

2022

MAYORS' SUMMIT

hello



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The Mayor's Challenge: Leading with Shared Power

Mayors Training Session

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Goals for our Time Together

- Explore how we define leadership and why it matters
- Make use of the great wisdom in the room
- Explore/Define collaborative leadership: Problem posing exercise
- Listening exercise
- Leave with 1-2 action items in relation to your own practice of power sharing leadership
- Have some fun!



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—
**Turn to
your
neighbor
and ask:**

How do you define
leadership?

(not a trick question!)

Be ready to share with larger
group (~2-3 min.)



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Ronald Heifetz, MD/PHD Harvard Kennedy School of Government

- Definition 1: “Leadership means influencing the community to follow the leader’s vision”
- Definition 2: “Leadership means influencing the community to face its problems.”

Leadership Shifts Through Time

Institutional Worldview	Modern Worldview	Postmodern Worldview
Hierarchy	Fixed (assumed) innate set of traits	Horizontal power sharing
Control to subdue	Control to produce	Team oriented, built on alliances and partnerships
Religious, royal or appointed elite	Leader as single unitary actor	Collaborative and Facilitative
Machiavellian: better to be feared than loved	Leadership= Management	Addresses complexities
Authority=Power	Authority and Power Based	Shared Power

Mayors are Leaders who Lead Leaders

Examples of other organizations where leaders lead leaders—often with high levels of skill, talent, education, wealth, influence, passions:

- Law firms-partnerships
- Physicians group
- Accountants group
- Financial portfolio managers
- Boards of Trustees or Directors
- Tenured Professors
- Scientists
- Supreme Court
- Legislative Bodies
- Social Movements

— Mayors have limited authority but do have power to:

- Lead by example: Be first amongst equals
- Set the tone: respect, hope, celebration, praise
- Inspire commitment and action
- Bring diverse voices out, expand perspectives
- Build consensus
- Invite broad based involvement
- Facilitate productive meetings
- Represent city well
- Work to bring out the best in others
- Help others accomplish their goals
- **Lead collaboration and problem solving**



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Challenge: Mayors have multiple stakeholders to consider

- Fellow Council Members
- City Manager
- City Attorney (legal team)
- Citizens of community
- Business, non-profit and other sectors that depend on city
- Neighboring communities and authorities
- Public at large including media



Mayors as Collaborative Leaders

- Collaboration is more than communicating, sharing knowledge and information
- Collaboration is more than helping each stakeholder achieve their goal
- Collaboration is more than cooperation and coordination

Collaboration is a process of inviting multiple stakeholders with diverse views to address shared concerns that go beyond the purview of any particular stakeholder. It requires shared vision and solution making that goes beyond the ideas of any one person.

Problem Posing Exercise:

Think of a problem that is important to you that you know you will need to collaborate with council and multiple stakeholders on to address: write it down, describe it.

Problem Identification

- **Type I: Problem definable with known solutions**
- **Type II: Problem definable but solution unknown or requires action by several or many**
- **Type III: Problem so complex it is hard to define (or disagreed with) and solution unidentifiable**

What type of Problem did you identify for your city?

Type II and III require collaborative leadership

From Heifetz in *Leadership Without Easy Answers* (Harvard Univ. Press)

Successful Collaboration Requires:

- Good timing and clear need
- Strong stakeholder groups
- Broad-based involvement
- Credibility and openness of process
- Commitment and/or involvement of high-level, visible leaders
- Support or acquiescence of “established” authorities or powers
- Strong facilitative leadership of the process
- Interim success, assessment and celebration
- A shift to broader concerns or larger goals

Collaborative Leaders Role is to:

- Convene: Ensuring broad stakeholder perspectives
- Energize: Set the tone for commitment and focus to find solutions together
- Facilitate: Lead a process that honors perspectives, finds deep commonality to build models, encourages 3rd way thinking (non-binary)
- Sustain the process: Real Type II and III problems take time. Mayors have share power to sustain the process

Gather with 3-4 and share the problems you identified

- How can you utilize Collaborative practices to lead?
- Utilize the Successful Collaboration points in your discussion



**Gather with
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- How can you utilize Collaborative practices to lead?
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Possible Action Items

