


High Energy Leadership


Motivating, Energizing and Leading Your Staff



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Questions?

- › Is it easier or harder to motivate staff today?
- › Are you more or less motivated than you were 2 years ago?



What is Motivation?

- › Really talking about “Engagement”
- › Engagement means...
 - Coming to work energized – looking forward to the day
 - Excited about the work being done – how is it meaningful?
 - Would you do this work for free?
 - Is it a hobby or just a job?

Leading

- ▶ Trust
 - Engagement 1 in 2 vs. 1 in 12
- ▶ Compassion
 - Caring is noticed
- ▶ Stability
 - 9 x more engagement w/confidence in financial future
- ▶ Hope
 - 69% vs. 1% engagement - feeling enthusiastic about the future

Source: Strengths Based Leadership; Rath and Conchie, Gallup Press, 2008

**TRUST
COMPASSION
STABILITY
HOPE**

Questions?

- ▶ How do you build trust?
- ▶ How do you tear down trust?

- ▶ How do you generate hope?
- ▶ How do you kill hope?



Questions?

- › How do you show compassion?
- › How do you demonstrate lack of compassion?

- › How do you bring stability?
- › How do you cause instability?

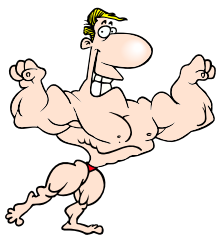


How Do You Handle?

- › Performance Evaluations
- › Reductions in Force
- › Promotions
- › Perquisites
- › Employee Rewards Programs
- › Special Occasions
- › Mentoring
- › Communication
- › Toxic Employees
- › Ethics



Mentors are....



- People who demonstrate qualities you'd like to have
- People who demonstrate qualities you don't want to have



Are you a Mentor?

- ▶ Absolutely
- ▶ Every time you talk or act - someone is observing your behavior
- ▶ ...perhaps even your children ☺

Where is Your Dirty Coffee Cup?

- ▶ Your office knows if you clean up after yourself
- ▶ What messages are you sending?

How do you Treat People?

- ▶ Are you approachable?
- ▶ Do you make time?
- ▶ Does everyone have equal access?
- ▶ Does everyone get equal treatment?

Take Mentoring Seriously

- ▶ You may have to live with the behaviors you inspire in others ☺



How do you Talk to People?

- ▶ Full attention?
- ▶ Focused on them?
- ▶ Multi-tasking?



National Survey Results

- ▶ 29% say their job conflicts with personal values
- ▶ 14% say they need to compromise ethics standards in the course of their jobs

Ethics Resource Center's National Government Ethics Survey - An Inside View of Public Sector Ethics - 2007

The Survey Said....

- ▶ 63% of local government employees saw at least one form of misconduct in the past twelve months
- ▶ 25% of government employees work in an environment conducive to misconduct

Ethics Resource Center's National Government Ethics Survey - An Inside View of Public Sector Ethics - 2007

About Local Government...

- ▶ Lowest level of reporting - 67%
- ▶ Highest pressure to commit misconduct - 16%
- ▶ Highest levels of retaliation for those employees who do report - 20%
- ▶ Few resources in place to encourage ethical conduct

Ethics Resource Center's National Government Ethics Survey - An Inside View of Public Sector Ethics - 2007

The Survey Said...

- ▶ Conflicts of interest - observed by 27%
- ▶ Abusive or intimidating behavior - observed by 25%
- ▶ Lying to employees - observed by 24%
- ▶ Overtly illegal (discrimination, alteration of documents, stealing, sexual harassment) *declining*
- ▶ Lying and putting one's own interests ahead of the organization *rising*

Ethics Resource Center's National Government Ethics Survey - An Inside View of Public Sector Ethics - 2007

The Survey Said...

