


TCMA William "King" Cole
Workshop Presentation
On Leadership

Thursday
March 24, 2011
Charles Pinto
City Manager
City of Seabrook, Texas

Beginning Assumption

What Are We Suppose To Do as
City Manager?



Local Government Managers have always been leaders in their community. They may be more or less visible, but by virtue of their position, they are at the forefront of efforts to identify and address the needs of the community.

ICMA "The Effective Local Government Manager" (2nd Edition)

Leadership vs. Management

Cat vs. Mosquito



Leaders

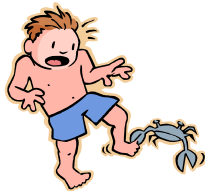
Align resources and the attitudes that the organization has about its opportunities and its problems

Give voice to employees at all levels of the organization

Implement the vision

**Forge sustainable Partnerships
(HOA's, Chambers, Businesses)**

Should Government Run Like A Business
Challenge



Types of Local Government Managers

Community Leader

Chief Executive

Administrative Innovator

ICMA "The Effective Local Government Manager" (2nd Edition)

Setting the attitude for leadership

“There is no such thing as a great relationship without caring, honesty, and feedback that goes both ways.” – John Maxwell

Questions about Leaders

- **Do you care for me**
- **Can you help me**
- **Do I trust you**

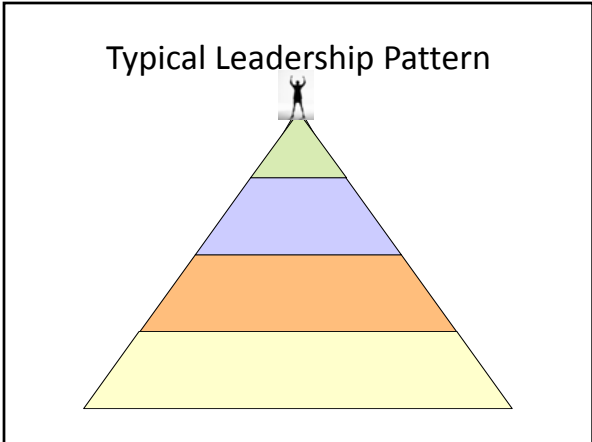
• The key to successful leadership today is influence, not authority.

Kenneth Blanchard

**For every minute spent in organizing,
an hour is earned.**

Benjamin Franklin

**If you had to identify, in one word,
the reason why the human race has
not achieved, and never will
achieve, its full potential, that word
would be "meetings". – Dave Barry**

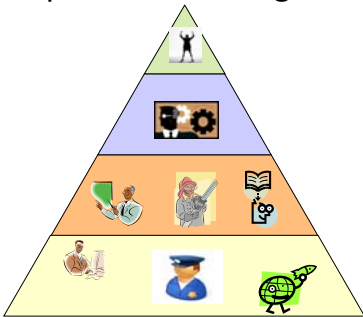


To cultivate a management attitude,

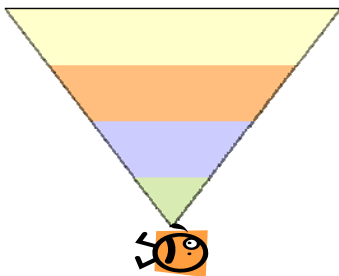
- Learn the larger goals and processes of the organization
- Help employees understand how their work fits into the organization's goals and processes
- Encourage employees to develop a forward-looking attitude.

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Leadership Within the Organization

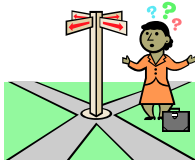


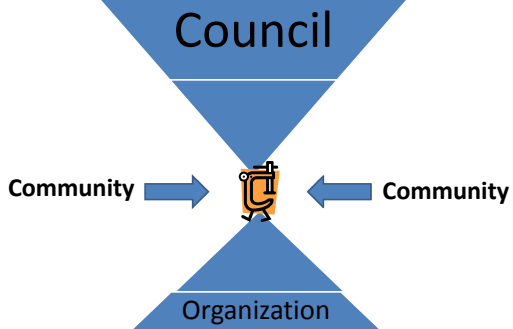
Leadership
Pattern after Council Meeting



**CONSIDERATIONS FOR
TAKING ON A
LEADERSHIP ROLE
IN LOCAL GOVERNMENT**

- Do You Have A Good Contract
- Is Your Resume Up-T-Date





Top-down hierarchical management is giving way to self-managed teams in which the supervisor plays the role of liaison.

Groups versus teams

- **Groups**
- Members have no sense of responsibility to each other
- No collaborative effort to accomplish common goals
- Little or no concern for the outcome of a project
- Absence of unified effort
- **Teams**
- Members support one another
- Members work toward common goals
- Members value one another for their participation
- Genuine trust
- Sense of camaraderie

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Attributes of a functional organization

- All departments are specialized, and each is headed by a specialist.
- Unlike in the line-and-staff organization, specialists are not merely advisers but also are in the chain of command and deal directly with problems.

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Conceptual Leadership Model



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“When the best leader’s work is done, the people say, ‘We did it ourselves!’”

- Lao-tzu


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Leadership

- Leadership is a two-way relationship that involves followers as well as leaders.
- Good leaders show concern for others *and* concern for tasks.
- Leaders are not born. Rather, leadership behavior can be taught.
- There is no single group of qualities that characterize all leaders; we can all grow and develop as leaders.

