

Building Municipal Government Leadership Capacity
95th CML Annual Conference
June 20, 2017
Breckenridge, CO



The Voice of Colorado's Cities and Towns


Pre-Conference Workshop
Aden Hogan, Jr. and Bruce Kirschner



Building Municipal Government Leadership Capacity

Session Learning Objectives

- Know how to better identify high potential employees
- Learn how leaders develop and which elements contribute to effective leader development
- Identify what actions you might take to develop an internal leadership development program



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Why should municipal governments address leadership development for their non-elected employees?




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Value of Leader Development


Drivers <ul style="list-style-type: none">• Baby Boomer retirements• Downsizing trends• Employee loyalty decreasing• Greater turnover	Benefits <ul style="list-style-type: none">• Increased employee loyalty, greater retention, and reduced recruitment costs• Increased employee satisfaction• Greater employee engagement, organizational productivity and performance• Enhanced decision making• Releases untapped potential
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Activity

Think of a person in a leadership position that you consider the best leader you have actually known or worked with.

Describe their behavior, traits, and values.

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Patriot Video Here

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Concepts of Leadership: Past



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Concepts of Leadership: Today



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Characteristics of High Performing Teams



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Building a High Performance Team

- Because teams are made up of individuals seeking a **common** goal, the leader should recognize that the process is not much different from the development of a well-trained professional football team. There are barriers to overcome.
 - Some individuals have never really learned what their assignments are, particularly for certain plays or situations.
 - Some are afraid of the coach, so they pretend to know things that they should be asking questions about.
 - Some want to do things "the old way," while others feel that more modern methods are needed.

Building a High Performance Team

- Barriers...
 - Factions and cliques quarrel and fight.
 - The whole unit has not come together to develop common goals to which everyone is committed.
 - Decisions are made by someone, but some people either do not "get the word" or they disagree silently with the decision and drag their feet.
 - Jealousy arises between units who then fail to play together.
 - Even when people are aware of a problem, they do not know exactly what to do about it.

So...How do We Make it Happen?



8 Characteristics of High Performing Teams

- The **first** attribute of high-performance teams is **participative leadership**...
 - This attribute that creates an interdependence among team members and encourages an attitude of empowering, freeing up, and servicing of others.
 - It is impossible for teams to function without the personal involvement of the team leader.

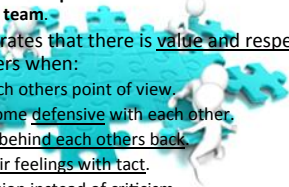


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8 Characteristics of High Performing Teams

- The **second** attribute is that of **shared responsibility.**
 - This trait is an attempt to instill in team members the idea that the **role they play** is as **important and valuable** as those of the **leaders of the team.**
- The team demonstrates that there is value and respect for other team members when:
 - They listen to each others point of view.
 - They do not become defensive with each other.
 - They do not talk behind each others back.
 - They express their feelings with tact.
 - They use persuasion instead of criticism.
 - They praise each other for good individual and team effort.
 - They do not blame each other or engage in scapegoating.



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8 Characteristics of High Performing Teams

- The **third** attribute of high-performance teams is an **understanding as to why the team has been brought together.** Having a **sense of common purpose** is evident in teams that are successful. Building a quality team requires sharing character traits. Those traits are:
 - Having a clear sense of purpose. Why are we a team? What are we trying to produce? Who will make it happen?
 - Having clear performance goals. What is our output? Who are our customers? How will our performance be measured?
 - Understanding the value of a team that works together. How is the whole greater than the sum of the parts? What values are added as a team?
 - Having a sense of interdependence. What responsibilities do we have to each other that produce a higher quality product? Where can the collective wisdom of the group outperform individual outputs?
 - Holding each other accountable for the output of the team. Are we willing to hold each other accountable not only for our individual contributions but also for the output of the team?



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8 Characteristics of High Performing Teams

- **Fourth, the high-performance team has a climate of clear and high communication. A high-performance team creates an environment that is based upon trust and clear and honest communication.**
 - Leaders communicate in many ways.
 - In fact, it is hard for them not to communicate
 - They are so closely watched, referred to, and emulated that whatever they do or say – and even what they don't do or don't say – communicates volumes to others.
 - The only question, then, is what leaders choose to communicate and how they choose to so.



