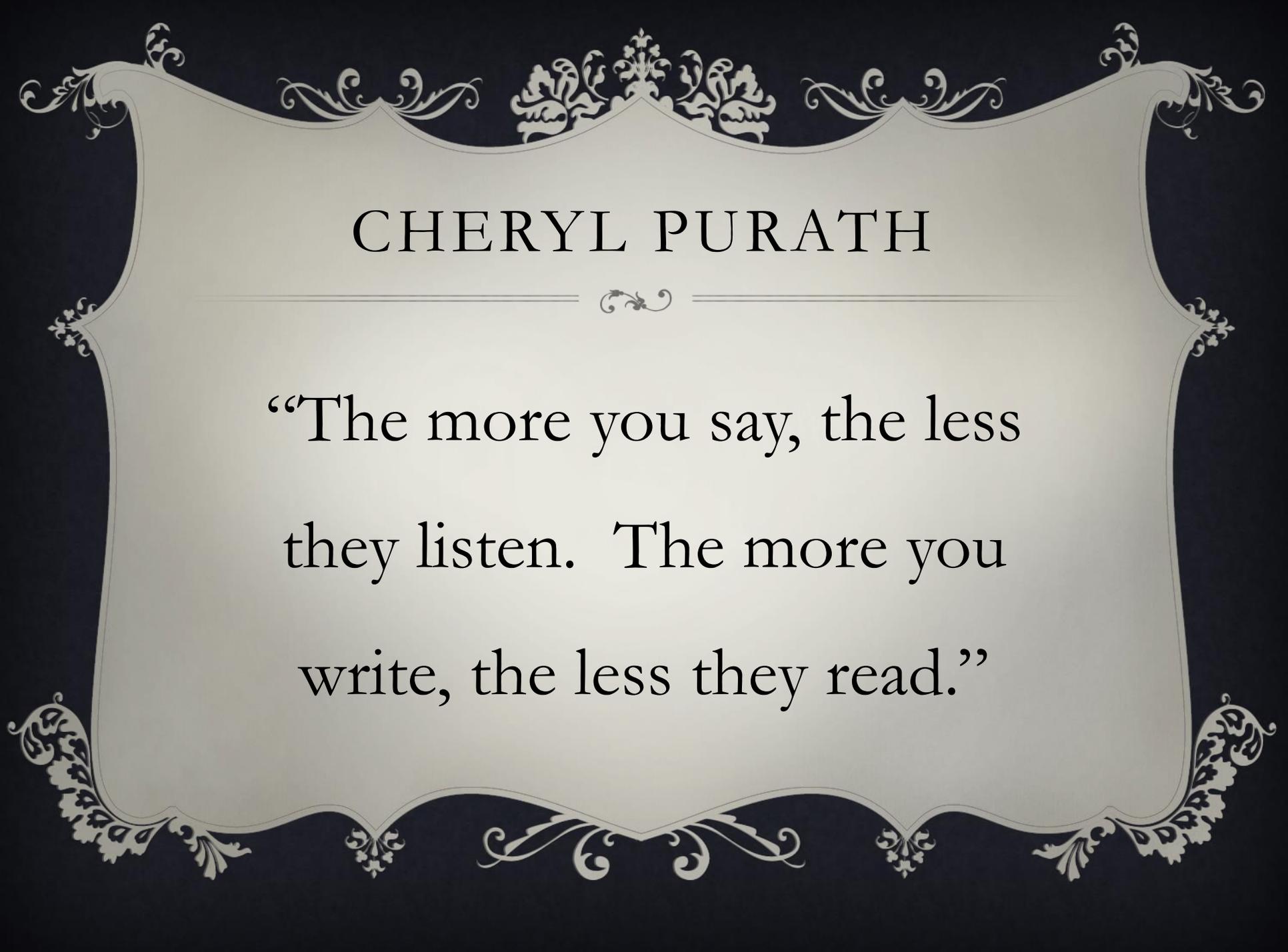
JEFF RUSSELL

“Life is all about departure –
how we **DECIDE** to deal with
it is what defines us.”



