



COLORADO
MUNICIPAL
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Colorado Municipal League

The Foundations of Leading & Managing People

October 22, 2025

- **Key Tenets of Leading & Managing**
- **4 Disciplines of Leading**
- **4 Disciplines of Managing**
- **Tools**



Governance & Leadership

- Governance is the system or rules, processes, and institutions used to make and implement decisions, control resources, and manage and organization or group.
- Leadership – a system, a set of organizing principals that inform, influence and help bring intelligent order to a related group.
- How do we lead and manage others to inform and influence – and bring intelligent order to our organizations?

Key Tenets

- Leadership is **Vision & Direction** – where are we going?
- Leadership is working ON the organization – the **Thinking & Planning**
- Management is **getting things done** through the efforts of others or many.
- This is working IN the organization – the **Doing**.

Key Tenets

- Leadership and management is not about making people happy, it is about creating an environment where they can be successful in their job.
- Leading and managing is both difficult and important; we never outgrow this difficulty and to accept this and establish habit and disciplines will save you time and energy.

Key Tenets

- Mental fitness is a significant part of leading and managing.
- Self-awareness, self-regulation, the ability to pause before doing something that may not serve you or others, coping with the unexpected, offering grace over judgment.
- Cultivating this skill, and your capacity for this skill, will make a measurable difference both for yourself and those that work for you.

Key Tenets

- Life will present you with people and circumstances to reveal where you are not free.
- Mine your frustration with others to identify areas that you may want to grow and develop.

Key Tenets

- Culture – people like us do things like this.
It is your job to model mental fitness and maturity.
- Leadership + Management = Accountability

Key Tenets

- “What is important is seldom urgent and what is urgent is seldom important.”
- Can you learn to *Do Less Better*?

Key Tenets

“It is not that we have too little time to do the things we need to do, it is that we feel the need to do TOO many things in the time that we have”

The One Thing, the Surprisingly Simple Truth Behind Extraordinary Results by Gary Keller

4 Disciplines of Leadership

- I am giving clear direction.
- I am providing the necessary tools.
- I act with the greater good in mind.
- I take clarity breaks.

4 Disciplines of Management

- I keep expectations clear.
- I communicate well.
- I meet with my direct reports 1:1 quarterly.
- I am rewarding and recognizing.

Corrective Conversations

- State the undesired behavior.
- Describe the consequence.
- Articulate the desired behavior.
- Follow-up within 30 days; repeat if necessary.

Spectrums



