



California Department of
Parks and Recreation

December Leadership Meeting

Tuesday, December 8th, 2015

Transforming Parks 2015 and Beyond



Poll Everywhere – Open Poll

What questions do you have so far?

Text 294188 and your message to 22333

Agenda

Time	Topic/ Objective(s)	Presenter
0800 - 0810	Success Vignette – Mt. Tam Collaborative Management Practices	Danita Rodriguez
0810 - 0840	Transformation Intro and Update	Lisa Mangat, Steve Szalay, Gloria Sandoval
0840 - 0850	Success Vignette - Bolsa Chica Concession Agreement	Todd Lewis
0850 - 0905	Break	
0905 - 1020	Transformation Workshops: SBB, Ops/HR, Partnerships/ Relevancy, Nat./Cult. Resources	Transformation Committee Co-Chairs
1020 - 1030	Transition	
1030 - 1145	Transformation Workshops: SBB, Ops/HR, Partnerships/ Relevancy, Nat./Cult. Resources	Transformation Committee Co-Chairs
1145 - 1300	Lunch	
1300 - 1415	Transformation Workshops: SBB, Ops/HR, Partnerships/ Relevancy, Nat./Cult. Resources	Transformation Committee Co-Chairs
1415 - 1425	Transition	
1425 - 1540	Transformation Workshops: SBB, Ops/HR, Partnerships/ Relevancy, Nat./Cult. Resources	Transformation Committee Co-Chairs
1540 - 1555	Break	
1555 - 1625	Revenue Enhancement Implementation	Brian Ketterer
1625 - 1725	Business Chemistry	Julie Quinn



Success Story: Mt. Tam Collaborative Management Practices

Working Collaboratively At Mt. Tam

District Superintendent Danita Rodriguez
Bay Area District





WATERSHED PARTNERSHIPS
ONE MOUNTAIN – ONE VISION

Agenda

1. Opportunities in Crisis
2. Redwood Creek Watershed Collaborative
3. Tamalpais Lands Collaborative
4. Q&A

STATE PARKS CLOSURE CRISIS





THE SOLUTION?



Entrance Fee

Entrance Fee

 Entrance Fees 

Adults \$7.00

Children
15 yrs. & under Free

Interagency
Annual Pass \$80.00

Interagency
Senior Pass \$10.00*
Adults 62 & Over
(U.S. Residents Only)

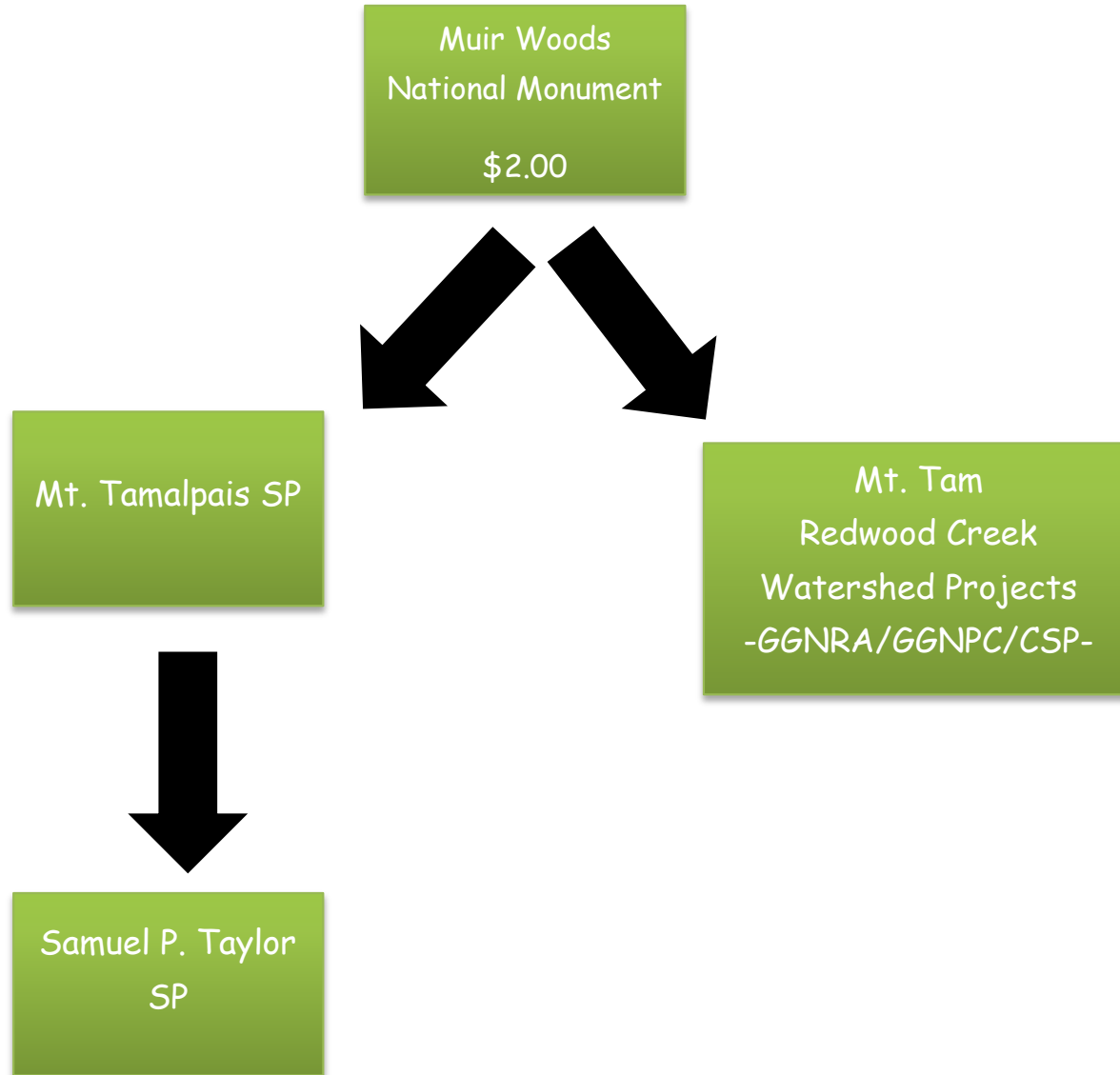
Interagency Access
Pass  (U.S. Residents Only) Free

Annual Military Pass Free

Muir Woods
Annual Pass \$20.00

Pass Holders:
Have ID Ready







**REDWOOD CREEK
WATERSHED COLLABORATIVE**



REDWOOD CREEK WATERSHED



REDWOOD CREEK WATERSHED PROJECTS

Resource Management



Visitor Experience



Sustainable Trail Corridors



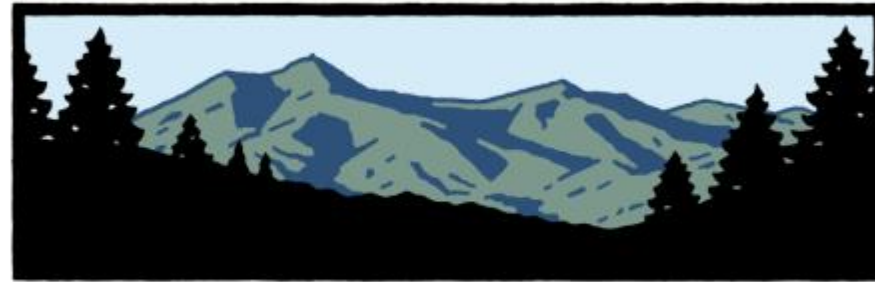
Education & Interpretation



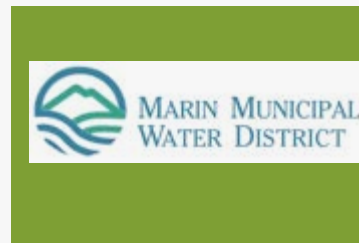
ONE MOUNTAIN ONE VISION



TAMALPAIS LANDS COLLABORATIVE



TAMALPAIS LANDS COLLABORATIVE



MT. TAM'S LAND MANAGERS



BREAKFAST CLUB



A PARTNERSHIP APPROACH: EARLY COLLABORATION

Operational collaboration on a variety of:

- Natural resources
- Infrastructure
- Wildfire risk
- Recreation management
- Law enforcement issues

TLC AREA OF FOCUS



AREA OF FOCUS FOR MOUNT TAMALPAIS LANDS COLLABORATIVE



Area of focus developed by buffering the 632m contour around Mount Tamalpais's three peaks to 0.5 miles, 1 mile, 1.5 miles, and then each whole mile from 2 to 10 miles.