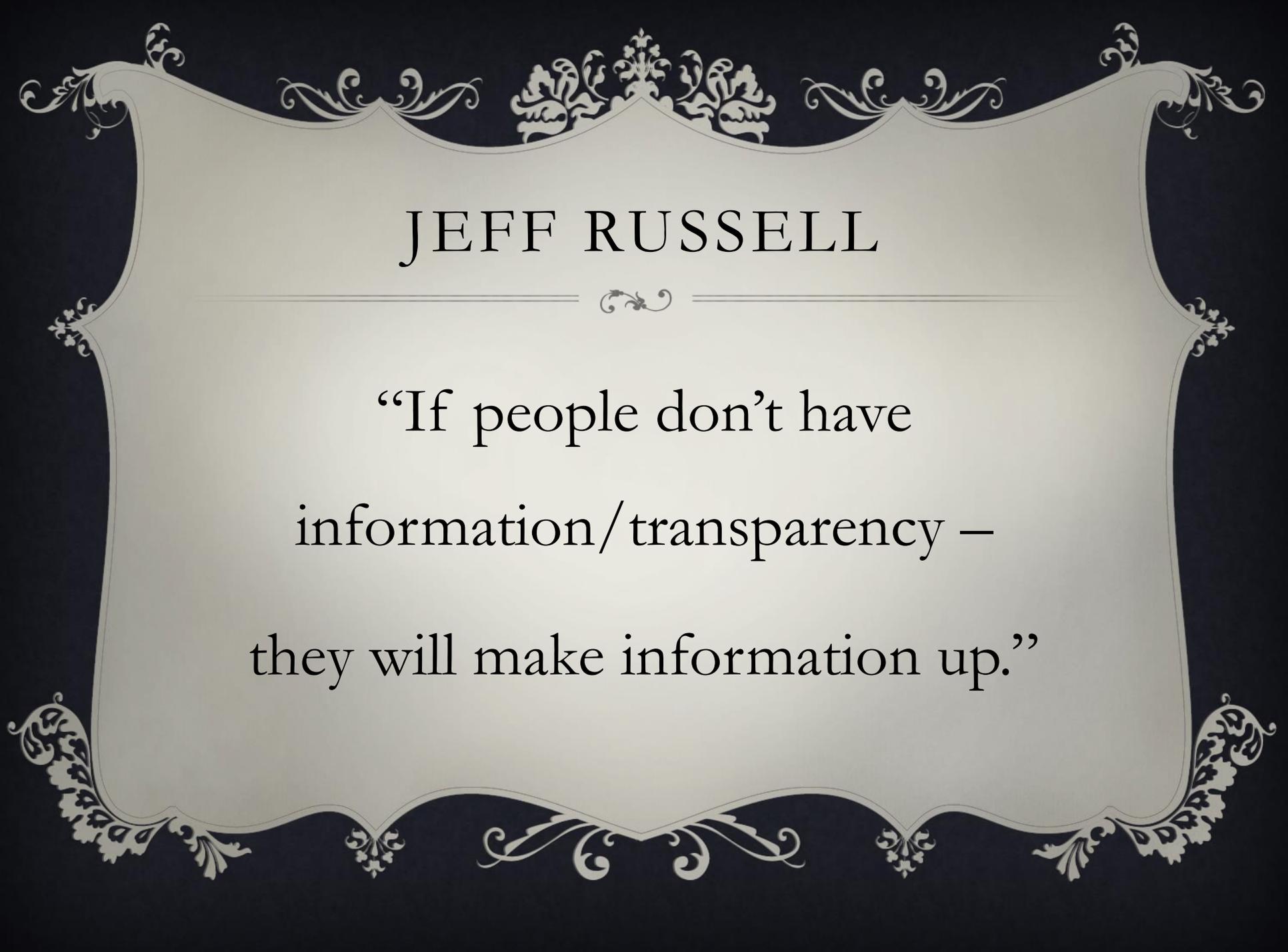
APRIL SCHULTZ

“Control your destiny or
someone else will.”



CHERYL PURATH

“The more you say, the less
they listen. The more you
write, the less they read.”



JEFF RUSSELL

“If people don’t have
information/transparency –
they will make information up.”