- ▶ Poor perception of management increases the likelihood that employees will not report
- ▶ 21% think top leadership is not held accountable for their own violations of ethical standards
- ▶ 25% think top leadership tolerates retaliation against those who report violations
- ▶ 30% do not believe top leadership keeps promises and commitments

Ethics Resource Center's National Government Ethics Survey - An Inside View of Public Sector Ethics - 2007

Question

- ▶ Does someone in your office occasionally (or frequently) lie about your availability?



Questions

- ▶ Vendor Relations - Which are OK?
 - Take a pen
 - Eat lunch on their tab
 - Ask them to sponsor Public Works Day
 - Ask them to sponsor the public works softball team
 - Play on the vendor's foursome at the APWA Chapter golf tournament
 - Tour the vendor's public works projects in Europe this summer - vendor pays



**Ethical Behavior
does not
Require a
Budget**

**Neither
does
Leadership**

**Leadership is About
Changing the Status Quo
Disturbing the Equilibrium**

Managers

- › Bring order and predictability to complex, chaotic situations
- › Focus on planning, budgeting, organizing, staffing, problem solving
- › Focus on today, next week
- › Use appointed power

Source: William Sterling, P.E. Leader-Manager: Is There a Difference; APWA Reporter December 2005

Leaders

- › Have a vision for a better future
- › Set direction for change through vision and strategy and aligning people behind initiatives
- › Inspire people to follow
- › Transform vision into reality
- › Focus on long term view
- › Use influential power

Source: William Sterling, P.E. Leader-Manager: Is There a Difference; APWA Reporter December 2005

Comparison

Manager

- › Administers
- › Is a copy
- › Maintains
- › Accepts reality
- › Focuses on systems and structure
- › Has a short-range view
- › Asks how and when
- › Accepts the status quo

Leader

- › Innovates
- › Is an original
- › Develops
- › Challenges reality
- › Focuses on people
- › Has a long range view
- › Asks what and why
- › Challenges status quo

Source: Warren Bennis, [Learning to Lead](#)

Where Do You Start?

- ▶ Allocate time to “get off the dance floor and onto the balcony”
 - See your environment from different perspectives
- ▶ Build relationships everywhere
- ▶ Relearn managerial habits
 - Stop solving everyone else’s problems
 - Guide and coach – but don’t DO
 - Practice empowering behavior
 - Learn to tolerate some failure
 - Ask “why?” as often as you can

Leaders

- ▶ Know their strengths and develop them
- ▶ “I’ve never met an effective leader who wasn’t aware of his talents and working to sharpen them.”
 - Former NATO Supreme Allied Commander Wesley Clark, in the New York Times Magazine

Source: Strengths Based Leadership, Rath and Conchie, Gallup Press, 2008

Excuses, Excuses

- ▶ I can’t lead – I’m not the City Manager
 - You can lead from anywhere on the org chart
- ▶ I can’t lead – My job is too political
 - Look for opportunities when timing is right
- ▶ I can’t lead – I’m too busy getting the job done
 - Yes, but are you doing the right job?
- ▶ I can’t lead – Its just too risky
 - Yes, it is – try something small first
- ▶ I can’t lead – No change needed here
 - “We’ve always done it this way”

Change Your Mindset

- What is your role?
 - A "victim" of change - Obstructionist
 - Implementing change - Manager
 - Causing change - Leader
- You make the decision
- If you are "always the victim," you are in the wrong job
 - Find an organization/career that is a better fit

Leading Characteristics

- Continually learning
- Service oriented
- Radiating positive energy
- Believing in other people
- Leading balanced lives
- Seeing life as an adventure
- Creating synergy
- Exercising for self-renewal

Source: Steven Covey, Principle-Centered Leadership

Thoughts on Leadership

- The ability to lead is closely related to what inspires you
- If you are inspired to change, leadership comes naturally
- If you hate your job, spouse, life - you can become stuck in status quo
- Find what inspires you and go there
- Your enthusiasm will inspire others

Do What you Love Every Day

Passion is a powerful motivator