PARTNERSHIP PLANNING & OUTREACH



MOU PARTNERS



CANDIDATE PROJECTS DEVELOPMENT

Community & Conservation



Waterways & Wetlands



Signature Trail Corridors



Legacy Projects



COMMUNITY & CONSERVATION

- Link people to place
- Protect and restore the mountain's valuable natural & cultural resources
- Increase efficiencies of scale and add value
- Provide a seamless approach



WATERWAYS & WETLANDS

- Enhance high value and sensitive wetland resources,
- Restore salmonid habitat, creeks, marshes and meadows



SIGNATURE TRAIL CORRIDORS

- Provide a seamless visitor experience
- Revitalize and rejuvenate important trail links
- Have high public affinity



LEGACY PROJECTS

- Have high public visibility and support
- Are emblematic of Collaborative partnership
- Address systemic issue and critical need



PROJECTS & PROGRAMS DEVELOPMENT



PROJECTS & PROGRAMS DEVELOPMENT

Many proposed projects and programs span the entire mountain:

Community & Conservation

- Youth Engagement Programs
- Volunteer Stewardship Programs
- Strategic Weed Management
- Science Symposia and Conferences
- Citizen Science and Research
- Research Fellowship Program
- Rare and Endangered Species Monitoring, Research, and Reintroductions

Waterways & Wetlands

- Wetland and Watershed-scale Hydrology
- and Geomorphology Surveys
- Watershed-scale Inventories (animals, plants)

Signature Trail Corridors

- Improved Trail and Location Maps
- Wayfinding and Interpretive Signage
- Assessment, Plan, and Installation
- Mobile Trailheads
- Community Trailheads Design and Installation

Legacy Projects

- Native Plant Nursery
- Forest Health and Resiliency
- Threatened Coastal Prairie Restoration



Transformation Intro and Update



TRANSFORMING

California State Parks



By Implementing Positive Change

Transformation Team Members

Steve Szalay, Team Leader

Ron Birkhead

Helen Carriker

Jay Chamberlin

Ellen Clark

Michael DeBoer

Dana Jones

Karl Knapp

Todd Lewis

Steve McCormick

Clay Phillips

Danita Rodriguez

Andy Vasquez

Sean Woods

Jared Zucker

Parks Forward Commission and Transformation Team Four Basic Themes

- ❖ Make fundamental change to succeed in the future.
- ❖ Work productively with new and existing partners to improve and expand facilities, programs and garner more resources.
- ❖ Expand park access for all Californians.
- ❖ Garner stable and diversified funding, which is imperative for a vibrant park system.

Transformation Team Purpose and Objective

- Over the next year and a half, the Transformation Team will endeavor to strengthen the California state park system through a series of initiatives supporting strategic goals meant to set the Department on a path to a more viable future.
- Achieving these goals will result in changed policies, procedures, guidelines and organizational structure that support an entrepreneurial, service-oriented, creative and collaborative culture.

Transformation Team Strategic Goals

Develop Excellent Management Systems



Maintain High Quality Operations and Public Service



Create Meaningful Connections and Relevancy to People










Protect and Enhance Natural and Cultural Resources



Thirty plus initiatives were identified to support these strategic goals.

Active Initiatives

These initiatives have been identified as priority initiatives and are actively being addressed by the Transformation Team.

Initiative #	Initiative Description	Strategic Goal
1	Service-Based Budgeting Program	
4	Streamline the Staff Hiring Process	
5	Establish a Leadership Development Program	
24	Study the Existing Dept. Org. Structure, Analyze Options & Implement Beneficial Change; Align Position Classifications, Qualifications & Organizational Structure with 2017 Vision	
9	Enhance & Develop Outreach Services to Underserved Communities	
19	Review Roles & Responsibilities of the Statewide Support Organizations; Review & Update Policies & Procedures that Enable Partnerships for Park Operations; Develop Management Structure that Fosters Positive Relationship w/ New & Existing Partners	
29	Increase Partnerships with Universities, Native American Tribes, Land Trusts, & Other Stakeholders to Identify Research Needs; & Develop Best Practices to Protect & Preserve Natural & Cultural Resources	





Department Projects

These projects were formalized from work that was already being done within different program areas towards transforming State Parks.

Project Area	Projects	Strategic Goal
Modernization	R2 S2 Project	
	Department Intranet Update	
	WiFi Implementation	
	Develop an Existing Park Database	
Revenue Generation	New and Enhanced Revenue Generation	
	Smart Phones Parking (Parking Passport)	
	eROC	
	Automatic Pay Machines	
Budget Management Improvement	Provide "Real Time" Expenditure Projections to Field	
	Position Control	
	Develop an Annual Maintenance Program	
Partnerships	Willow Creek Partnership	
	Google Trekker	

Department Projects (Cont.)

These projects were formalized from work that was already being done within different program areas towards transforming State Parks.

Project Area	Projects	Strategic Goal
Relevancy	Develop Alternative Minimal Amenity Overnight Lodging	
HQ / Field Support Service	Electronic Timesheet	
	Automated Sign Ordering	
	Electronic Signature	
	TEC Process Streamlining	
Communication	Document and Communicate the State Parks Story	
	Highlight Transformation Innovative Programs Coming from the Department	
Marketing	Develop a New Marketing System - Process Final Marketing Scope and Seek Outside Consultant RFQ Proposal	

INIT # REMAINING INITIATIVES 11/20/15

BUDGET AND ALLOCATION OF RESOURCES COMMITTEE

2 New Budget Management System

3 Deferred Maintenance Financing

OPERATIONS AND HUMAN RESOURCES COMMITTEE

6 Redevelop the Department Training Program

8 Develop an Existing Park Data Base - partial implemented as project, see active projects

25 Improve Performance Management

27 Develop a High Performance Deferred Maintenance Program

28 Simplify Procurement of Goods and Services

RELEVANCY COMMITTEE

12 Study Existing Regional Parks Programs that Emphasize Healthy Lifestyles

13 Consider Expanding the State Parks System in Underserved Areas

PLANNING AND INNOVATION COMMITTEE

16 Develop Policies and Data that would improve the Development Process of New Parks

17 Streamline, Update, Align Department Policies, Procedures & Guidelines with 2017 Vision

32 Improve Communications

PARTNERSHIPS COMMITTEE

21 Improve the Quality & Quantity of Volunteers & Docents

22 Develop a New Non-Profit Public Benefit Organization to Provide Operational, Financial & Strategic Support for Organizations that Manage Parks in CA

NATURAL AND CULTURAL RESOURCES COMMITTEE

30 Survey Best Practices in Parks Systems, Enhance Existing Efforts & Develop New Program Areas to Address Climate Change Adaptation in Natural Resource & State Parks Management.

31 Evaluate Best Practices & Develop New Strategies to Encourage Adaptive Reuse of Cultural Resources such as Historic Structures

Sharing Our Transformation

- Transformation Tuesdays
- Social Media
- Blog
- Intranet
- Weekly Digest
- Change Agent Network
- We Are Parks Videos

Transformation Tuesdays

Transformation Tuesday

The Partnership with Google Maps and State Parks: A Sign of Things to Come

December 1, 2015



Connecting California State Parks to younger, more diverse audiences is a cornerstone of the Parks Forward Commission's report and has become a major goal of the Transformation Team.

One of the first – and most visible – efforts to do so has been the partnership between Parks and California-based Google.

Just over a year ago, State Parks and Google launched their team effort to map 14 popular state parks and trails. Google employed [Trekker](#), its camera platform, to do the mapping.

The backpack has 15 lenses and takes still photos every 2 seconds. The camera rig was tucked into backpacks of two hikers who took still photos; it took them three months to map the first 14 parks.

From the comfort of their home or mobile device, viewers can view these images to virtually travel along parks, trails, and pedestrian routes with a 360-degree view.

