

LGLA ELECTED OFFICIALS

Leadership in Local Government
Tracey Lee Lorenson



What is leadership?

- Two questions to discuss at your table:
 - What is the most important leadership attribute for elected officials?
 - What is the biggest **leadership** challenge local governments face?

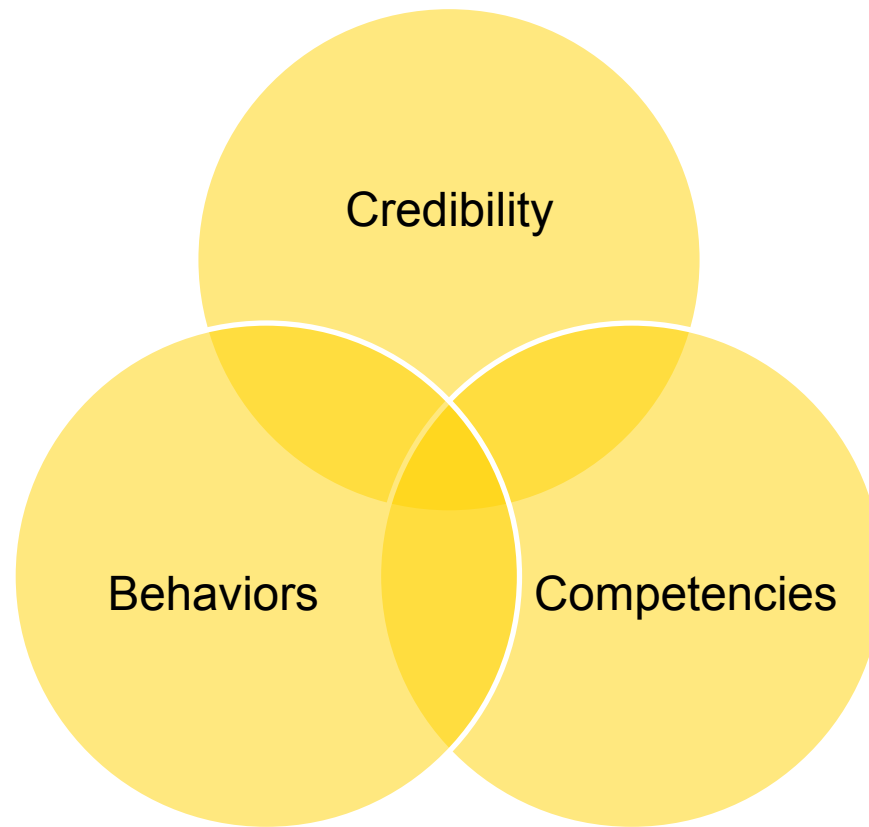
Group Exercise

Spend 15 minutes at your table and write your table's answer on the card on the table and then bring to the front of the room

Developing Your Leadership Skills

- Leadership CAN be developed!
- Competencies can be learned
- No one style determines a leader's effectiveness
- How are you developing yourself?
- Do you empower others?
- Are you conscious of monitoring your success?

Elements of Leadership



“The Speed of Trust”

Stephen Covey

- Trust can be both created and destroyed
- Trust can be taught and learned
- While trusting people is risky, not trusting people is a greater risk
- Trust always affects two outcomes – **SPEED** and **COST**

The Five Waves of Trust

1. First Wave: Self Trust – the key principle is credibility
2. Second Wave: Relationship Trust – the key principle is consistent behavior
3. Third Wave: Organizational Trust – underlying principle is alignment which helps leaders create structures, systems and symbols of organizational trust
4. Fourth Wave: Market Trust – key principle is reputation
5. Fifth Wave: Societal Trust – key principle is contribution

First Wave: Self Trust

- Core 1: Integrity – means honesty, congruence, humility and courage
- Increase integrity by:
 - Make and keep commitments to yourself
 - Stand for something
 - Be open

First Wave: Self Trust

- Core 2: Intent
 - Motive – reason for doing something
 - Agenda – what you intend to do or promote because of your motive
 - Behavior – manifestation of behavior and agenda
 1. Examine and redefine your motives
 2. Declare your intent
 3. Choose abundance

First Wave: Self Trust

- Core 3: Capabilities
- TASKS (Talents, Attitudes, Skills, Knowledge, Style)
- To enhance credibility by increasing capabilities:
 - Run with your strengths
 - Keep yourself relevant
 - Know where you're going

