Anyone can hold
the helm when
the sea is calm

Publilius Syrus
All about leadership

This issue of Kaleidoscope celebrates new leaders, announces new ways to recognize effective leadership, features resources to develop leadership skills and presents opportunities for leading as Council members.

02 PRESIDENT’S MESSAGE
Christy Madden talks about preparing and managing difficult situations.

03 NEW AWARD CATEGORIES
Celebrate the hard work and success of other County managers with NEW Management Council Award categories!

04 WELCOME NEW BOARD MEMBERS
The Management Council welcomes two new Board members during the 1st half of the fiscal year.

06 FOUR LEADERSHIP STYLES
Take this quick self-assessment and use it as a fun way to jump start a closer look at your leadership style.

08 KNOWLEDGE BANK UNVEILED
The Management Council’s online Knowledge Bank is live. Visit the website to see Board-curated resources for managers.

09 COUNCIL COMMITTEE COMMUNIQUE
Check out what new things the committees are working on - including new technology your Agency may be interested in. PLUS announcing a new Vice President!

05 UPDATING THE COUNCIL’S VISION
The Board will be reviewing and updating the vision, mission and strategic plan for the Management Council by early 2019. Learn how you can provide your input to guide the process.
It happens when you least expect it - life throws you a curve ball and you have no idea where it came from. It might be an illness, an unexpected expense, betrayal of a friend, an accident or some unanticipated workplace hiccup that makes us pause to reflect upon what happened and why it transpired.

For many, the typical response is self-pity or a sense of helplessness. Rather than dive into a cave of despair, where one relinquishes control over circumstances, assess the situation and strive to take control of those things that are within your power. By focusing on those things where you have control over your environment you not only influence future conditions, but you avoid wasting energy on things that you really can’t change.

I’m not suggesting that we ignore life’s challenges but that we view them as opportunities to learn. We all know someone whose life has been turned upside down by things outside of their control. Maybe we have even experienced this ourselves. It’s how you respond to that adversity that is not only correlated to your resiliency, but has ancillary impacts on those people who are closest to you, whether friends, family or colleagues.

At the Management Council we strive to help our members become and remain resilient by giving members the tools necessary to be effective members and participants in the governance of Ventura County. The Council does this by providing opportunities for professional growth through education, networking, exchanging information, celebrating success and developing future leaders. Principled and dedicated to public service, striving to provide the highest quality services for our customers including members of the public and agencies that depend upon us in pursuit of their missions, we try to rise above the fray of daily challenges delivering what our customers both deserve and expect - quality, informed, and timely service.

Sometimes life’s challenges make this a little more difficult which is why it’s important to honor healthy work-life balance. If you are passionate about what you do, ‘providing superior public service and support so that all residents have the opportunity to improve their quality of life while enjoying the benefits of a safe, healthy, and vibrant community’ (Ventura County Mission Statement), then it’s easy to get caught up in work and forget to take care of yourself. Just like in an airplane traveling with children during an emergency – take care of yourself first, then tend to others. If you don’t take care of yourself, then it’s likely you won’t be ready for those curve balls when and if they come out of left field.
NEW categories for the 2018 Management Council Awards

Nominations will open soon for the 2018 Management Council Awards. This year brings even more opportunities to recognize County leaders for the exceptional work they do with TWO NEW CATEGORIES!

New Award Categories

**Shining Star** award for new managers demonstrating great promise as an emerging leader

**Inter-Agency Collaboration** award recognizing an inter-agency group of managers that are working collaboratively to address a topic that impacts all participating agencies

For detailed descriptions of the new categories, please visit the Management Council website at vcmanagementcouncil.org/awards-program/categories
Welcome

To The Management Council Board

Patricia Olivares is the Chief Deputy with the Probation Agency. She has been with the County for 33 years and worked in a variety of assignments. Currently, she oversees the Administrative Services Bureau which includes Human Resources, Professional Standards, and Training. Patricia is a graduate of Oxnard High School and earned a Bachelor's Degree in Physical Education from California State University, Los Angeles and a Master's Degree in Leadership and Management from the University of LaVerne. She is also a graduate of the Chief Probation Officers of California Command College.

Patricia hopes to be able to provide her educational and professional experience around leadership and succession planning and looks forward to the opportunity to continue to learn and serve our County family.

Chris Dunn joined the Ventura County Sheriff's Office in 1994 and has lived much of his life in Camarillo. He is a graduate of Adolfo Camarillo High School and has a Bachelor's of Science in Business/Management from University of Phoenix.

Chris' diverse career in law enforcement began in 1985 as a sheriffs cadet out of the Camarillo Police Station and graduated from the Los Angeles County Sheriff's Academy in 1988. Since returning to Ventura County, Chris worked in a variety of demanding assignments including detention services, patrol services, special enforcement, and as an investigator in the Major Crimes Bureau.