Social Media



 **California State Parks**
December 1 at 2:56pm · 🌐

New Blog: The Partnership with Google Maps and California State Parks: A Sign of Things to Come
<https://castateparks.wordpress.com/.../the-partnership-with-.../>

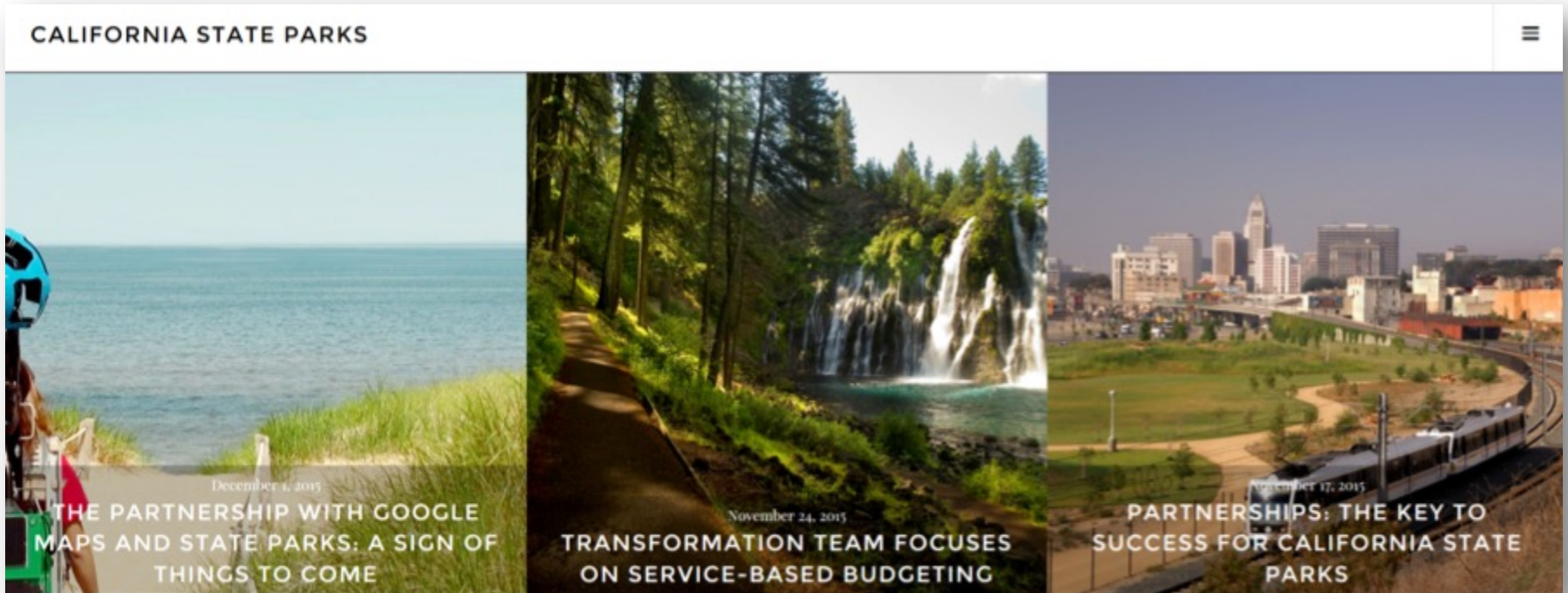


👍 Like 💬 Comment ➦ Share

391 people like this. Top Comments ▾

Park's Blog

<https://castateparks.wordpress.com/>



Other Tools...

- Intranet
- Weekly Digest
- Change Agent Network
- We Are Parks Videos

p.s. promote our specialized license plate



www.parksplate.parks.ca.gov



TRANSFORMING

California State Parks



By Implementing Positive Change



Success Story: Bolsa Chica Concession Agreement

December Leadership Meeting

Success Via Partnership - Bolsa Chica Concessions

BOLSA CHICA
STATE BEACH
LEFT LANE
PARKING



The bad, the worse, and the good that came of it.

1. Previous Concession Shortfalls
2. Identifying the Need
3. Facility Conditions
4. Process to Move Forward
5. Success through Local Support
6. Q&A

Previous Concession Shortfalls

Revenue summary:

2010 - \$23,567 2011 - \$24,257 2012 - \$24,796 2013 - \$24,435 2014 - \$26,114

Total rent paid for 5 years of operation - \$123,169



Keep In mind this is for 4 concessions buildings in one of the busiest park units in the system

Identifying the Need



Not hard with a track record of poor service to the public, poor financial performance, and ultimately vacant buildings.

Buildings are weathering rapidly with no use, last contract ended 02/2013

Park attendance is 1,753,103 with no services being offered

Facility Conditions







Our Process

- Was all about partnership!
- Initially we went out for bid and only received 3 responses, 2 of which were qualified, and none of which inspired confidence.
- We did not want to perpetuate a low performing business enterprise at Bolsa Chica, and we wanted our visitors to feel well taken care of, so we looked to the community for support.
- Kevin Pearsall (OCD staff member) has a history in marketing and business, and was interested in assisting. His logical first step was to engage the Chamber of Commerce. His goal was to stimulate local interest and support of business in the park.
- The Chamber of Commerce in any community is focused on finding, building, and developing strong business and positive connections.
- Within two weeks they had arranged a meeting with 25 promising entrepreneurs!

Success through Local Support

- Our connections through the Chamber ultimately resulted in acceptance of 15 proposals to negotiate!
- A careful analysis of all bidders was conducted, and ultimately we chose Sea Salt LLC as the successful bidder for all 4 locations.
- This result was a surprise to us, we thought that having 4 separate business partners would help drive public interest, but Sea Salt came in at such a high level with a plan based on partnership and a serious capital investment and marketing, we couldn't say no!
- From Day one owner Alicia Whitney couldn't stop talking about new opportunities, supporting Parks, enhanced special events, etc.
- We're finalizing contracts now, but we expect minimum rent to be \$140,000 or 10% of gross annually - that's over 5 times more than our last concessionaires best year! We believe it likely that 10% of gross could quickly outstrip the \$140K minimum.

Our new partner is investing \$200K into the facilities to address deferred maintenance and usability issues.

Contract will involve a very unique parking validation system

4 uniquely themed facilities will drive interest and satisfy different preferences

- Kanantik Pacific Kitchen, seafood cuisine and specialty coffee
- Beach Cities Provisions, burgers and brew
- Sea Salt grill, grilled food with specialty salts and gourmet shakes
- Sea Legs, Wine Bar and grill



SeaLegs Wine Bar
Bolsa Chica State Beach



SEA SALT
BURGER GRILL
Bolsa Chica State Beach



KANANTIK
PACIFIC KITCHEN
BOLSA CHICA STATE BEACH



BEACH CITY
Brewery
Bolsa Chica State Beach

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Chamber is issuing award to Sea Salt owner Alicia Whitney as HB entrepreneur of the year

Chamber is issuing award to Kevin Pearsall for HB Chamber of Commerce Proud Partner Award in Jan.

She wants to play with us, not against us, which is a great way to establish a business relationship and a much better model for provision of the best available services for our visiting public.

Q&A



Transformation Workshop Locations and Schedule

After the break please report to your assigned workshop breakout. Please refer to your name tag for your breakout assignment. The location and schedule for each workshop is provided below.

ROOM	WORKSHOP PRESENTATION	TUESDAY (9:05-10:20)
NAUTILUS	SBB	2
MOTT-MADRONE	OPS/HR	3
MOTT-WHITEHEAD	PARTNERSHIPS/RELEVANCY	4
FRED FARR	NATURAL/CULTURAL	1
ROOM	WORKSHOP PRESENTATION	TUESDAY (10:30-11:45)
NAUTILUS	SBB	1
MOTT-MADRONE	OPS/HR	2
MOTT-WHITEHEAD	PARTNERSHIPS/RELEVANCY	3
FRED FARR	NATURAL/CULTURAL	4
ROOM	WORKSHOP PRESENTATION	TUESDAY (13:00-14:15)
NAUTILUS	SBB	3
MOTT-MADRONE	OPS/HR	4
MOTT-WHITEHEAD	PARTNERSHIPS/RELEVANCY	1
FRED FARR	NATURAL/CULTURAL	2
ROOM	WORKSHOP PRESENTATION	TUESDAY (14:25-15:30)
NAUTILUS	SBB	4
MOTT-MADRONE	OPS/HR	1
MOTT-WHITEHEAD	PARTNERSHIPS/RELEVANCY	2
FRED FARR	NATURAL/CULTURAL	3

Break

Revenue Enhancement Implementation

What is a successful project?



