

# Developing Local Government Leaders

- Schenita Stewart, Chief of Police, Evanston
- Steve Miller, City Administrator, Effingham
- Dr. Pam Gallahue, Deputy City Manager, Naperville

# PASSING THE TORCH

## MENTORING, COACHING, AND LEGACY LEADERSHIP



SCHENITA STEWART  
Chief of Police, City of Evanston

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# MENTORING

Great mentors don't just shape careers; they mold leaders by nurturing the potential within, helping others rise to the occasion, and guiding them to the pinnacle of their capabilities.

# MY MENTORS

- Leadership is a journey of personal growth, and my mentors played a pivotal role in getting me to where I am today.
- The potential they saw in me that I could not always see in myself.
- Their unwavering belief pushed me to aim higher.
- Their confidence in my abilities gave me the courage to take on new challenges and step out of my comfort zone.
- My mentors' belief in me wasn't just motivating; it was transformative.

# PAYING IT FORWARD

- It's my turn to pay forward the wisdom and support I received from others.
- A way to honor the legacy of my mentors.
- Create a ripple effect of positive change, helping emerging leaders reach their full potential.
- It's a responsibility and a privilege to help shape the future of our communities.

# MENTORING IS A ONE-SIZE-FITS-ONE APPROACH

## 1:1 Coaching

- Personalized attention and focus on individual development.
- Tailored to address specific goals, challenges, and needs.
- Exploration of individual career path.
- Confidential discussions and confidence building.

## Group Mentoring

- Collaborative learning in a group setting.
- Diverse perspectives and shared experiences.
- Suitable for skill-building, networking, and broader knowledge sharing.
- Building a sense of community and camaraderie.



# BENEFITS OF MENTORING

## Career Advancement:

- Guidance for setting and achieving career goals.
- Access to insights and knowledge for professional growth.



## Skill Development:

- Opportunity to acquire new skills and refine existing ones.
- Practical, real-world learning through mentorship.

## Confidence Building:

- Positive reinforcement and encouragement from mentors.
- Belief in one's abilities and potential.



# BENEFITS OF MENTORING

## Networking:

- Expansion of professional network through mentor's connections.
- Introduction to new opportunities and collaborations.



## Feedback and Growth:

- Constructive feedback for continuous improvement.
- Support in overcoming challenges and obstacles.

## Knowledge Transfer:

- Transfer of industry-specific knowledge and expertise.
- Preservation and sharing of institutional wisdom.

# BENEFITS OF MENTORING

## Personal Development:

- Improved decision-making and problem-solving skills.
- Enhanced self-awareness and leadership capabilities.



## Job Satisfaction:

- Increased job satisfaction and engagement.
- Support for work-life balance and career fulfillment.

## Long-term Success:

- Mentorship as a foundation for long-term career success.
- Building a strong foundation for leadership roles.

# BENEFITS OF MENTORING



## Overall Well-being:

- Personal and professional well-being through mentorship.
- A sense of belonging and support in the workplace.

# OPPORTUNITIES FOR MENTORING

**01** **IN THE WORKPLACE**  
Within your organization, volunteer for in-house mentoring programs.

**02** **PROFESSIONAL ORGANIZATIONS**  
Join associations or groups related to your field and look for mentoring initiatives.

**03** **EDUCATIONAL INSTITUTIONS**  
Collaborate with schools, colleges, or universities. Participate in mentoring programs for students.

**04** **NONPROFIT AND COMMUNITY ORGANIZATIONS**  
Engage with local community groups.

**05** **NETWORKING EVENTS**  
Attend conferences and networking events. Seek out mentorship opportunities within professional circles.

# OPPORTUNITIES FOR MENTORING

**06** **INDUSTRY CONFERENCES**  
Look for mentorship programs at conferences. Connect with aspiring professionals in your field.