Chris promoted to Commander in 2015 will become Assistant Sheriff effective November 18, 2018. He is currently assigned to the Professional Standards Bureau overseeing the Academy, Range, and Internal Affairs units as well as manages the Bomb Squad and Small Unmanned Aviation Systems Unit.

Rajima Danish-Engel is a Senior Administrative Specialist with the Human Services Agency Office of Strategy Management. Her professional work has always focused on “evidence-based helping”. Positions as a counselor, trainer, analyst and project manager in health and social service sectors emphasize thoughtful, data-driven advocacy and action. Her philosophy of providing help-informed-by-data is shaped by formal education in research-based programs where she earned a Bachelor of Science degree in Psychobiology from UCLA and a Master of Science degree in Clinical Psychology from California Lutheran University.

Rajima Danish-Engel

In working with the Council and its members, Rajima aims to foster a productive, learning environment that encourages skill-building in leadership competencies, meaningful connection to each other, and opportunities to demonstrate leadership for all of our County managers.
The Ventura County Management Council will be holding a planning retreat for Board members to refresh the vision, mission and strategies of the Council. This will also be an opportunity to re-brand the Council as a whole.

The strategic plan will focus on how the Council can provide greater value to all members from every agency and every level of management. To do this most effectively, the Board needs your input.

Tell the Board what they need to know

- What can the Council do or provide to be of the most value to you?
- What is your vision for County managers?
- What topics matter to you as a County manager?
- What are the challenges you face as a manager that the Council could help with?
- What would increase your participation as a Council member?
- What has the Council done well in the past?
- What does the Council need to improve on?
- Anything else you want to share with the Board?

Visit vcmanagementcouncil.org/membership стратегический план ввода/ to take the Strategic Plan Input survey and help shape the future of the Council.
Four Leadership Styles

There is no shortage of research, resources, and opinions about what makes a good leader. One thing that does seem to be common across all sources is the idea that effective leadership uses many skills, changes emphasis based on the situation, and comes in different styles. Use this quiz as a fun way to generate self-reflection or conversations with others about leadership.

For more information about this topic check out the Management Council's online Knowledge Bank (see page 7 for details) or look for training offered by the County CEO HR department.

Adapted from the WE Charity classroom activity.

<table>
<thead>
<tr>
<th>From 1-10, rate how true these statements are with 1 being untrue and 10 being true</th>
<th>Statements: When I am among a group of friends or classmates...</th>
<th>Leadership code</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>I don't need to be in charge of a group, but I enjoy making detailed plans that everyone will carry out.</td>
<td></td>
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<tr>
<td>2</td>
<td>I am the nurturing type who takes care of everyone.</td>
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<tr>
<td>3</td>
<td>I am the listener. I hear what people are saying and make sure everyone has a voice.</td>
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<tr>
<td>4</td>
<td>I am the logical one. I enjoy working through puzzles and equations.</td>
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<tr>
<td>5</td>
<td>I am the peacekeeper who listens to everyone and finds a reasonable compromise.</td>
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<tr>
<td>6</td>
<td>I look at all sides of a situation before arriving at a solution.</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>I can be stubborn when I feel passionately about something going my own way.</td>
<td></td>
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<tr>
<td>8</td>
<td>I am the dreamer who is always thinking of new and exciting ideas. I believe there is no limit to what we can achieve.</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>I like to tackle tasks, problems, and projects with a well-thought out plan.</td>
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<tr>
<td>10</td>
<td>I am friends with just about everyone I meet.</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>I am drawn to hands-on tasks. I like making tangible products.</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>I like to take risks and try ideas before knowing if they will work or not.</td>
<td></td>
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<tr>
<td>13</td>
<td>I like to think of new solutions to old problems.</td>
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<tr>
<td>14</td>
<td>I am the energetic one who is always ready to roll up my sleeves and get to work.</td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>I am the artistic one and people see me as creative.</td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>I don't like trying something unless I'm pretty sure it will work the first time.</td>
<td></td>
</tr>
<tr>
<td>From 1-10, rate how true these statements are with 1 being untrue and 10 being true</td>
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</tr>
<tr>
<td>---</td>
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</tr>
<tr>
<td>17</td>
<td>I like to get things done quickly.</td>
<td></td>
</tr>
<tr>
<td>18</td>
<td>Sometimes I can seem disorganized.</td>
<td></td>
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<tr>
<td>19</td>
<td>People are quick to trust me.</td>
<td></td>
</tr>
<tr>
<td>20</td>
<td>I make most decisions based on facts, data and numbers.</td>
<td></td>
</tr>
<tr>
<td>21</td>
<td>I am good at coming up with big ideas, but not always good at following through to make them happen.</td>
<td></td>
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<tr>
<td>22</td>
<td>Often it takes me a long time to make decisions because I need more information.</td>
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<tr>
<td>23</td>
<td>I am good at being in charge of groups and keeping groups focused.</td>
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<tr>
<td>24</td>
<td>People see me as someone who will get the job done, no matter what.</td>
<td></td>
</tr>
<tr>
<td>25</td>
<td>Sometimes I have a hard time saying no to people, and end up taking on too much.</td>
<td></td>
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</tbody>
</table>

**Scoring**

Get the leadership code for each question from the question key to the right and tally your score. The color with the highest score is your dominant leadership style. Descriptions of the leadership styles are below.