How do we get there?

Set reasonable expectations

1. Does the project fit the mission?
2. Does the visitor want it?
3. What is your timeline?
4. What barriers do you have to overcome?
5. Who will be part of your team?

Take the next step

Have a sound methodology

1. Make an honest assessment of all project costs
2. Develop a P&L
3. Be realistic in your ROI
4. Fully vet the costs again with a team of experts

Keep going

List the Requirements

1. What is your timeline to get this done?
2. What permits do you need?
3. What services will you require?
4. How will you monitor your project?
5. What are the ongoing costs?
6. How will you overcome adversities?
7. How will you monitor the project once installed?
8. Oh Yeah, What did the public actually want again?

Don't hurt yourself when you start to run...

Ensure you have the resources and support

1. Have your team together before you begin
2. Enter the project in PID so it can be vetted by others
3. Will you need Service Center support?
4. Do you need local community support?

Home Stretch

Expect worst case

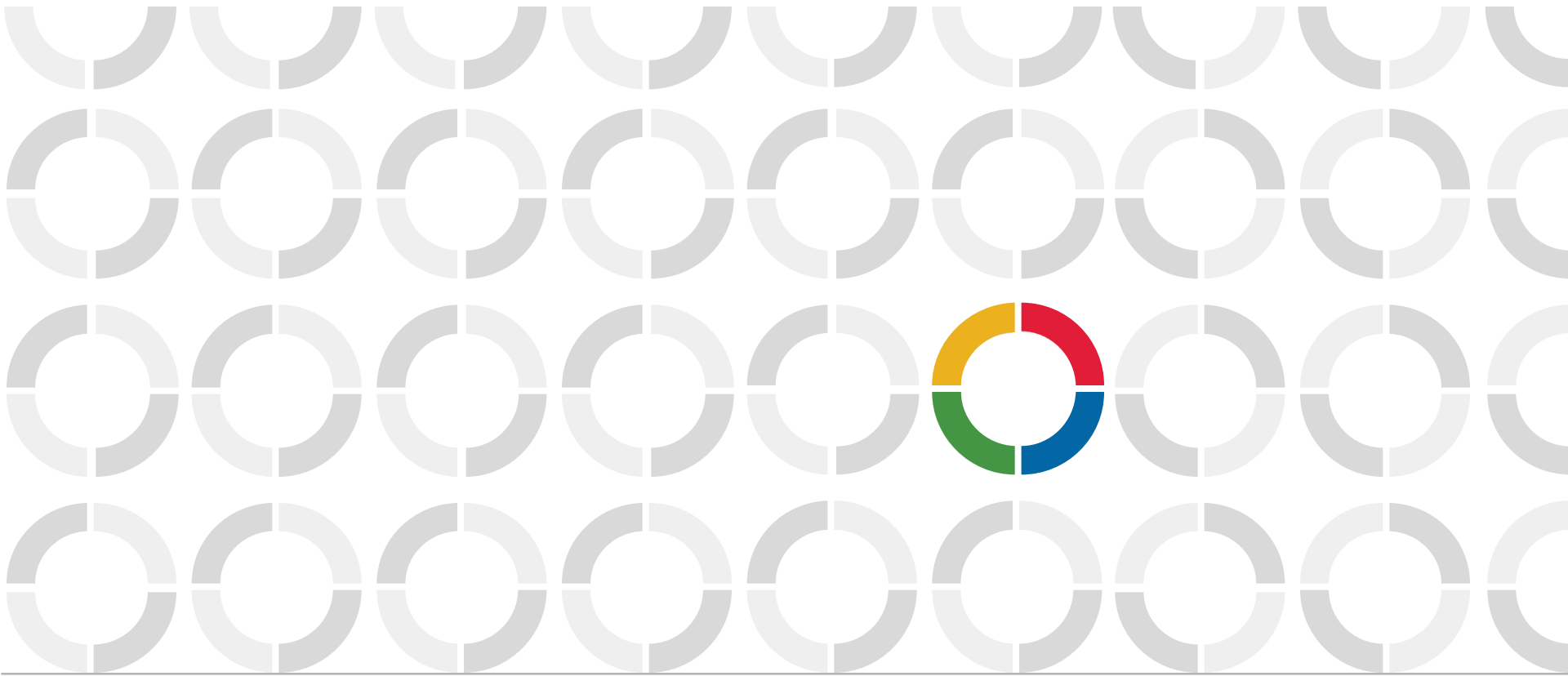
Don't set your sights on positive expectations. Think about worst case scenarios.

1. Expect goofs, mistakes, and failures
2. Have a plan
3. Have your team made up of experts, believers, and naysayers

Automated Pay Parking Machines with Phone App

- Set reasonable expectations
- Have a sound methodology
- List the requirements
- Ensure you have the resources
- Expect conflict, goofs, and failure and identify the issues

Business Chemistry



Business Chemistry

Using Science to Improve the Art of Relationships



WHY

**BUSINESS
CHEMISTRY?**

What is Business Chemistry?

A new business-oriented personality system, co-developed with a team of scientists from the fields of neuroanthropology and genetics

Action, Not Introspection

Unlike other personality systems, Business Chemistry was explicitly designed to measure observable, business-relevant traits.

Better Approach, Better Insight

Business Chemistry is the first personality system to use novel, patent-pending computational techniques that allow a data-driven approach to understanding personality – both in terms of what people ARE as well as what they ARE NOT.

Sophisticated Simplicity

Although Business Chemistry draws on complex algorithms to assess personalities, the resulting system is simple and easy-to-learn, and can be used to create a hunch of even those individuals who may not have taken the test.