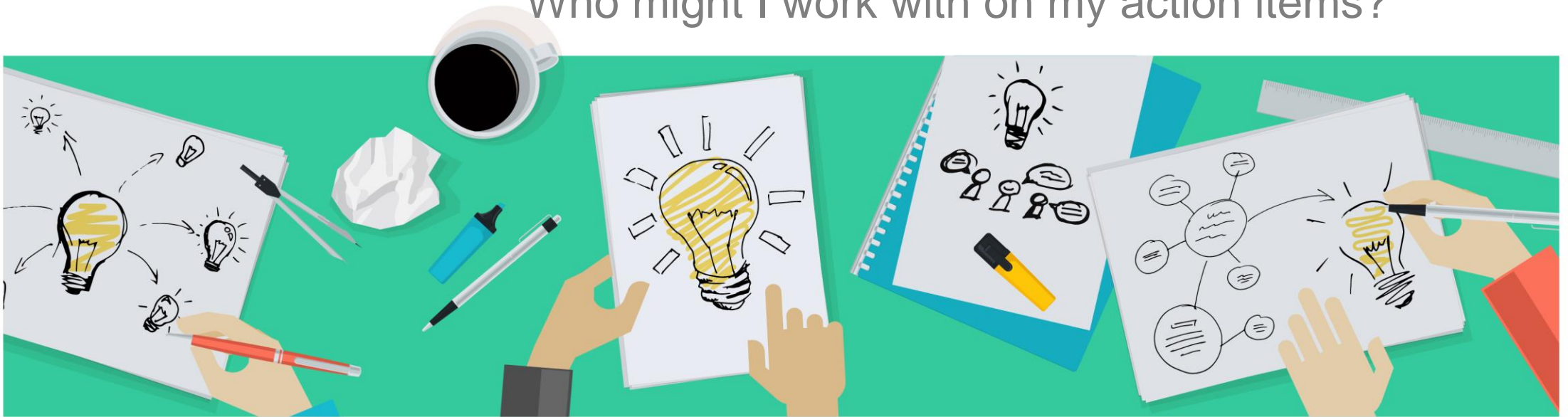
Take time to define your mayoral leadership and what values are central to you given shared power?

Areas to improve collaborative leadership?

What next steps might you take with the problem you identified?

What listening barriers might I work on?

Who might I work with on my action items?



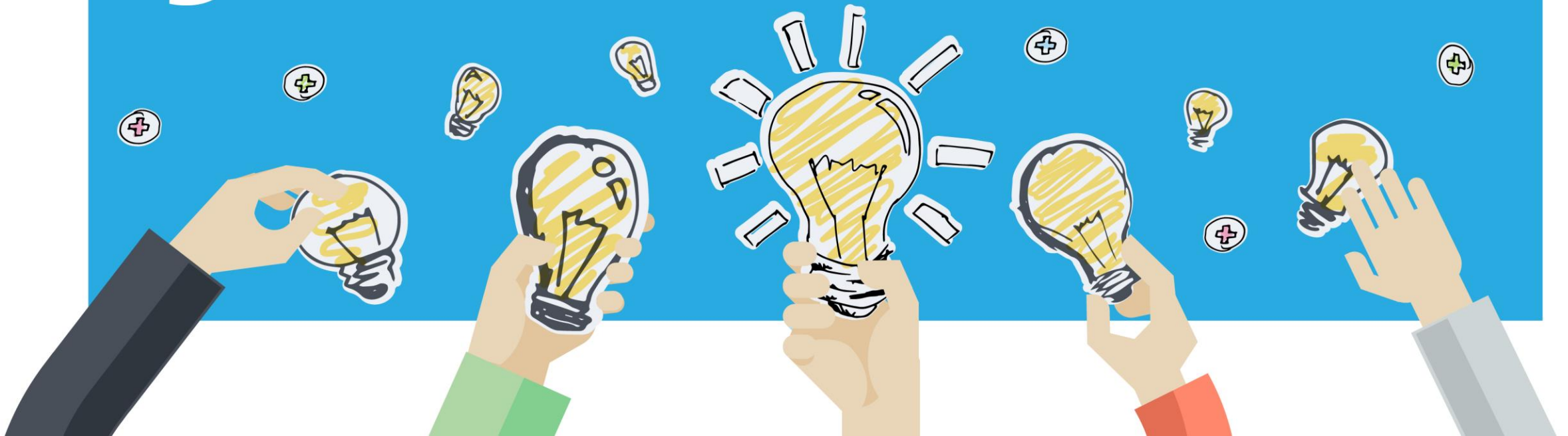
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thank you

**Keep up
the great
work of
Leading
Leaders!**



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break

