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**MEMORANDUM**

**APPROVED**  
5-27-25 Paul M

TO: T. Mason, Assistant Police Chief  
FROM: I. Takashige, Police Lieutenant  
SUBJECT: Know Your Talents (KYT) Team Workshop  
DATE: May 19, 2025

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In December 2024, the EMPD command staff participated in a team impact workshop, presented by the Know Your Talents (KYT) team. The session was highly impactful, helping our team build trust, enhance clarity of communication, and foster increased collaboration and teamwork by understanding what motivates and drives each of us. This workshop was just the first phase of a program designed to “build a culture of trust, collaboration, and continuous performance improvement.”

This program uses a scientifically validated assessment tool that generates a comprehensive behavioral assessment. The assessment measures individual traits and behaviors, presenting a comprehensive view of both individual and team dynamics. Leaders who understand how the behavioral assessment and its individual components work can leverage the results to identify common goals, enhance problem-solving capabilities, and reduce workplace stress. Additionally, the program can be incorporated into the hiring and basic training process. By understanding what motivates new hires, the department can better meet the needs of the next generation of police officers, enhance retention, and improve recruitment. The tool is available to the department exclusively through the Scottsdale-based Know Your Talents (KYT) team.

KYT is a highly respected management consulting firm that has helped enhance culture and optimize performance in private and public organizations across the United States. The KYT team is based in Scottsdale and currently collaborates with public entities like the Scottsdale Fire Department and the Glendale Fire Department. Organizations that have adopted the KYT Team Workshop Program have reported an average of 50% reduction in turnover costs, a 32.7% increase in leadership skills, and a 90% increase in employee satisfaction.

I am seeking authorization to expand the positive impact that this program had on the command staff to all members of the EMPD, starting with first-line leadership. I have attached a proposal from KYT that includes an in-person workshop at EMPD for sergeants and lieutenants, as well as an individual course to certify a member of the EMPD staff to administer and interpret the assessment and to facilitate program goals. The program would include 50 surveys per year that would be used during the hiring process or to reevaluate current employees after critical incidents or significant life-altering events.

The initial cost of the next phase of the program is \$10,760.00 (proposal attached), which includes a workshop for eight to ten supervisors, three lieutenants, and the Assistant Chief, as well as a two-day certification program with KYT. Phase three of the program would involve a third workshop for police training officers and line-level employees (cost determined by attendance) and a recurring annual purchase of 50 surveys at an estimated cost of \$3,000.00.

A handwritten signature in black ink, consisting of a large, stylized initial 'A' followed by a series of loops and a horizontal stroke.

Received Approval.  
M. Ashby