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Yard Stick Leadership Model



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Leadership capabilities

1. Self-management: self-awareness, ability to balance conflicting demands, ability to learn, leadership values.
2. Social: ability to build and maintain relationships, effective communication, skill at helping others to develop.
3. Work-facilitation: creative thinking, ability to think and act strategically, ability to initiate and implement change, good management skills.

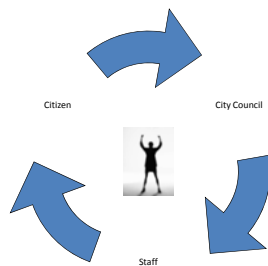
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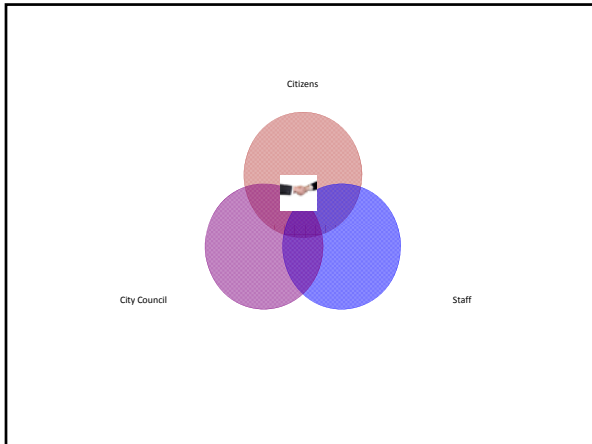
When a work group becomes a team,

- Workers gain a sense of belonging
- The whole becomes greater than the sum of the parts.

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Wheel of City Leadership





CHI of the City

Core Process need to be continually monitored

**What are we trying to Solve or Improve
And
Are we working toward that ?**

Leadership and Ethics

Non Political

Integrity

Balance within the Community

The toughest choices you will make as a supervisor are not between right and wrong but between right and right.

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**Relinquish Control and Extend Staff
the Freedom
to do Great Work**

Involve staff in organizational goal setting

Don't use controlling language

Be around

Lead with questions

Encourage Dialogue & Debate, not Coercion

Conduct Autopsies without Blame

Make it easy for employees to speak up when they identify a problem

The Manager asks How and When – The Leader ask What and Why

Warren Bennis

Think Time



Keys to Success – Leadership

Starts with Vision

Vision must be shared by Community

Decisive Action without Inaction

Change must be impelled by a Greater Good

Must instill Confidence Building, Transparency and Stability

Create Stake Holders

Consistency

Translate Vision into Practice

Build New Bridges

Power through Influence

Communicate (10th grade level)

Ability to Listen and Learn

What is your local government communicating to its internal and external customers?

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Media

Local Government Leaders must recognize the media as an important and potential force in community relations as well as an interested party in some governmental decisions

Communication Level

- 10th Grade
- Careful of the Buzz
 - Tirz
 - PUD
 - PID
 - MUD
 - NEZ

Some observations by Daniel H. Pink

In his book

**“Drive” The Surprising Truth About
What Motivates Us**

**Employees solve problems simply because they
find it gratifying to solve problems –**

“Empowerment”

**Pay raises, days off, etc., are not always the
incentive to work harder and smart**

Pink

**Goals that people set for themselves
and that are devoted to attaining
mastery are usually healthy. But goals
imposed by others (sales, targets,
quarterly returns, standardized tests,
etc., can sometimes have dangerous
side effects and lead to unethical
behavior.**

Pink

Who Are We (Managers/Leaders)

Trained Professionals
Serve at Will of Council
Implement Council Policy through Staffing and Budget Control
Provide Administrative & Organizational Leadership
Influence is Positional through Organizational Authority
Responsible

The best leaders possess 3 attitudes consistently:

Positive Attitude

Servant Attitude

Determined Attitude

“There is nothing so useless as doing efficiently that which should not be done at all.”

• Peter F. Drucker

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Most supervisors spend only 20 percent of their time on the activities that produce 80 percent of the results. This means that 80 percent of their time is spent on work that has little payoff.

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Failure to develop a strategy for change is one of the main reasons that change fails.

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In a healthy climate for change

- People look for opportunities
- People are open to taking risks
- Suggestions for better ways of getting things done are encouraged
- Innovative ideas are shared
- Suggestions for change are rewarded.

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leading yourself

Passing out orders is as easy as passing out business cards. But a prudent leader also knows how to lead himself or herself — not merely to provide a genuine example to others, but to become a working element of the overall machinery of your business. "It's important that leaders have the ability to focus and motivate themselves as they motivate others," says Lorraine Segil, an author and consultant who teaches executive education at the California Institute of Technology in Pasadena.

Be open to new ways of doing things

One potential land mine of a prosperous operation is to repeat anything that proves successful. It's hard to argue against that, but an inadvertent leader will put far too much stock in sticking with what always works. By contrast, thoughtful leadership acknowledges success but also recognizes there are always ways to do things better.

Finish the job

Many business leaders yak about their complete game, but how many actually finish what they say they're going to start? A thoughtless leader who never genuinely finishes anything loses the confidence of clients and customers. That lack of follow-through isn't going to be lost on his or her employees, either. Instead, set goals and establish pragmatic, accountable measures to actually finish what you start. "The ability to complete things is critical," Segil says. "Nothing's useful unless you actually complete it."

Question

With the above thoughts on Leadership – who was the Leader?

Adam or Eve

Just when you think you have it right

I Propose that

**Adam was the leader
Eve Managed the Leader**

If you had to identify in one word, the reason why the human race has not achieved, and never will achieve, its full potential, that word would be **“meetings.”**

Dave Barry