First Wave: Self Trust

- Core 4: Results
- Results Matter!
- How can we improve our results?
 - Take responsibility for results
 - Expect to win
 - Finish strong

Second Wave: Relationship Trust

13 Behaviors

Character-Based Behavior

1. Talk straight
2. Demonstrate respect
3. Create transparency
4. Right Wrongs
5. Show Loyalty

Second Wave: Relationship Trust

13 Behaviors

Competency-Based Behavior

6. Deliver results
7. Get better
8. Confront reality
9. Clarify expectations
10. Practice accountability

Second Wave: Relationship Trust

13 Behaviors

Character AND Competency-Based Behaviors

11. Listen first
12. Keep commitments
13. Extend trust

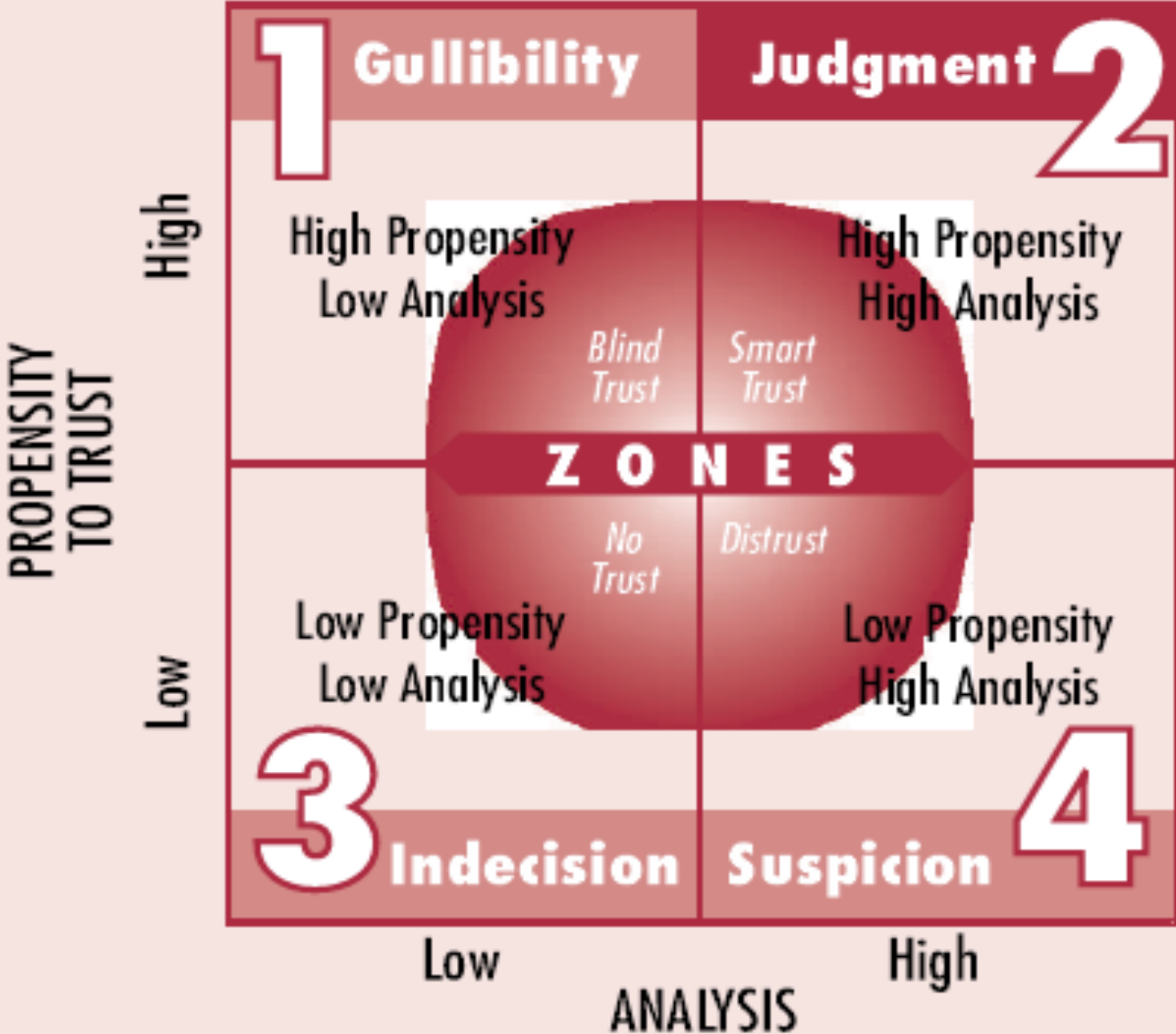
Stakeholder Trust

- **Third Wave: Organizational Trust**
 - Is your environment a high or low trust one?
- **Fourth Wave: Market Trust**
 - Is about brand or reputation
 - Local governments have reputations that attract residents, tourist dollars and businesses
- **Fifth Wave: Societal Trust**
 - The intent to create value instead of destroy it