**08** **PROFESSIONAL ASSOCIATIONS**  
Offer to mentor members in your field.

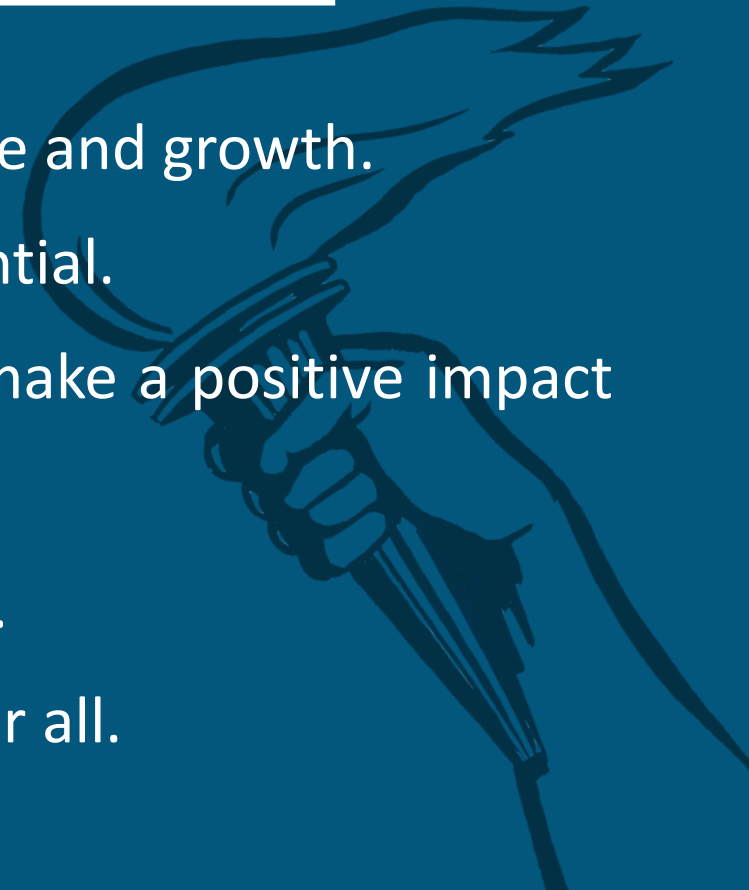
**07** **SOCIAL MEDIA AND LINKEDIN** Leverage online platforms for mentor-mentee connections.

**09** **REFERRALS AND RECOMMENDATIONS**  
Ask colleagues and mentors for referrals.

**10** **ONLINE PLATFORMS**  
Explore mentoring platforms and websites and connect with mentees worldwide via virtual mentoring.

# CARRY THE TORCH FORWARD

- Mentoring and coaching are powerful catalysts for change and growth.
- Opens doors for countless others to reach their full potential.
- Builds skills to tackle challenges, drive innovation, and make a positive impact on our organizations, communities, and the world.
- Together, we can make a difference, one leader at a time.
- Collectively, shape a brighter, more empowered future for all.



LEGACY LEADERSHIP  
IS NOT MEASURED BY THE ECHOES  
OF OUR OWN SUCCESS BUT BY THE  
IMPACT WE CREATE IN THE  
LEADERS WE NURTURE THROUGH  
MENTORING AND COACHING.

# TRUST TAKES TIME

"TRUST IS BUILT IN  
DROPS AND LOST  
IN BUCKETS."

KEVIN KRUSE



# TRUST EROSION

The crack starts small and can erode quickly or over time.

- Isolated incidents or misconduct.
- Consequences of broken trust within an organization or community.
- Lack of transparency.
- Media scrutiny and public perception.
- Lack of accountability.
- Ineffective complaint handling.

The list goes on...



# A JOURNEY OF REDEMPTION

TURNING DISTRUST INTO TRUST IS LIKE MENDING A  
BROKEN BRIDGE...ONE SINCERE ACT OF CONNECTION  
AT A TIME.



# REBUILDING TRUST

- Demonstrate unwavering commitment to open and honest communication.
- Take responsibility and acknowledge mistakes and/or misconduct promptly.
- Address systemic issues to proactively prevent future incidents.
- Apologize sincerely and ask for forgiveness.
- Engage others for feedback, actively seeking input.
- Listen to understand and share to be understood, promoting empathy.
- Find a middle ground through collaborative problem-solving.
- Commit to the practice of sustained change, not just temporary fixes.
- Invest the time, recognizing that trust recovery is a continuous process.
- Check-in frequently to ensure the trust is being rebuilt and be patient.

Remember, it takes consistent steps to rebuild trust.



# COMMIT TO THE JOURNEY AND STAY THE COURSE

It takes two. ... Collective efforts by both parties.

Invest the time today, for a better relationship tomorrow.

Trust is the foundation upon which stronger, safer communities and organizations are built. Stay the course.