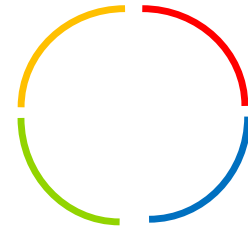
Our Focus



**UNDERSTAND
YOURSELF**



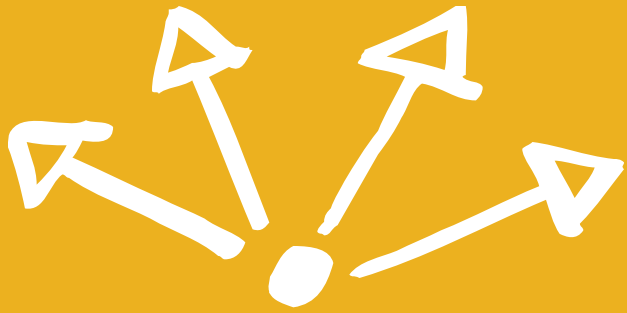
**UNDERSTAND
OTHERS**



**ADAPT YOUR
STYLE**

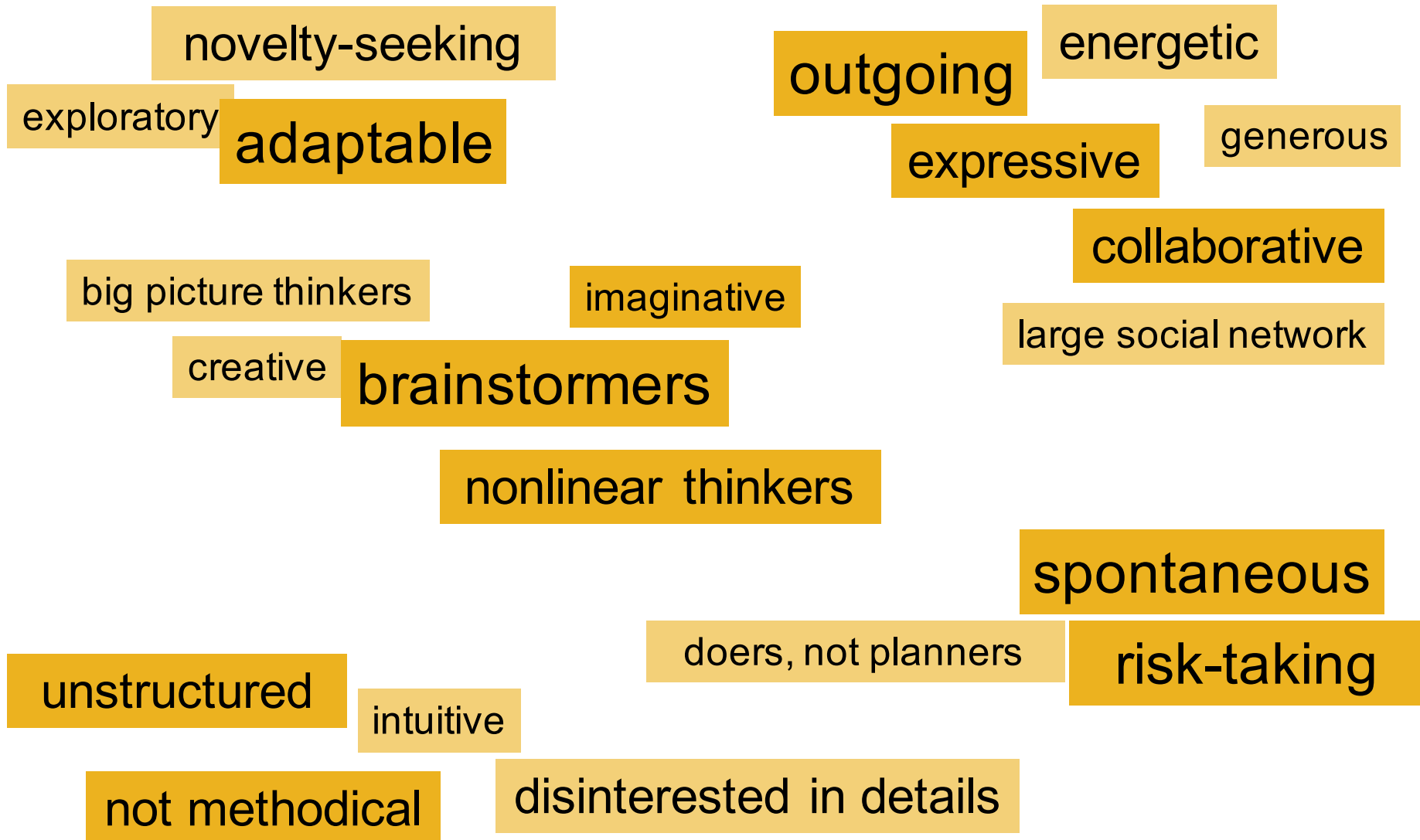


UNDERSTAND YOURSELF



Pioneer

Pioneers are...





...but they can also be





Guardian

Guardians are...



methodical

- linear thinkers
- structured

detail oriented

- meticulous
- thorough

planners

- deliberate
- logical

reserved

- calm
- less expressive

controlled

- disciplined
- slow speakers

respectful

- hierarchical
- loyal

realistic

- fact-oriented
- not brainstormers

risk averse

- frugal
- want tried and true

conventional

- less exploratory
- low novelty seeking

...but they can also be



methodical

- linear thinkers
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- slow speakers

persnickety

respectful

- hierarchical
- loyal

realistic

- fact-oriented
- not brainstormers

stubborn

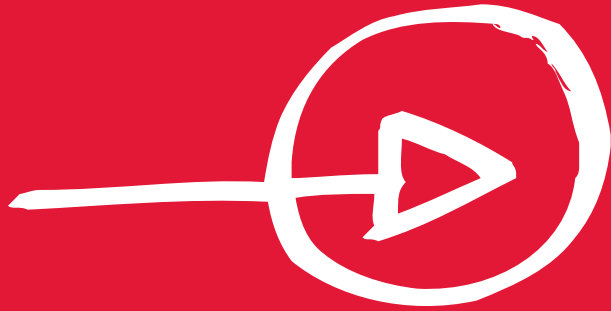
risk averse

- frugal
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exacting

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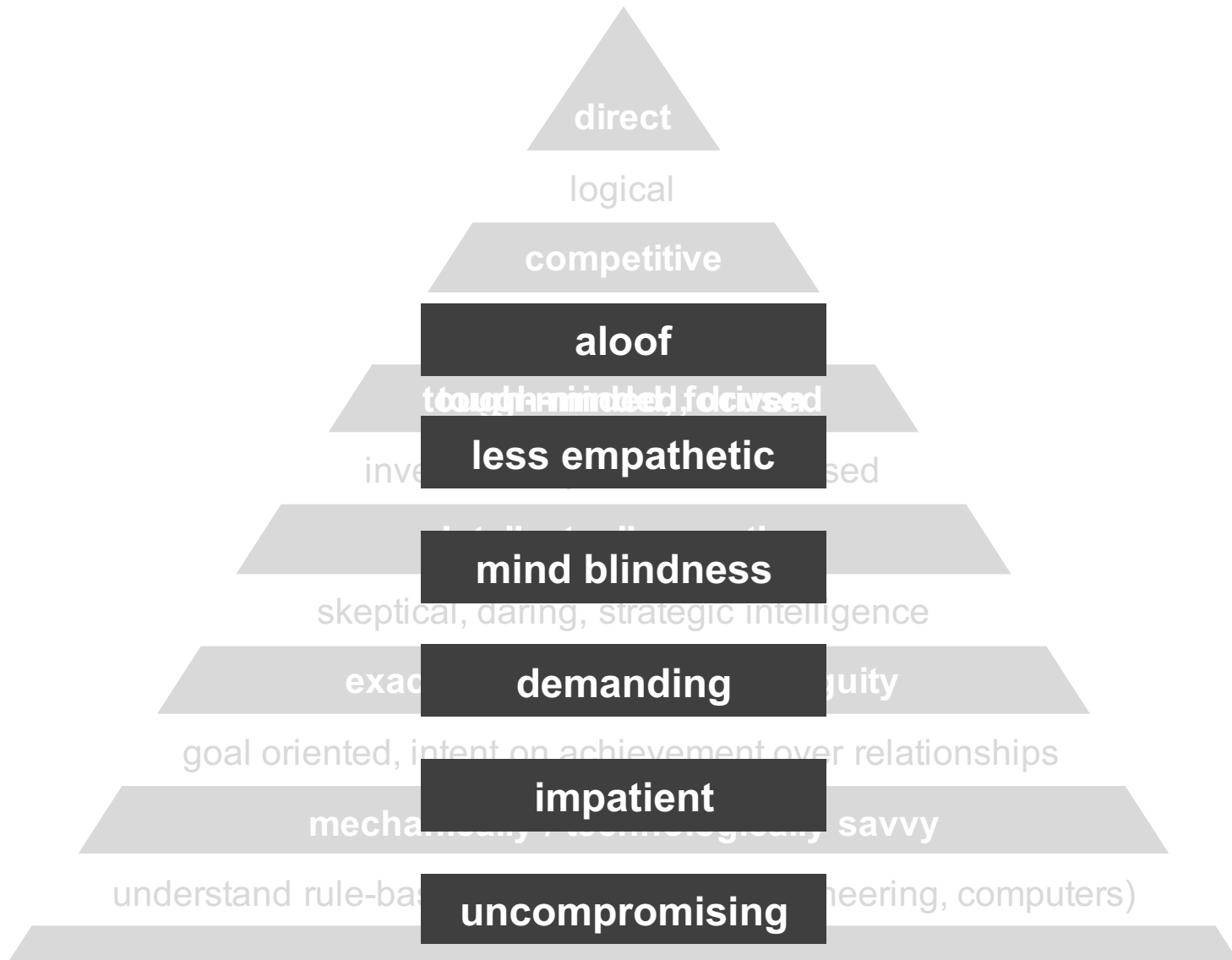


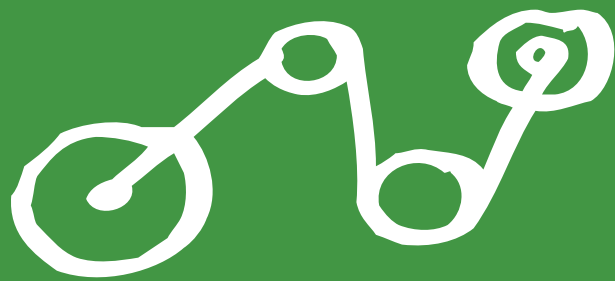
Driver

Drivers are...



