
From: Barry Rhein <Barry@barryrhein.com>
Sent: Wednesday, May 21, 2014 10:28 AM
To: Garcia, Edgardo
Subject: Thinking about you

Eddie,

I was reflecting back on our last session together and I had a few thoughts that I would like to review with you.

1. I love your ideas of doing 1:1's with your directs. Keep in mind the training that we did around great open-ended questions. However, remember that the purpose of asking questions is to understand the other person's perceptions and then utilize that information moving forward. Yes, just asking questions and listening is awesome for building trust and relationships. I would like to see you be purposeful in what you do with their thoughts once you receive the information. As discussed, I will be available to role-play with you on the most effective way to do 1:1's to drive the process forward. We can schedule 90 minutes to us to role-play and I can play both roles and we can switch. Then you can do your 1:1's and we can chat about action steps moving forward. Ideally you would want a list of questions that you use in your 1:1's that drive your end result. We can come up with this list very easily.
2. I loved your thoughts on creating a culture where everyone offers up ideas on a regular basis on how to make their bureau better. This is but one foundation of a team culture. I would be interested in what you think is the optimum culture that you would like to create for your team and then what needs to happen to implement.
3. Your poster and values around risk is a healthy one. The question becomes what is the process to get everyone to opt-in to that value. Again, the more curious you can be around their thoughts on taking risks and being creative the better. Also, it would be interesting if you could come up with different examples of where each of your chiefs did in fact take a risk and you supported it. This could be an examples to communicate more of what you would like to see.
4. Your thoughts around building on-going relationships with your staff is a great one. Yes you have two that you are tight with, now it's time to do the same with the other two and for that matter, any other key individuals that you want to build relationships with. (city council member, press, etc) We talked about the ideas around texting short messages as a way to build relationships. Let's see how this goes for you. We can talk about other tried and proven ways to accelerate building meaningful relationships with others.
5. We had talked about you communicating more clearly on due dates on key important deliverables as a theme around the trust but verify. This is a teaching process for you to teach others how you like to work together. I enjoyed your story of how Larry did this with you very easily. I would like to see what your actions are in this category.
6. Areas that you had talked about to develop more were:
 - a. Being mindful of little things
 - b. Organizational skills
 - c. Trust but verify

d. Identifying areas where being outgoing and gregarious might need to be tapered back along with another way of being in different situations.

7. The last item on my list was the "why" this is all important to work on. I LOVE your thinking around being a chief someday with SJ or another desired department. As we work together on these kinds of different leadership skill sets, you will be able to use them all as you transition to the next step in your career, wherever that may be. Additionally, remember, it is these same skill sets that you will use to interview for your ideal chief job when the time is appropriate. Practice does not make perfect, perfect practice makes perfect. Perfecting these kinds of leadership skills will be instrumental in you securing your next position.

Let me know your thoughts on the above and how you would like to proceed together. I am on your team!!!

Big hugs my brother.

:)

Barry

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