# THE VALUE OF THE CHARMM'D FOUNDATION

Power in community and like-minded leaders

- Serving tax-exempt leaders nationwide
- Leadership is a journey. Own it.
- Multiple opportunities to grow yourself professionally and personally while helping others.
- Have a community that cares about you and your success.
- Make connections with other leaders.
- Walk away with new knowledge, tools and resources.
- There's no reason to go through your leadership journey alone.



BEING A PART OF THE CHARMM'D  
COMMUNITY HAS MADE A DIFFERENCE  
FOR ME



## SERVICES CHARMM'D OFFERS

- **Peer Advisory Groups** at no charge for leaders of all levels.
- **Executive and Leadership Coaching** for confidential support and accountability.
- **Leadership Academy** for new and up-and-coming leaders.
- **Team Workshops** using assessments to dive into understanding themselves, one another, and how you operate as a team.
- **Custom Facilitations** for important meetings or conversations to establish an understanding of the goal, planning for it and leading to its success.
- **8AM Virtual Speaker Series** at no cost, come hear a variety of speakers throughout the year on different leadership topics.

Scan our QR Code to learn more about Charmm'd





City of  
**Evanston**<sup>TM</sup>

THANK YOU!



**Schenita Stewart**

Chief of Police, Evanston Police Department

[ss Stewart@cityofevanston.org](mailto:ss Stewart@cityofevanston.org)



# Illinois Public Service Institute (IPSI)

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Steven W. Miller, P.E.

City Administrator

City of Effingham, Illinois

# Illinois Public Service Institute (IPSI)

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Steven W. Miller, P.E.

- Began Employment with the City February 19, 2001
- City Engineer - 9 Years
- Director of Public Works - 8 Years
- City Administrator – 5 Years



# Illinois Public Service Institute (IPSI)

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## **Illinois Public Service Institute:**

- Recognizes the importance of promoting the advancement of public works among persons professionally involved in the delivery of public works infrastructure and services.
- The Illinois Chapter of the American Public Works Association and the Chicago Metropolitan Chapter of the American Public Works Association formed a partnership to develop and promote educational and technical opportunities for their members in 2002.

# Illinois Public Service Institute (IPSI)

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## **Sponsors:**

- **Illinois Section, American Water Works Association**
- **Illinois Public Works Mutual Aid Network (IPWMAN)**
- **Illinois Arborist Association**
- **Illinois City/County Management Association**
- **Illinois Association of Municipal Management Assistants**
- **Illinois Municipal League**

# Illinois Public Service Institute (IPSI)

## Focus on Supervisory Skills



### INSTITUTE DATE

October 1 – 6, 2023 - Fall Session

April 21-26, 2024 - Spring Session

- Supervisory Do's and Don'ts
- Understanding the Budgeting Process
- Legal Update

*Plus more!*

## Focus on Leadership Skills



### INSTITUTE DATES

October 6-11, 2024 - Fall Session

April 27- May 2, 2025 - Spring Session

- Challenges and Solutions for Leadership in Public Service
- Leadership Styles
- It's a Matter of Your Style and more!

*Plus more!*

## Focus on Service Excellence



### INSTITUTE DATES

October 5 - 10, 2025 - Fall Session

- Defining Excellence in Public Works
- The Supervisor's Role in Service Excellence
- Serving Internal and External Customers and more!

*Plus more!*



## Illinois Public Service Institute (IPSI)

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
10/01/23 OR 04/21/24	10/02/23 OR 04/22/24	10/03/23 OR 04/23/24	10/04/23 OR 04/24/24	10/05/23 OR 04/25/24	10/06/23 OR 04/26/24
3:00-5:00 PM REGISTRATION	7:00-7:45 FULL BREAKFAST	7:00-7:45 FULL BREAKFAST	7:00-7:45 FULL BREAKFAST	7:00-7:45 FULL BREAKFAST	7:00-7:45 FULL BREAKFAST
5:00-6:00 PM ORIENTATION	8:00 AM-NOON SUPERVISORY DO'S AND DON'TS	8:00 AM- NOON SUCCESSFUL COMMUNICATION	8 AM- NOON MANAGING PROBLEM EMPLOYEES- PART II	8 AM-NOON UNDERSTANDING BUDGET PROCESS	8:00 AM-NOON MANAGING GOSSIP AND RUMORS IN THE WORKPLACE
6:00-8:00 PM FIRST SESSION	NOON- 1 PM LUNCH	NOON-1:00 PM LUNCH	FREE AFTERNOON	NOON-1PM LUNCH	
	1:00-4:30 PM LEGAL UPDATE	1:00-4:30 PM MASTER TIME AND STRESS		1:00-4:30 PM TIME MANAGEMENT	
	5:00-8:30 PM MANAGING PROBLEM EMPLOYEES- PART 1	5:00-8:00 PM NETWORKING EVENT		5:00-6:00 PM SOCIAL HOUR	
				6:00-8:00 PM BANQUET AND AWARDS	