**GREEN LEADERS** bring everyone together. They resolve conflicts amongst team members and ensure that all team members are feeling good. Greens are great at building relationships within groups and creating a positive environment for groups. They are often seen as great “people people.”

**YELLOW LEADERS** propel the team with action. They lead by example, motivating people and maintaining the team’s momentum as they move toward the goal. They keep teams focused and can be persuasive in getting their way. They are often seen as reliable people who follow through and get things done.

**RED LEADERS** use their logic-based skills to make sure that groups are being realistic and achievement focused. They analyze the team’s goals and actions and decide the best possible way to achieve the goals, given specific conditions and circumstances. Reds do a lot of calculating, analyzing, systematizing, organizing, and budgeting. They are great at providing solutions that “make the most logical sense.”

**BLUE LEADERS** dream and inspire. They are the idea-makers. They approach problems in new ways and tackle tasks differently than others. Blues are always thinking, brainstorming, suggesting, and looking ahead at where the team can go. They are often seen as “big picture” thinkers.
Knowledge Bank
FOR the Management Council Membership
BY the Management Council Membership

vemanagementcouncil.org/resources/knowledge-bank

WHY
The goal of the Ventura County Management Council is to support the development of new and existing County managers. This is done by providing access to events and resources that facilitate personal and professional growth in an environment that promotes the sharing of ideas, experiences and best practices. The Council also strives to create opportunities for members to demonstrate leadership. The online Knowledge Bank is the newest resource being offered by the Council to encourage growth and leadership across core management competencies.

WHAT
The Ventura County Management Council Knowledge Bank is a collection of articles, books, videos and other resources curated by members of Ventura County leadership to help managers gain insight across all areas of management. The Knowledge Bank is intended to grow and change to meet the needs of membership over time.

HOW + MEMBER PARTICIPATION
While the first wave of posted recommendations comes from the Management Council Board, other managers who demonstrate expertise in a key area of leadership will be invited from the wider membership to further develop the resources in this knowledge bank. Over time, the intention is to have members provide recommendations to each other through the Knowledge Bank as well. Until then, please use the online Member Interest Survey to submit recommendations for topics, resources, and County experts you would like to hear from on the Knowledge Bank.

Disclaimer: The material available through this Knowledge Bank is for informational purposes only and should be used at your own discretion. The Ventura County Management Council does not exclusively endorse the views presented here.
The Ventura County Management Council promotes excellence among its members by providing opportunities for professional growth through education, networking, exchanging information, celebrating success and developing future leaders.

To this end, the Council will work to host, create, develop, fund, market and evaluate events and resources that support its members to become active and effective participants in the governance of Ventura County.

**NETWORKING**

With the annual Council BBQ another huge success in bringing together members over a tasty meal expertly prepared by the Fire Department, the next networking opportunity will be held in 2019. Look for the announcement in your inbox (and please check Clutter too).

**ANNOUNCEMENT AND CONGRATS!**

General Services Agency Deputy Director, Greg Bergman is now the Council’s Vice President!

**COMMUNICATIONS**

A County reservation and ticket system developed by ITSD provides an alternative to more expensive commercial options. Soon to be piloted by the Council, interested Agencies will also have the option to adopt this solution.

**MEMBERSHIP**

The Board will be putting together a timeline of events for 2019. Please use the member interest survey to submit your ideas for activities that would benefit members the most.

**EDUCATION**

The recent Leadership Panel gave members an opportunity to hear directly from County executives about their personal leadership journey. Thank you to County CEO Mike Powers, Library Director Nancy Schram, Chief Public Defender Todd Howeth, Child Support Director Marcus Mitchell, and Resource Management Director Chris Stephens for sharing your stories.

**BOARD MEMBERS**

**PRESIDENT**

Christy Madden, CEO

**VICE PRESIDENT**

Greg Bergman, GSA

**TREASURER**

Mark Lorenzen, Fire

**SECRETARY**

Chris Cooper PWA

**BOARD MEMBERS**

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Paul Drevenstedt, PDO
Chris Dunn, SO
Johnson Gill, HCA
Betty Huff, RMA
Melissa Livingston, HSA
Monique Nowlin, AAA
Patricia Olivares, PA
Rajima Danish-Engel, HSA
If one is lucky, a solitary fantasy can totally transform one million realities.

MAYA ANGELOU