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8 Characteristics of High Performing Teams

- **Fifth, the high-performance team is not threatened by change and growth.**
 - In fact, an efficient team sees a changing future as an opportunity for growth and expansion.
 - Lawrence Miller says, “The behavior of leaders, the course they steer, the confidence they inspire, will do more to influence change than all the tools and techniques.”



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8 Characteristics of High Performing Teams

- The **sixth** attribute of high-performance teams is **keeping a clear focus** on the task at hand.
 - Meetings and the organization of the group keep their focus upon the ultimate goal.
 - Communication is best received when it is conveyed in a **personal nature.**



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8 Characteristics of High Performing Teams


- **Seventh**, a high-performance team **maximizes the talents of the team members**.
 - The leaders remove any barriers that would hinder the use of gifts or talents.
 - The use of skills by the individual are maximized and encouraged.



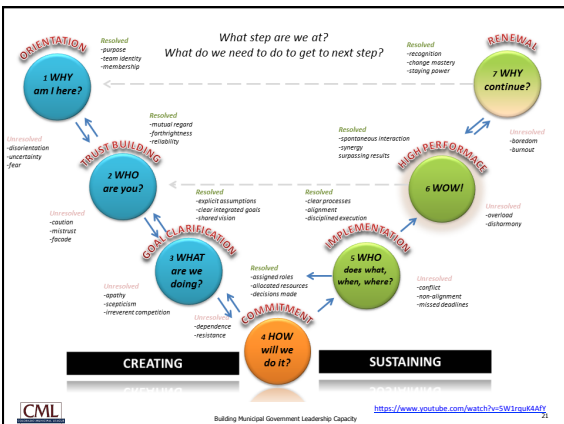
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8 Characteristics of High Performing Teams


- The **8th** and final attribute of high-performance teams is that of practicing a **rapid response**.
 - This type of response is the skill of an organization to identify an opportunity and to act upon it quickly.
 - This skill works in harmony at a quick pace.



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Assessing Leadership: The USOPM Leadership Competency Framework and the ICMA Core Competencies



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OPM Executive Core Qualifications

- Leading Change
- Leading People
- Results Driven
- Business Acumen
- Building Coalitions/Communication

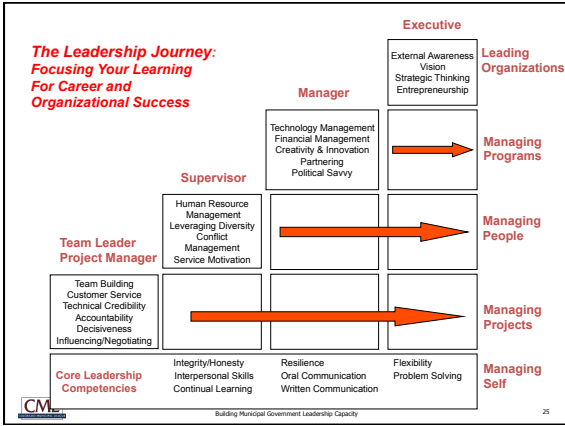


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OPM Leadership Competency Framework

<p>Leading Change</p> <ul style="list-style-type: none"> Creativity & Innovation External Awareness Flexibility Resilience Strategic Thinking Vision 	<p>Results Driven</p> <ul style="list-style-type: none"> Accountability Customer Service Decisiveness Entrepreneurship Problem Solving Technical Credibility 	<p>Building Coalitions</p> <ul style="list-style-type: none"> Oral Communications Written Communication Influencing/Negotiating Partnering Political Savvy Interpersonal Skills
<p>Business Acumen</p> <ul style="list-style-type: none"> Financial Management Human Capital Management Technology Management 	<p>Leading People</p> <ul style="list-style-type: none"> Conflict Management Leveraging Diversity Developing Others Team Building 	
<p>Fundamental Competencies</p> <ul style="list-style-type: none"> Interpersonal Skills Oral Communication Integrity/Honesty Written Communication Continual Learning Public Service Motivation 		

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**OPM Leadership Competencies
Self-Rating**

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ICMA* Core Competencies

- Staff Effectiveness
- Policy Facilitation
- Functional And Operational Expertise And Planning
- Citizen Service
- Performance Measurement/ Management And Quality Assurance
- Initiative, Risk Taking, Vision, Creativity, And Innovation
- Technological Literacy
- Democratic Advocacy And Citizen Participation
- Diversity
- Budgeting
- Financial Analysis
- Human Resources
- Management
- Strategic Planning
- Advocacy And Interpersonal Communication
- Presentation Skills
- Media Relations
- Integrity
- Personal Development