STACEY PIERCE

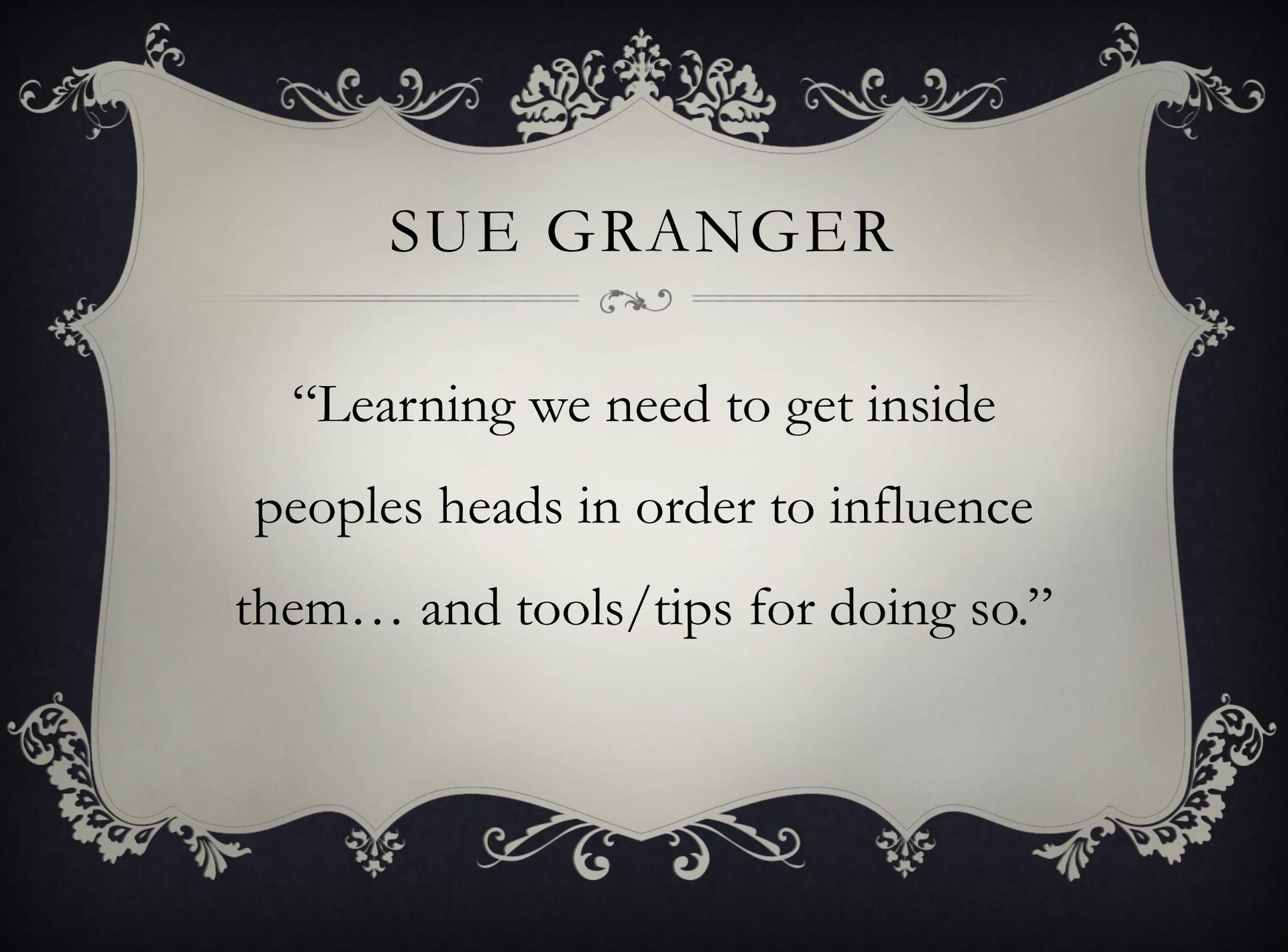
“Dealing with change – Do you want to be locked in the trunk or have your hands on the wheel?”



JEFF RUSSELL

“Allow people ‘Fearless Mistakes’.”

“Focus on cause, not blame.”

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SUE GRANGER

“Learning we need to get inside
peoples heads in order to influence
them... and tools/tips for doing so.”



JEFF RUSSELL

Commitment vs. Compliance

=

Want vs. Need



APRIL SCHULTZ

“Every day - make that
choice to be positive!”