Inspiring Trust

- Extending “Smart Trust”
- Extending trust can bring great dividends, it also creates the possibility of significant risk

Smart Trust™ Matrix



Commitments

Make a list of three actions you'd like to take out of the week, for example:

- **Things you're going to do back at the office**
- **Follow up with classmates or speakers**
- **Personal or professional development**

Email me within a week if you finish them – I'll give a gift card to one of those who email that they completed their actions!

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Leadership Competencies

- Emotional Intelligence
- Directional Clarity
- Change Orchestration
- Reciprocal Communication

Leadership Competencies (cont)

- Contextual Thinking
- Creative Assimilation
- People Enablement
- Driving Persistence

Emotional Intelligence

- This section on Emotional Intelligence looks at an individual's ability to recognize, understand, and harness their own feelings and the feelings of others.
- It asks the question: “How intelligently aware are you of your own emotional reactions and those of others, and how effective are you at putting that information to good use?”

Contextual Thinking

- This section on Contextual Thinking looks at the extent to which an individual puts specific events, tasks, and actions into a wider perspective or pattern.
- It asks the question: “How effectively do you connect related and unrelated information in order to make sense out of what you experience?”

Directional Clarity

- This section on Directional Clarity looks at an individual's ability to identify a credible destination, and determine and communicate how to get there in a straightforward and simple way.
- It asks the question: “How clearly, credibly, and unequivocally do you point the way for people to want to travel with you and to stay on track?”

Creative Assimilation

- This section on Creative Assimilation looks at how well an individual creatively draws together disparate information to arrive at robust and clear decisions or courses of action.
- It asks the question: “How challenging and/or innovative is your approach to processing different or conflicting data in order to make sense of it and act upon it wisely?”

Change Orchestration

- This section on Change Orchestration looks at how well an individual anticipates and plans for future change, and then manages themselves and others to handle it well.
- It asks the question: “How effectively do you manage personal and widespread change in order to actively steer the process to positive and beneficial ends?”

People Enablement

- This section on People Enablement looks at the extent to which an individual trusts, coaches, and guides people in order to influence and help them control their own destiny through their own efforts.
- It asks the question: “How well do you empower individuals and teams so that they believe the consequences of their actions are their own?”

Reciprocal Communication

- This section on Reciprocal Communication looks at the extent to which an individual communicates with economy and clarity and welcomes feedback.
- It asks the question: “How well do you design and send your message and then attentively listen to people’ s responses in order to adjust?”
- ***What have your experiences been like with giving and receiving candid feedback?***

Driving Persistence

- This section on Driving Persistence looks at the extent to which an individual tenaciously stays on track and maintains a persistent focus on their goals.
- It asks the question: “How relentlessly do I pursue my targets, even in the face of challenge and/or adversity?”

Self Assessment

- Continue to assess your personal leadership skills and abilities
- Ask for feedback from trusted friends and colleagues
- Be as deliberate about developing leadership abilities as other skills

Appreciation

- Think of 3 people in the group that you've learned something about/from
- Find those people in the room and tell them

Group Exercise – Outgoing or Reserved

- Break into two groups
 - Do you prefer time to work independently and enjoy being on your own for relaxation?
 - Do you get charged by the energy of working in a group and seek out people in social situations?

Feedback

- What are three positive aspects about your natural style that make it easier to lead?
- What are some of the challenges?

Leadership Challenges

- Think of a challenge that you've either experienced or seen another individual at work experience as a leader
- At your tables discuss your experiences
- Are there any similarities? How did you handle the challenge?

Who do we lead/influence?

- Spend a few minutes and list as many possible customers/stakeholders that are impacted by the work you do as an elected official, or the decisions made by Council

There is a prize for the person who can identify the most!

Who do we lead/influence?

- For example:
 - Public (all different groups)
 - Different business entities
 - Other governments (by Ministry)
 - Different employee groups
 - Others?



Thank You!



*If you would like to try a free online leadership assessment,
please contact me;*

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