ICMA
Leaders at the Core of Better Communities
*International City/County Management Association

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Identifying High Potential Leaders

- Strong track record of performance
- Well developed interpersonal skills coupled with high level of emotional intelligence
- Passionate desire to learn, grow and develop for self, team and organization
- "Learning agility" (i.e., ability to learn from the lessons of experience)
- Strong work ethic (i.e., willingness to go above and beyond) and initiative, drive, and persistence to stretch, reach higher, succeed and continuously improve



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Identifying High Potential Leaders

- Desire to readily seek out and accept feedback as well as information to see the broader view
- Understanding of organization dynamics (i.e., up-down-across)
- Dissatisfaction with the status quo
- Willingness to change behavior and embrace changes
- Honesty, integrity, and tells the truth
- Strong communication skills



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How Leaders Develop



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How can people develop the skills and perspectives necessary to be effective in leadership roles?



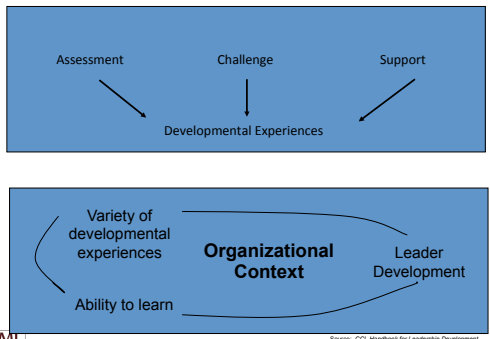
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Fundamental Assumptions

- Leadership roles may be formal positions or informal roles
- Leadership capacity has its roots partly in genetics, early childhood development, and adult experience
- All people can learn, grow, and change in ways that make them more effective in the various leadership roles and processes they take on.

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CCL Leader Development Model



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Key Factor

Individual's **ability to learn** from an experience



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Ability to Learn

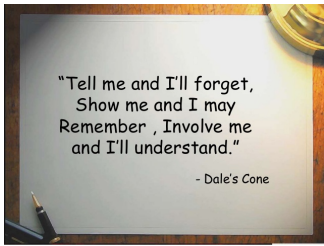
“...the person recognizes when new behaviors, skills, or attitudes are called for, accepts responsibility for [their] own development, understands and acknowledges current personal strengths and weaknesses, engages in activities that provide the opportunity to learn or test new skills and behaviors, reflects on [their] own learning process, and works to develop a variety of learning tactics in order to acquire needed skills or behaviors.”

Source: CCL Handbook for Leadership Development

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Effective Leader Development Experience Elements

- 1) Assessment
- 2) Challenge
- 3) Support



"Tell me and I'll forget,
Show me and I may
Remember , Involve me
and I'll understand."
- Dale's Cone

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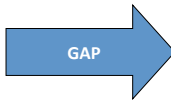
Assessment

- Formal
 - Performance appraisals
 - 360-degree feedback
 - Organizational surveys, etc.
- Informal
 - Colleague feedback
 - Observing other's reactions to one's ideas or actions
 - Unsolicited feedback from a boss, etc.
- Self-assessment
 - Psychological inventories
 - Journaling
 - In the moment processes



Motivation from Assessment

Current Capacities/
Performance



Desired/Ideal State



Challenge

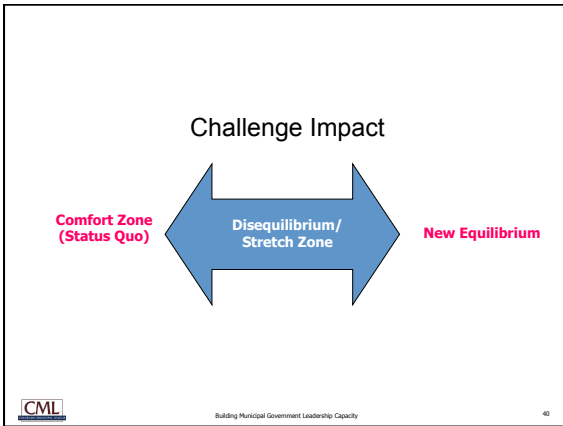
Comfort is the enemy of growth and continued effectiveness.