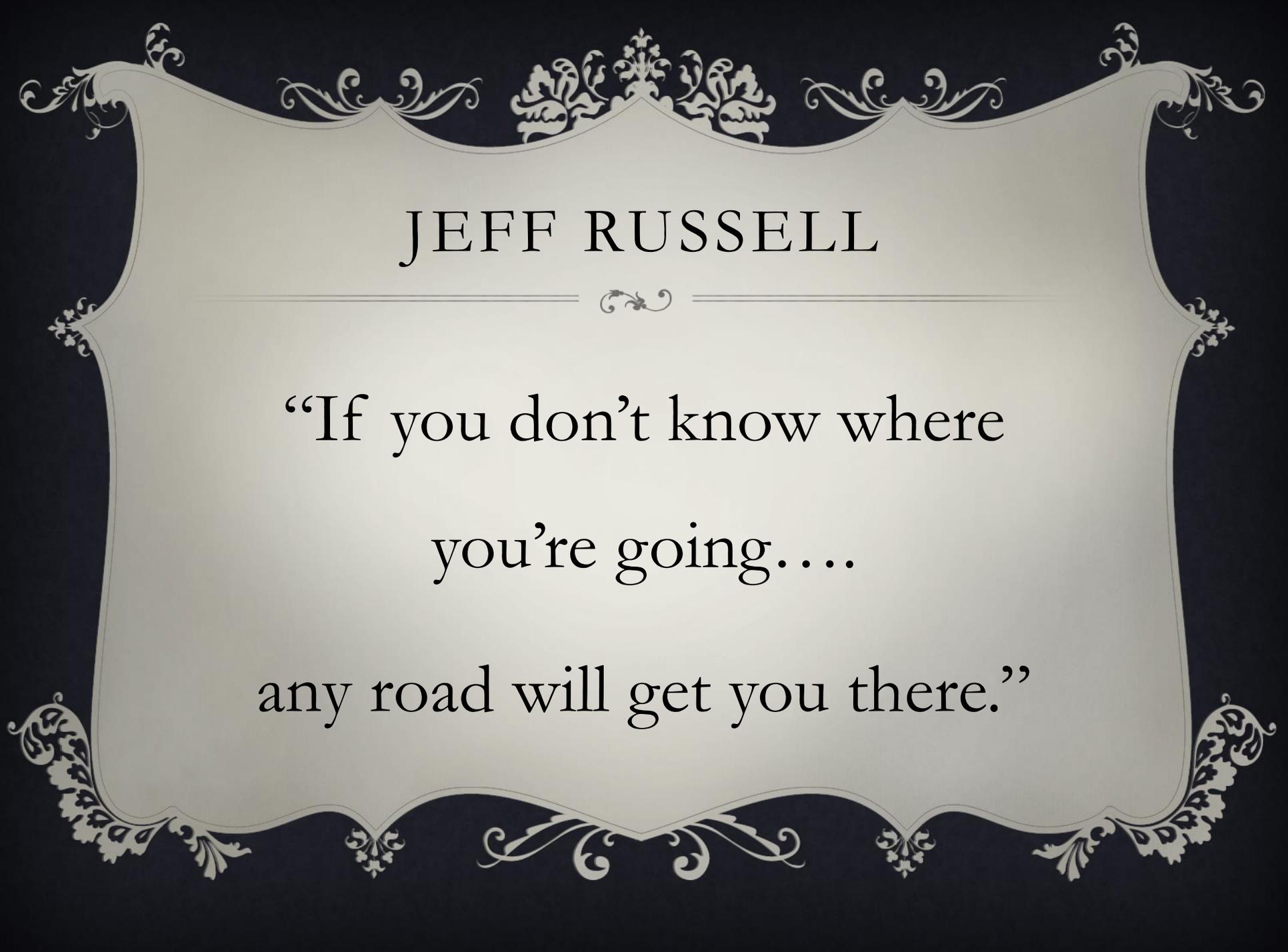
SARI AWADALLA

“Stay Interviews”



APRIL SCHULTZ

“Your attitude determines
your altitude.”



