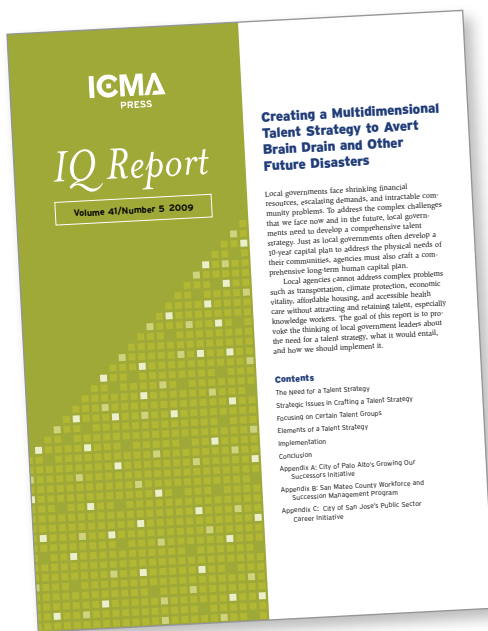


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### About the author

Frank Benest is the former city manager of Palo Alto, California, and currently advises and trains local government agencies in leadership development and succession planning. He co-chairs the CAL-ICMA Coaching Program and serves as the Senior

Advisor to ICMA on Next Generation Initiatives. Dr. Benest teaches at Stanford University and is a Fellow of the National Academy of Public Administration.

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