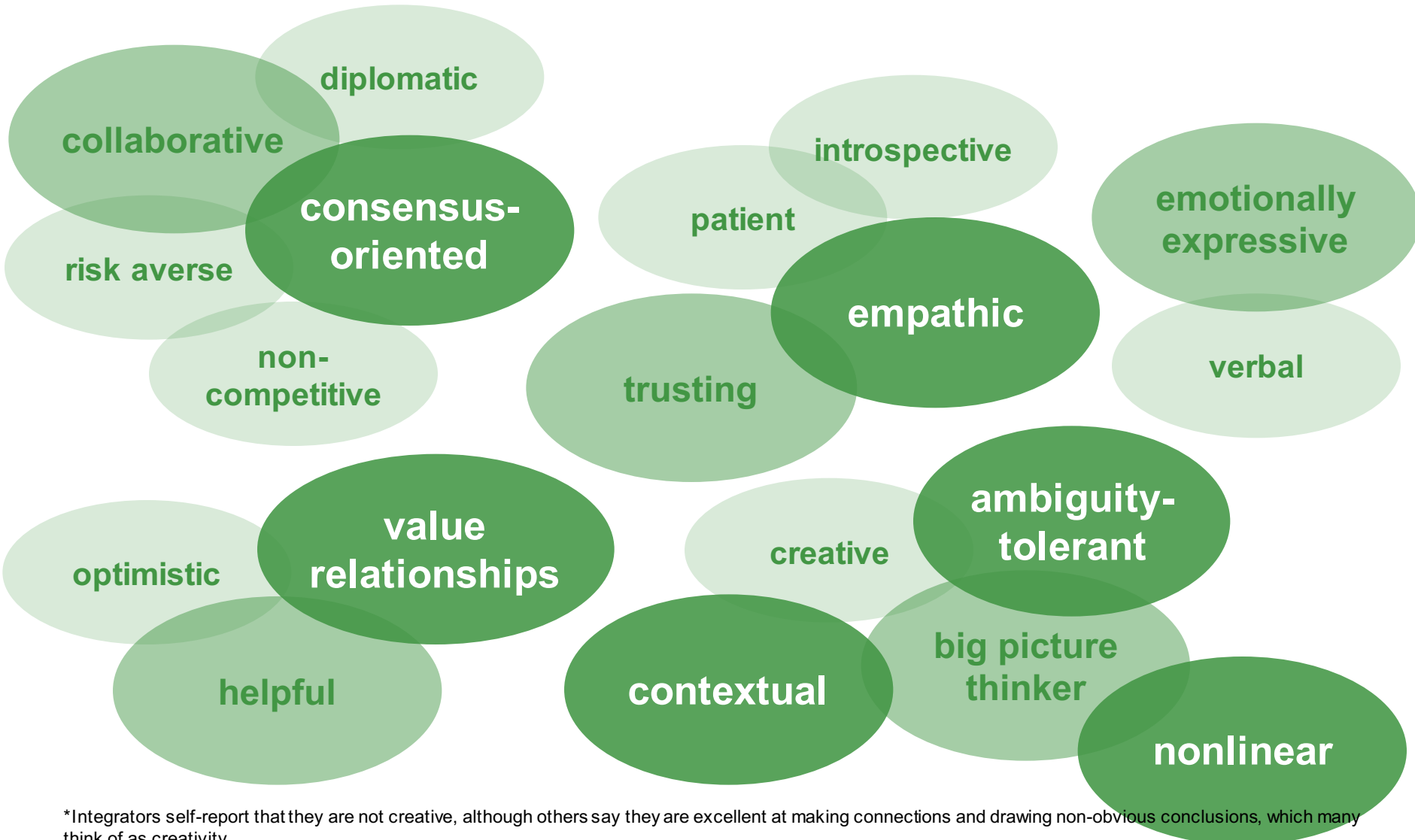
...but they can also be





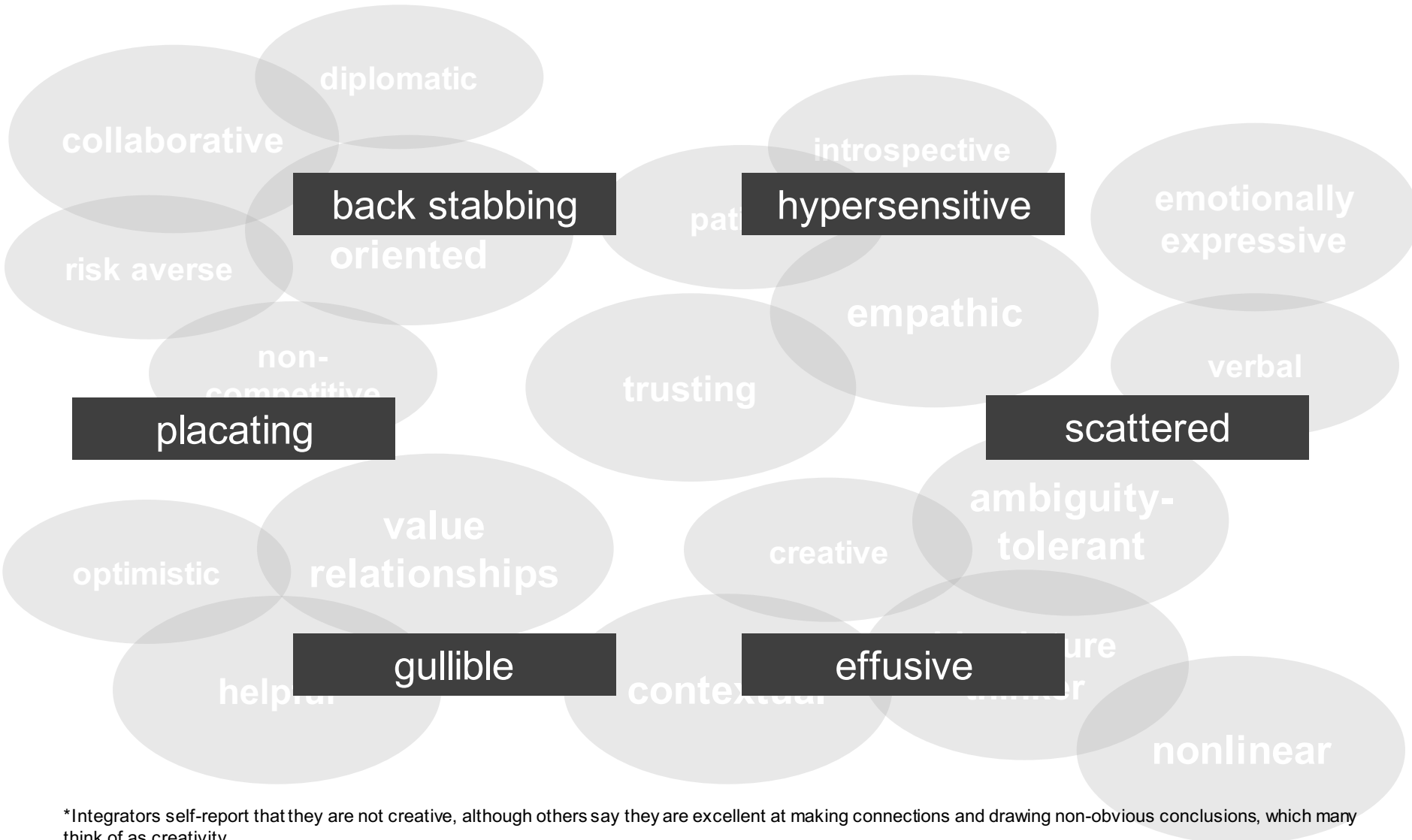
Integrator

Integrators are...