# Illinois Public Service Institute (IPSI)

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## **Managing Problem Employees:**

- P.C. Gossip
- P.C. always play a zero-sum / win-lose game
- P.C. are always victims
- P.C. always questions everything AND never takes ownership of anything



# Illinois Public Service Institute

## February 9, 2024

### IPSI PLANNING COMMITTEE



**Richard Berning**  
City of Springfield, Retired  
APWA, Illinois Chapter



**David Chamness**  
Southern Illinois University  
IPSI Spring Class of 2019



**Larry Coloni**  
Village of Forsyth  
APWA, Illinois Chapter



**John Heinz**  
Christopher B. Burke Engineering, Ltd.  
APWA, Chicago Metro Chapter



**Sean C. Henry**  
Kilinger and Associates  
APWA, Illinois Chapter



**Russ Horung**  
City of Crystal Lake  
IPSI Class of Spring 2022



**Melissa Hurley**  
Sangamon County Water  
Reclamation District  
IPSI Class of Fall 2022



**David Lawry, P.E.**  
Chastain and Associates, LLC  
APWA, Chicago Metro Chapter  
IPSI Chairperson 2022-24



**Nicholas Leach**  
Village of Gurnee  
IPSI Class of Fall 2021



**Steve Ludwig**  
Ludwig Speaks  
Illinois Arborists Association



**Tara Orbon, P.E.**  
Cook County DOT and Highways  
IPSI Class of Fall 2019



**Douglas Paulus**  
Christopher B. Burke Engineering, Ltd.  
APWA, Chicago Metro Chapter



**Mark Runyon**  
Village of Oswego  
IPWMAN



**Dennis Schmidt**  
City of Champaign  
APWA, Illinois Chapter



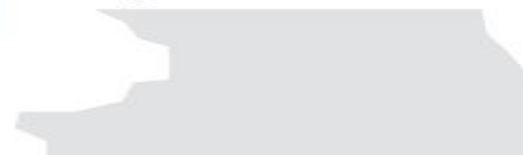
**Stephanie Stoverink**  
Illinois DOT  
IPSI Spring Class of 2021



**Lewis Bender**  
IPSI Facilitator  
Southern Illinois University –  
Edwardsville



**Mary Bender**  
IPSI Program Coordinator







# CITY OF NAPERVILLE

Emerging Leaders  
Program

# Agenda

- 1 What is the Emerging Leaders Program?
- 2 Why was it created?
- 3 How has it evolved over the years?
- 4 What does it look like today?
- 5 ELP by the numbers





# What is the Emerging Leaders Program?

18-month employee development program

Opportunity to work on a relevant group project

Lunch and Learn sessions facilitated by ELP alumni

Series of five full-day classes on leadership topics at NIU Naperville

Competitive application process

Networking events with leadership



# Why was it created?

Being a leader is not bestowed with a title, instead  
leaders can, and do, exist at all levels within the  
City



# How has it evolved over the years?

2014-2016

2017-2018

2018-2019

2020-2021

2022-2023

2023-2024





# 2014-2016

12 employees selected

Two-day Summit facilitated by a consultant

Triad format (Emerging Leader - Mentor - Director)

24+ months

Developed the brand of the Emerging Leaders Program

- Logo
- Core Values
- Philosophy
- Application
- Partnership with Northern Illinois University
- Template for future programs



# How has it evolved over the years?

2014-2016

2017-2018

2018-2019

2020-2021

2022-2023

2023-2024



# 2017-2018

12 employees  
Champions model  
Meet and Greet  
NIU & COD  
One project: NFD optimization  
14+ months



YOU'VE BEEN SELECTED

Now get connected

2017 Emerging Leader Program

**Meet and Greet**

Thursday, November 17 from 4:00 p.m. - 6:00 p.m.