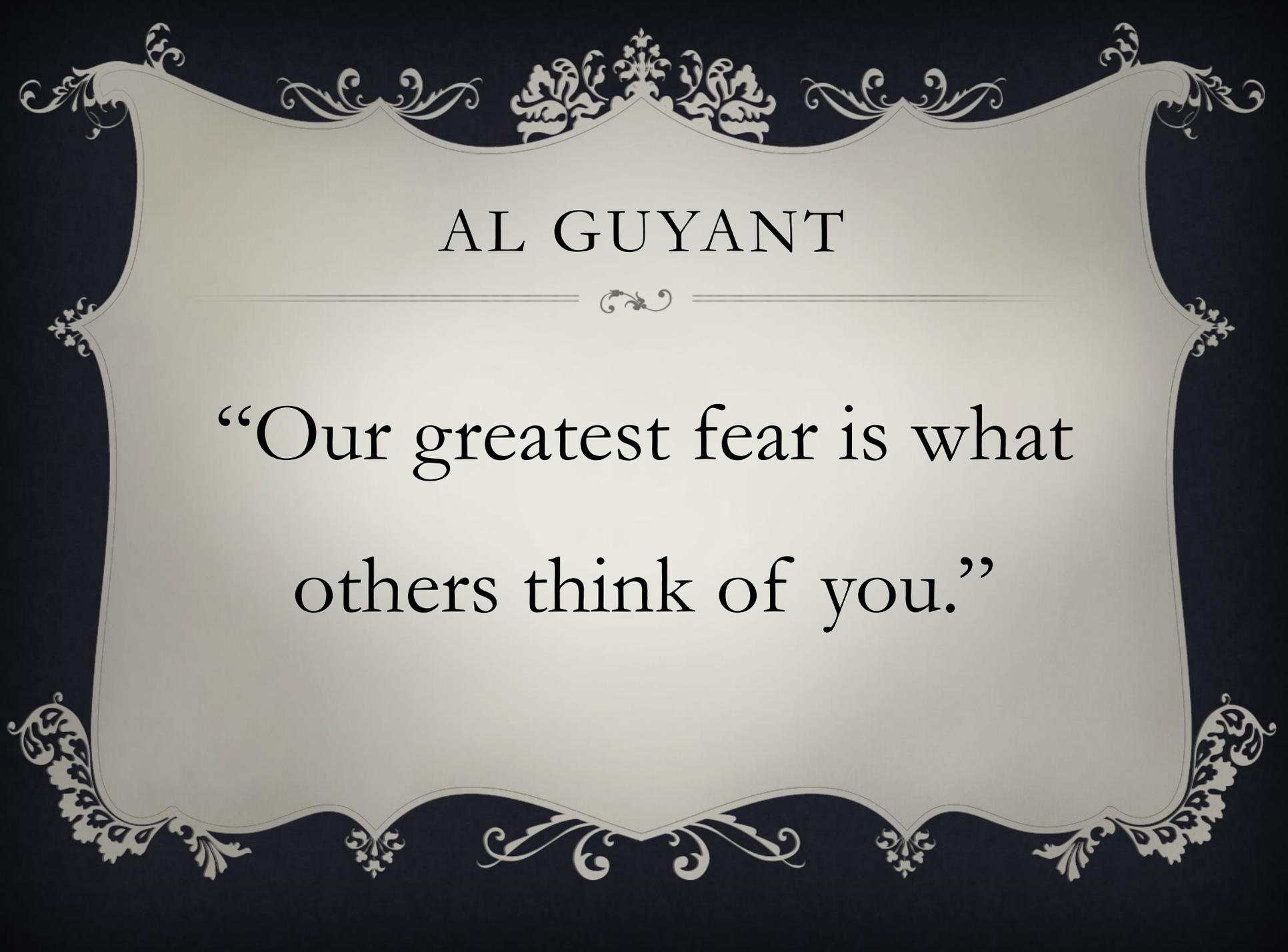
JEFF RUSSELL

“If you don’t know where
you’re going....
any road will get you there.”



APRIL SCHULTZ

“Remembering to Thank
those that have influenced
your life.”



AL GUYANT

“Our greatest fear is what
others think of you.”

A decorative border with intricate scrollwork and floral patterns surrounds the text. The border is light gray and stands out against the dark blue background.

JEFF RUSSELL

“There is nothing permanent except change.”

“Change is inevitable, growth is optional.”

“Danger! Hidden Opportunities.”



APRIL SCHULTZ

“Everyone has that ‘north
star’ find yours and do all
that you can to get there.”

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JEFF RUSSELL

Evolution to Motivation 3.0

- ❖ Motivation 1.0: Being motivated by a desire to survive.
- ❖ Motivation 2.0: Being motivated by rewards and punishments (carrot & stick).
- ❖ Motivation 3.0: Being motivated by things inside oneself. Finding joy in the task itself.

Beyond carrots & sticks – It is the leader's responsibility to create an environment for employees to explore their energy, creativity and passions.