Challenging experiences force people out of their comfort zone.

Average is the enemy of excellence.

**The manager
accepts the
status quo; the
leader
challenges it.**
Warren Bennis





- ### Elements of Challenge
- Novelty
 - Difficult goals
 - Conflict situations
 - Hardships
- In the bottom left corner, there is a small logo for "CML" and the text "Building Municipal Government Leadership Capacity". In the bottom right corner, the number "41" is displayed.

- ### Support
- Other people
 - Organizational culture and systems
-
- The graphic shows the word "LEADERSHIP" in red capital letters, constructed from several colorful blocks. Below it, other blocks are arranged in a semi-circle, containing the words: "Challenges" (green), "Motivation" (yellow), "Strategy" (blue), "Vision" (purple), "Teamwork" (orange), "Goal" (red), and "Management" (purple).
- In the bottom left corner, there is a small logo for "CML" and the text "Building Municipal Government Leadership Capacity". In the bottom right corner, the number "42" is displayed.

*Leader development is a process,
not a series of events, all of which
takes time.*



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Defining Leadership Development

Strategic investment in a structured process that provides individuals with the opportunities, training, and experience for them to be effective leaders in their organizations.

Source: Center for Creative Leadership



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Successful Duets

"Teamwork Helps Deliver Success"

"Evans Leadership Development"



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Are we talking about music ???

- Well, we all know that great duets produce superior results...
 - Paul McCartney & Michael Jackson – Say, Say, Say
 - Kenny Rogers & Dolly Parton – Islands in the Stream
 - Elton John & Kiki Dee – Don't Go Breaking my Heart
 - John Travolta & Olivia Newton-John – You're the one that I want...
- You've likely wondered, at some point in your career,...what's the difference between leading and managing?



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What We Wanted

- A vision of the future
- Priorities on projects and programs
- Better budgeting process and forecasting
- Assist elected officials in policy leadership
- Build staff leadership capacity (grow or own!)



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We Wanted a Strong Team

- How did we get there?
 - We conducted joint Council-Staff visioning sessions where ever participant was an equal.
 - All ideas and opinions were respected.
 - Any consensus was accepted and supported by all.
 - "Can you live with it?"
 - We developed leadership capacity
 - At the elected level through process and introspect
 - At the staff level through an internal leadership program



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Importance ???

- Which is more important in an organization, leadership, or management?
 - Peter Drucker suggested that, “Management is doing things right; leadership is doing the right things.”
- Leadership and management do not encompass the same skills—what is the difference and why is it important?
 - The best way to describe the difference is that managers get people to **do** things and leaders get people to **want** to do things.



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Try this at home...

Pull the string, and it will follow wherever you wish.



Push it, and it will go nowhere at all.


Dwight D. Eisenhower



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5 Components to Leadership Transformation

- Kouzes and Posner, in their book, *The Leadership Challenge*, studied managers who did their “personal best” and affected change in their organizations.
- Their research indicated that there were five components to their leadership transformation:
 - **Challenge the process** by examining everything you do, both successes and failures.
 - **Inspire a vision** by helping people to focus on the larger picture as it relates to their jobs.
 - **Encourage the heart** through recognition of both effort and results.
 - **Enable others** to act through empowerment, training, and organizational systems.
 - **Model the way** through setting a clear example and “walking the talk.”

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3 Tips to Start the Journey of Leadership Growth

- **#1. Broaden your perspective.** Learn more. See more. Ask more.
 - Get to know more people. Get to know more processes.
 - Don’t work on becoming an expert on everything, but do work on becoming aware of it all.
 - Don’t just keep it within the bounds of your company. Know how you are connected...

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3 Tips to Start the Journey of Leadership Growth

- **#2. Take risks.** If you are motivated by fear and willing to maintain a comfortable routine, it will be a long time before you become a leader.
 - Keep in mind, good managers are consistent and want to get things right. “If it ain’t broke don’t fix it” is there adage.
 - Leaders are courageous and willing to make mistakes. They want to challenge the status quo and keep learning so that things stay fresh and relevant.

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3 Tips to Start the Journey of Leadership Growth

- **#3. Be yourself.** Good managers emulate others to learn from the best and that's a good thing.
 - Leaders don't do it like somebody else has done — they create their own way, on their own terms.
 - Simultaneously focus on achieving excellent results today while working on improving for tomorrow.