Delirio (2nd Floor)

5 W. Jackson Avenue

**SUMMIT '17**

January 26-27



## ITINERARY

**Day One 8:30 a.m. - 4:30 p.m.**

Official Kick-off and Welcome  
Group Exercise  
Leadership Perspectives  
Self-assessment

**Day Two 8:30 a.m. - 12:30 p.m.**

Leadership Case Study  
Effectiveness Institute Results





# How has it evolved over the years?

2014-2016

2017-2018

2018-2019

2020-2021

2022-2023

2023-2024

NAPERVILLE PUBLIC WORKS





# 2018-2019

12 employees selected  
One project: Core Values refresh  
Emerging Leaders as project managers  
Opportunity to supervise  
Networking events  
18+ months



# How has it evolved over the years?

2014-2016

2017-2018

2018-2019

2020-2021

2022-2023

2023-2024

Water Service Center



# 2020-2021

My experience in the ELP provided other leadership lessons that I was able to apply to this year's challenges. Leaders must show poise under duress from the front.

2017-2018 ELP Alum - Police Department

My primary goal for applying was to make connections in other departments that I generally didn't have an opportunity to interact with. Starting in March, I drew upon the talent, expertise, and knowledge available to me through the connections I made in the ELP.

2017-2018 ELP Alum - Call Center

Since 2015, and especially over the past several months, I have not only applied the lessons I learned about leadership in the ELP program, but I have also seen those lessons in action.

Inaugural (2014-2016) ELP Alum - Fire Department



# How has it evolved over the years?

2014-2016

2017-2018

2018-2019

2020-2021

2022-2023

2023-2024

City of Naperville  
Electric Service Center  
East Entrance



# 2022-2023

12 employees selected

Increased marketing

Two projects: Sustainability & DEI

More networking events

Alumni Lunch and Learn Sessions

Non-ELP project managers

18 months



# Naperville

new employee

# passport

Where will  
your career here  
take you?



# How has it evolved over the years?

2014-2016

2017-2018

2018-2019

2020-2021

2022-2023

2023-2024

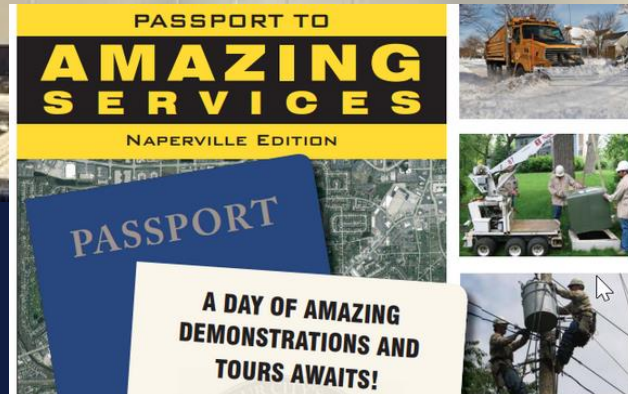
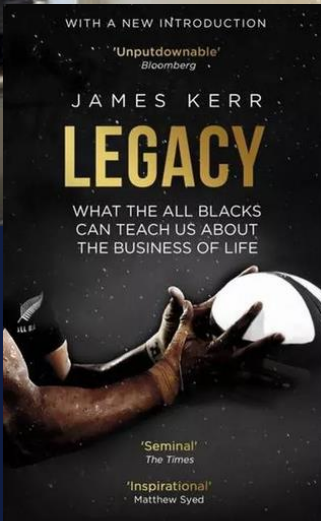




# What does it look like today?



Road to 2031:  
City of Naperville  
Bicentennial Celebration



Nearly 40 applicants

16 employees selected

January 18 - Kick off at NIU

Meet and Greet

Two projects

Non-ELP project managers







Emerging Leaders Program

*City of Naperville*

4TH  
GRADUATION  
CEREMONY

City Council Chambers  
Thursday, May 11, 2023  
3:00 p.m.

*Class of 2022-2023*

# ELP by the Numbers

Four - programs completed

46 - alumni

34 - alumni still with the City

68% - promoted, taken a lateral assignment, or earned a title change to reflect additional responsibilities



# Contact information:

Pam Gallahue, PhD

Deputy City Manager

City of Naperville

[pam.gallahue@naperville.il.us](mailto:pam.gallahue@naperville.il.us)