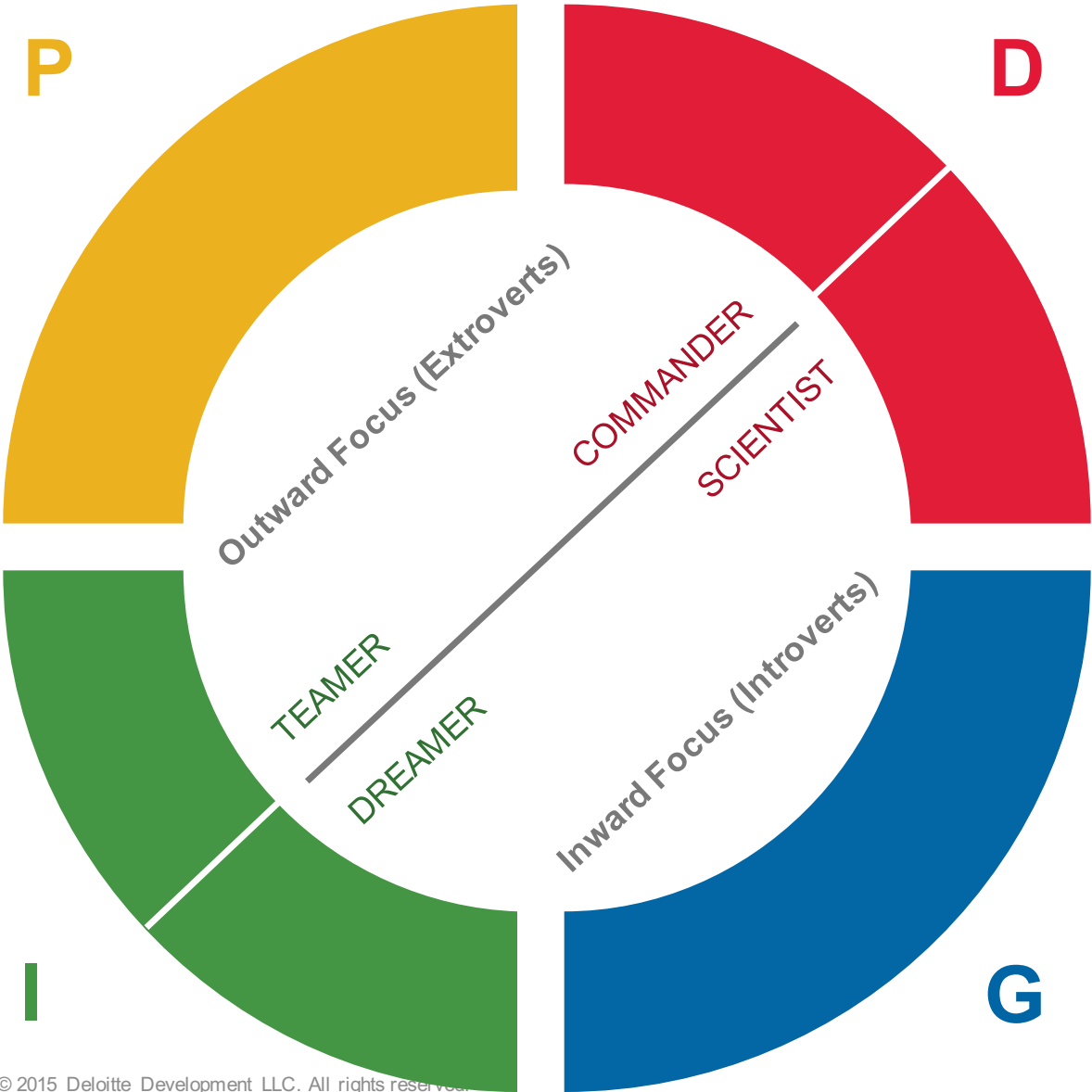
*Integrators self-report that they are not creative, although others say they are excellent at making connections and drawing non-obvious conclusions, which many think of as creativity

...but they can also be



*Integrators self-report that they are not creative, although others say they are excellent at making connections and drawing non-obvious conclusions, which many think of as creativity

Role of Introversion and Extroversion





UNDERSTAND OTHERS

Look for This

Below are traits that are shared by adjacent types; individuals usually have the least in common with the type opposite them

- Rapid Decisions
- Risk Tolerant
- Takes Charge
- Tolerates Conflict

- Optimistic
- Spontaneous
- Big Picture Thinkers
- Emotionally Expressive



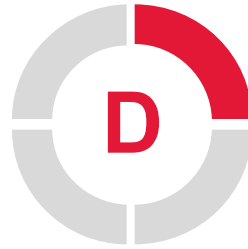
- Skeptical
- A Planner
- Concrete, Detailed
- Emotionally Contained

- Deliberate Decisions
- Risk Averse
- Introspective
- Avoids Conflict

Notice these Words



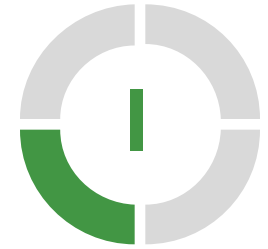
- Venture
- Adventure/exciting
- Create/innovate
- Energetic
- New
- Fun/free
- Passion
- Active
- Flexible/adaptable
- Variety



- Intelligent/intellectual
- Debate
- Ambition/ambitious
- Challenge/challenging
- Real
- Logical
- Analyze
- Vision



- Stability
- Honesty
- Moral/morals
- Respectable
- Ought/should
- Appropriate
- Loyal
- Trustworthy
- Values
- Organize
- Precise/orderly



- Authentic
- Alliance
- Kind/kindness
- Sensitive
- Read/reader
- Learning/learn
- Compassionate
- Intuition
- Interpret
- Cooperate
- Down the road

Create a Hunch



Use public information or information available through interactions with the individual to create a “hunch”



- We have learned that it is possible to develop an initial hypothesis – a hunch – about an individual by knowing just a few things about them.
- **REMEMBER:** A hunch is just that – a hunch. It’s a starting point that one can use, but one should always be observant and constantly refining their hunch.

Mark Zuckerberg

Co-Creator and CEO, Facebook



Is known to be a wary and private person. He doesn't like to speak to the press, and he does so rarely.

"Zuck expects debate...don't argue just to be heard, without sound logic, or without proposing solutions." – Andrew Bosworth, Facebook Engineering Director

Takes on a new "personal challenge" every year

He once had a business card that read, "I'm CEO, B***H"

Ellen DeGeneres

Stand-up Comedian, Television Host, Actress



“Follow your passion. Stay true to yourself. Never follow someone else's path unless you're in the woods and you're lost and you see a path. By all means, you should follow that.”

“I personally like being unique. I like being my own person with my own style and my own opinions and my own toothbrush.”

“I don't live in fear, I'm free, I have no secrets.”

Wayne Gretzky

National Hockey League Player and Coach



Dedicated to – and meticulous about – the study of hockey

“It’s all practice. I got it from my dad. Nine out of ten people think it’s instinct, and it isn’t”

Humble and self-deprecating

Deeply loyal to his fans; never denies an autograph

“Modest to a fault, Macintosh-Apple wholesome, dedicated, an inspirational model for young fans”

“And people who know me would tell you that away from hockey I’m really not that competitive. I’m probably completely different than what people really expect out of me when they first meet me.”

Oprah Winfrey

Talk Show Host, Businesswoman



“I am almost completely intuitive. The only time I’ve made a bad business decision is when I didn’t follow my instinct.”

Sees the big picture (‘web thinker’);
Verbal & people skills; Emotionally expressive

“Before you agree to do anything that might add stress to your life, ask yourself: What is my truest intention? Give yourself time to let a yes resound within you. When it’s right, I guarantee that your entire body will feel it.”

A Meeting of Minds...



In a meeting of individuals working together for the first time, who is most likely to...

1. Request a detailed agenda or meeting process
2. Suggest each person share their opinion
3. Take charge of the meeting
4. Propose scrapping the agenda and changing direction
5. Say the least
6. Nod encouragingly to the person speaking
7. Vigorously debate their point
8. Get out of their chair
9. Ask people about their journey into the meeting, their weekend plans, or their favorite flavor of ice cream
10. Suggest postponing a decision until more data can be gathered
11. Offer a technical explanation or solution
12. Suggest a brainstorming session

A Meeting of Minds...



In a meeting of individuals working together for the first time, who is most likely to...

