




CML 96<sup>th</sup> Annual Conference  
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Vail

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## Legacy Leadership: Leading into the Future

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### Our Current Reality


- **V**olatility
- **U**ncertainty
- **C**omplexity
- **A**mbiguity

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To lead effectively in a  
VUCA world – you must  
become a **RADICAL**  
servant leader

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But what does it look like to  
actually walk the talk and  
become an authentic Servant  
Leader as an elected official?

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**1. Base my decisions on the next generation more than the next election, committed to the ideal that my loyalty must be to the entire community (both now and in the future) and not merely to my supporters.**

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**2. Focus on mission, vision and values as the benchmark for my decisions and recognize that my responsibility is the pursuit of the greatest good for the entire community and not the satisfaction of any particular group's agenda.**

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**3. Make decisions based on fact based evidence and not allow myself to be manipulated into bad decisions for the future based on the decibel level of critics.**

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**4. Recognize that "it takes a smart man to know where he is stupid" and have the wisdom to be smart. Accordingly, I will value those who have the courage to tell me what they really think and will listen sincerely to those who disagree with me to truly understand their perspective, recognizing that understanding other perspectives makes me a better leader.**

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**5. Embrace my responsibility to govern rather than to manage; recognizing that if I am doing staff's job I am not doing my job, while also understanding and embracing the appropriately exercised governance role of holding staff accountable.**

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**6. Place a greater emphasis on solutions than on problems; while refusing to offer solutions before I understand the problem.**

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**7. Understand that mutual trust is the foundation for everything and that if I refuse to trust others they will be unable to trust me.**


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**8. Protect the integrity of the process more than the rightness of my position; I will fight hard for my issue but then unify behind the governing body when the decision is made because the decision was made with integrity of process, even if I disagree with the outcome.**

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**9. Understand that my deeply held beliefs, values and positions will be strengthened, not compromised by courteous, respectful and civil discourse. I will not treat someone as the enemy just because we disagree.**

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**10. Treat everyone with dignity and respect because of who I am as a leader... not because of how they treat me or what I think about them.**

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**11. Be a role model for civility. I will not treat my colleagues or staff in any way that I would be embarrassed if my five year old child treated someone the same way.**

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**12. Never Forget --- it is not about me --- it is not about now --- and it never is.**


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**The Athenian Oath**

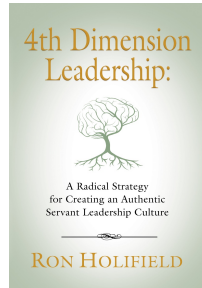
- "We will never bring disgrace on this our City by an act of dishonesty or cowardice. We will fight for the ideals and Sacred Things of the City both alone and with many. We will revere and obey the City's laws, and will do our best to incite a like reverence and respect in those above us who are prone to annul them or set them at naught. We will strive unceasingly to quicken the public's sense of civic duty. Thus, in all these ways, we will transmit this City not only, not less, but greater and more beautiful than it was transmitted to us."

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