DAVID HON

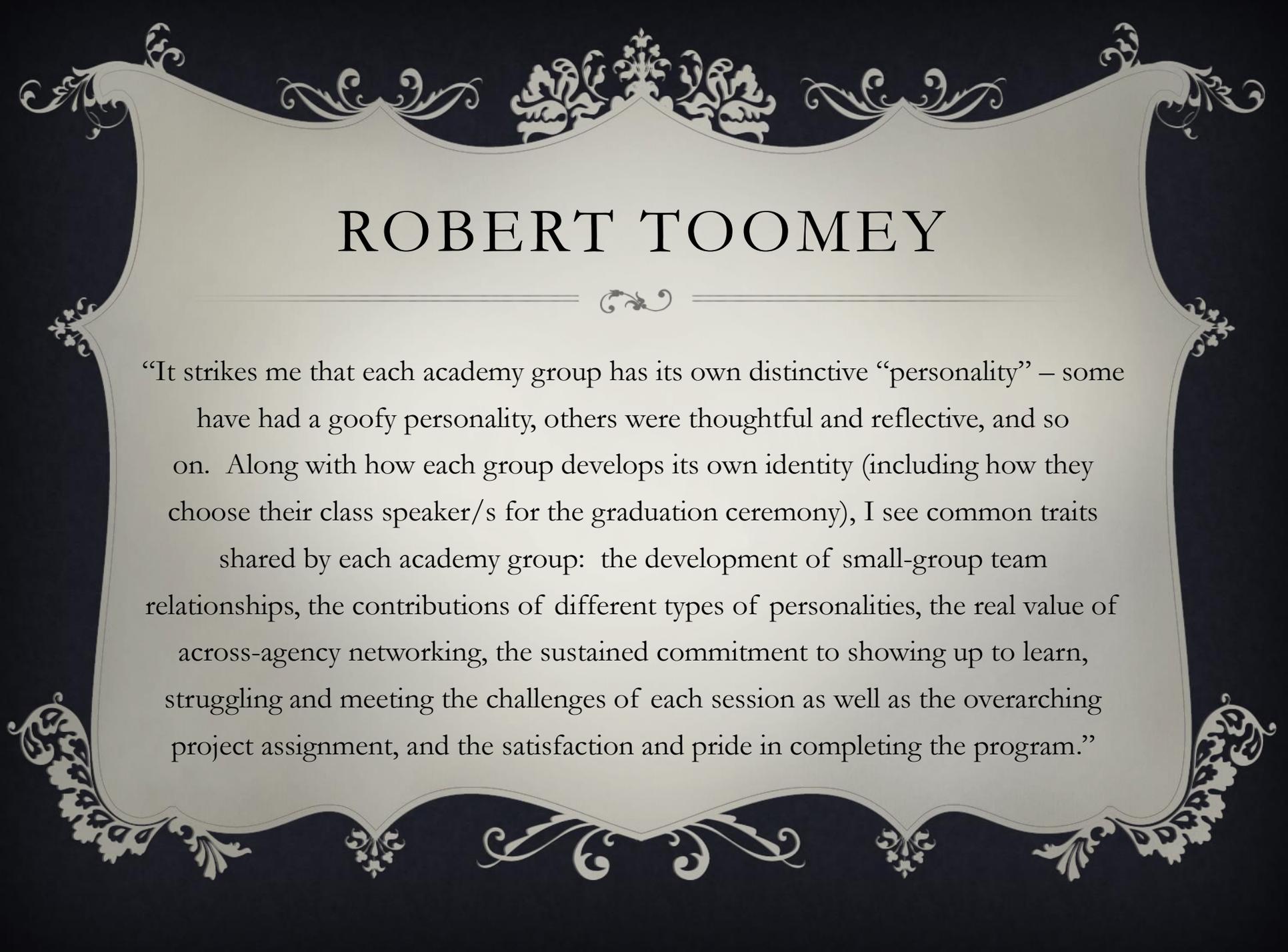
“Carl”

“... As leaders we have to hold people accountable for their actions, but help them be their best.”



JEFF RUSSELL

“Encourage discussion, dissent,
disagreements, debate...
keep people talking.”

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ROBERT TOOMEY

“It strikes me that each academy group has its own distinctive “personality” – some have had a goofy personality, others were thoughtful and reflective, and so on. Along with how each group develops its own identity (including how they choose their class speaker/s for the graduation ceremony), I see common traits shared by each academy group: the development of small-group team relationships, the contributions of different types of personalities, the real value of across-agency networking, the sustained commitment to showing up to learn, struggling and meeting the challenges of each session as well as the overarching project assignment, and the satisfaction and pride in completing the program.”



Awareness of ignorance is the
beginning of wisdom.

~ Socrates

AZ QUOTES



"When you
change the
way you look
at things,
the things you
look at
change."

-Wayne Dyer



Yesterday
I was clever,
so I wanted to change
the world.

Today
I am wise, so
I am changing
myself.

Rumi