1. Request a detailed agenda or meeting process
2. Suggest each person share their opinion
3. Take charge of the meeting
4. Propose scrapping the agenda and changing direction
5. Say the least
6. Nod encouragingly to the person speaking
7. Vigorously debate their point
8. Get out of their chair
9. Ask people about their journey into the meeting, their weekend plans, or their favorite flavor of ice cream
10. Suggest postponing a decision until more data can be gathered
11. Offer a technical explanation or solution
12. Suggest a brainstorming session



ADAPT YOUR STYLE

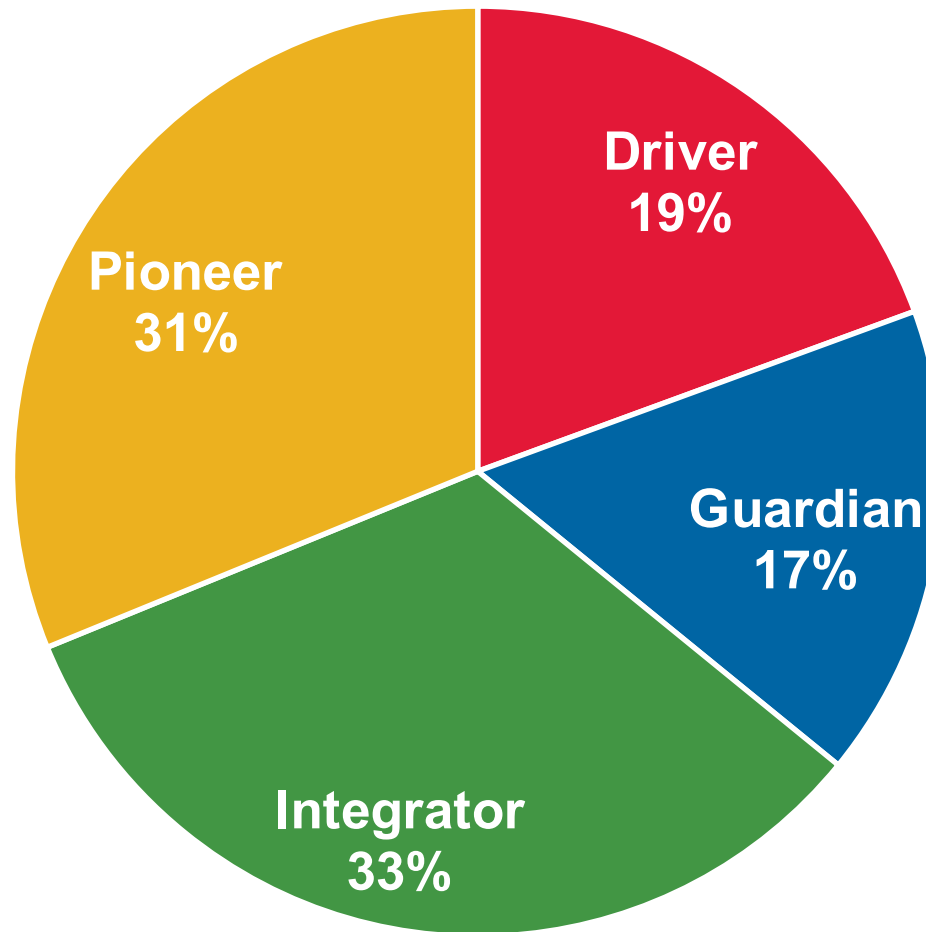
A blue speech bubble with a white border and a tail pointing downwards and to the right. Inside the bubble, the text "An ounce of action is worth a ton of theory." is written in white, bold, sans-serif font. Below the main text, the attribution "- Ralph Waldo Emerson" is written in a smaller white font.

An ounce of action is
worth a ton of theory.

- Ralph Waldo Emerson



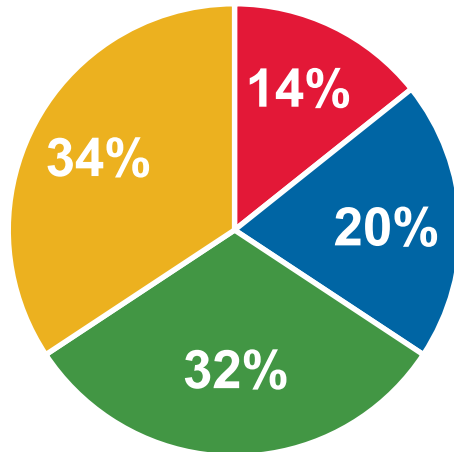
Business Chemistry Results of Leadership Meeting Attendees



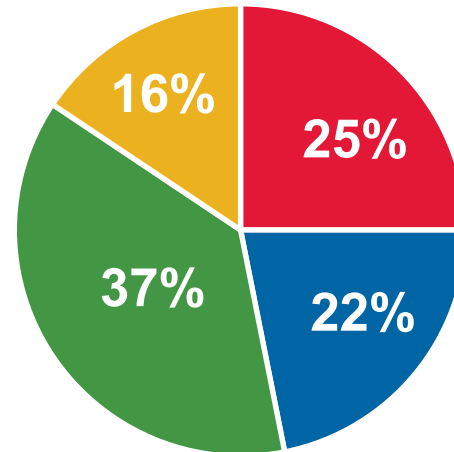
Business Chemistry Results by Programmatic Breakout



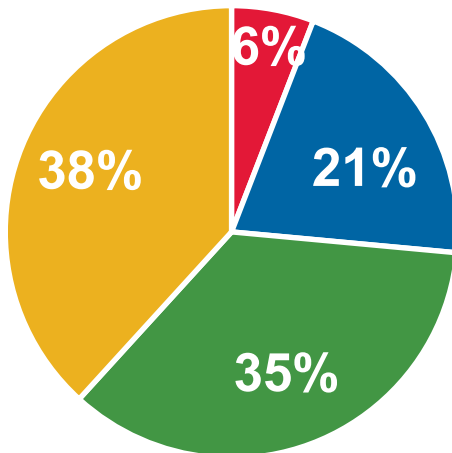
Admin



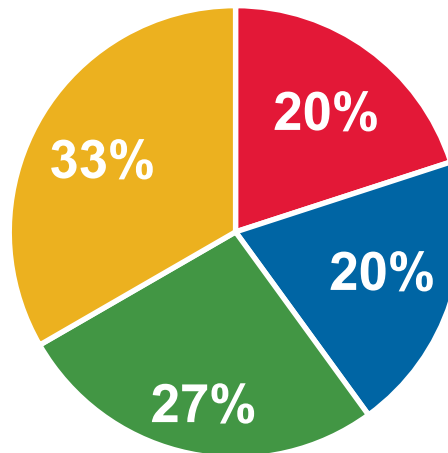
Facilities



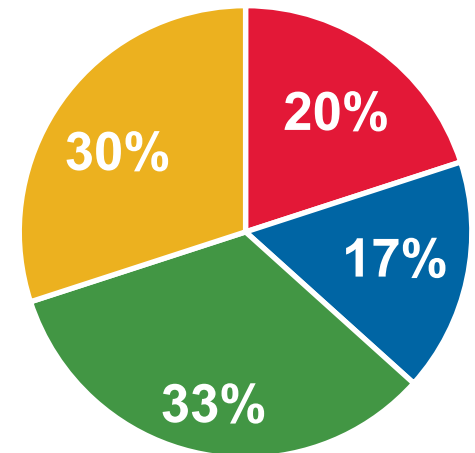
Interp & Ed



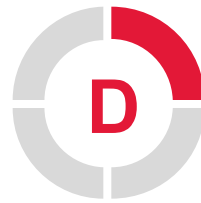
Natural & Cultural



Superintendents



Interacting with Others...



To connect with them you should:	Explore ideas; discuss what they do	Get to the point; discuss what they think	Emphasize the “right” thing; discuss what is tried and true	Think long term; discuss how they feel about..
Ideas presented should be:	Exciting Expansive Creative Fewer details	Logical Concise Low key Blunt	Rich in details Focus on the ‘best’ way to do things Concrete	Warm Humane Imaginative Contextual Long term
Special coaching considerations:	Not reflective Impulsive Quick to react	Competitive – like to be right Data and logic oriented Want ‘the truth’	Pensive and self-critical Practical Love data and details	Focus on the impact to others Some are easily hurt
You know you’re in trouble when they:	Tune out or attack your ideas	Display rank or become dictatorial	Become withdrawn	Become reluctant or placate

Strength in Diversity



Questions

If you have any general questions regarding the content of this presentation, please reach out to Megan Crookham at mcrookham@deloitte.com.