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Manage the Task... Lead the People



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Colorado Leadership Foundations Program

- Use of self-assessment instruments
- Presentations by staff and guest faculty
- Simulations, action learning & experiential exercises
- Feedback & coaching sessions by professional coaches (coupled with instruments)



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1 Leadership Program Development

- Start with small, focused and supportive leadership groups or cohorts. Five to six people is a good size.
- Create the core group of those already in leadership roles in the organization.
- Small groups can be more effective as each individual will have added attention and time to work on his or her skills.
- The small group also allows for greater support and connection among members.

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2 Leadership Program Development

- Use instructors with years of experience successfully leading and mentoring
 - The best leadership development programs include a strong central leader and a secondary leader, who share years of successful experience and have effective instruction skills
 - Look outside the organization if necessary (similar cities or towns, Mountain States EC, consultants, etc.)
 - Peter Drucker once said, "Management is doing things right; leadership is doing the right thing."
 - Make sure instructors are training leaders to lead others, not teaching basic management skills.

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3 Leadership Program Development

- Use multiple methods of learning leadership concepts and elements
 - Every person in the leadership training program will come with different ways of learning new concepts, absorbing and sharing information, and seeing the world.
 - Create a multi-media training program that brings in the best of all forms of learning, from written materials, presentations, activities, seminar participation.
 - Make leadership learning fun and something that all participants can get excited about.

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4 Leadership Program Development

- **Develop clear goals, learning objectives and milestones for all leader participants**
 - Each person who is learning in the leadership development program should have sat down with a mentor to decide on short and long-term goals.
 - There should be a way to measure successes, with regular milestones.
 - Christopher Pappas, founder of the eLearning Network said:
 - “Adult learners generally prefer practical knowledge that will improve their skills, facilitate their work and boost their confidence.”
 - Use this as a one way to measure success.

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5 Leadership Program Development

- **Methods for identifying future leaders**
 - A sustainable leadership development program will always be looking to the development of future leaders once the core group has attained their goals.
 - Program grads can help identify potential leadership program candidates
 - The first cadre to finish, should have a capstone project that mentors others in the organization.
 - These initial graduates can also serve as instructors in the program. Let them develop a group class they will present to the group below them.

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Leadership Program Development

- **Retention program for preserving leaders**
 - Once leaders have gone through the training program, they should receive ongoing support and meet with their small groups on a monthly basis.
 - When a company invests so much into developing leaders, they will be able to transfer these traits to their jobs immediately, but they still need guidance and support to succeed. Retention of leaders is good for business.
 - The above elements don't 100% guarantee the success or failure of those who participate in the leadership development efforts your company makes, but they can bring leaders that much closer to being better leaders – which benefits the entire organization.

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Key Leadership Development Components

- Training modules based on action learning, simulations and experiential activities
- Assessment instruments, e.g. Emergenetics
- Challenging developmental assignments/ activities
- Coaching
- Mentoring



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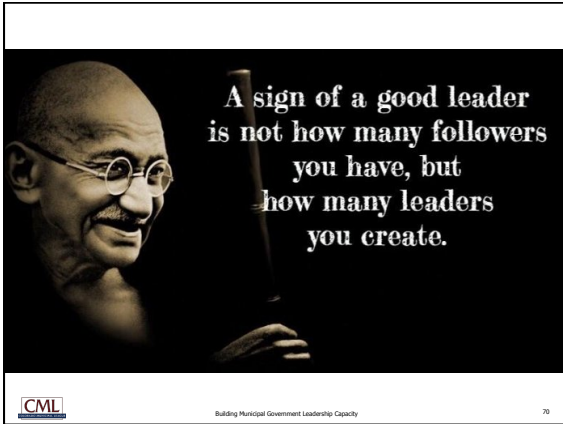
Activity

Now you know more about developing leaders. How would you proceed with a leader development initiative in your own organization?

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O' Brother Where Art Thou Video Here

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Suggested Online Resources

- CCL online archives at <http://www.ccl.org/leadership/research/sharing/index.aspx>
- TED (Technology, Entertainment, Design) at <http://www.ted.com>
- Harvard Business Publishing at <http://harvardbusinesspublishing.org>
- Gov Loop at <https://www.govloop.com>

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- Gov Loop at <https://www.govloop.com>