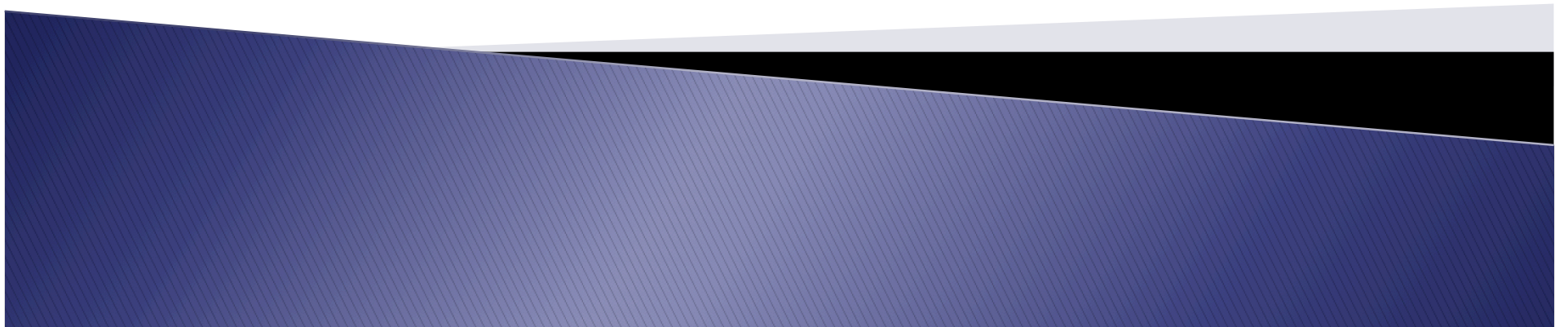


LEADERSHIP in Municipal Governance

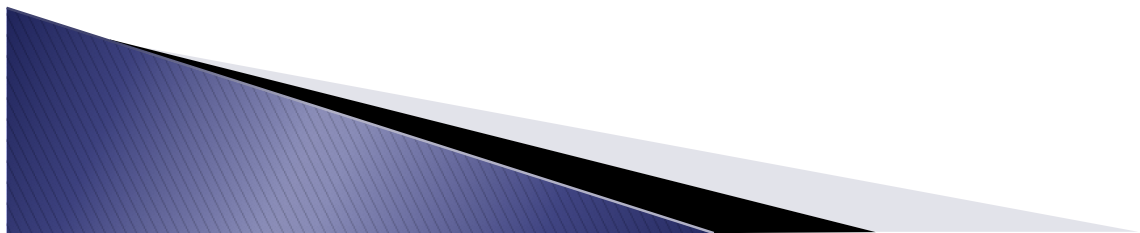
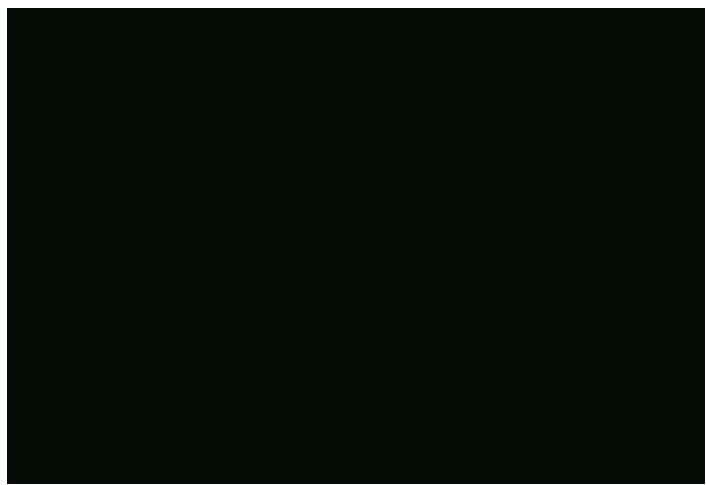
Preparing Yourself to Lead Change



Leadership Defined

“Leadership is the capacity to influence others to work together to achieve a constructive purpose”.





The Essential Question:

Why should anyone be led by you?

A photograph of a snowy, foggy path lined with trees. A person is walking away in the distance. The text "Defining Leadership" is overlaid in the center.

Defining Leadership

Leadership vs. Management



They dance together...

Management is working in the system. **Leadership** is working on the system.

Managers gain authority by virtue of authority of position. **Leaders** gain it by influence and character.

Management cares about efficiency. **Leadership** cares about people and efficiency.

Management is a science. **Leadership** is an art.

Territory of Leadership

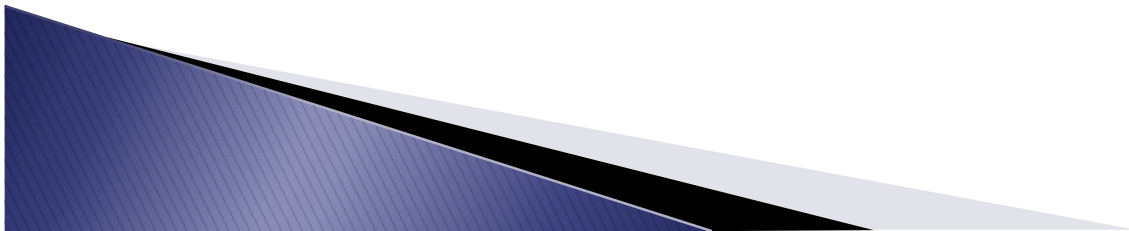


**You travel in all
territories...**

Leadership is about...

As a council, you have three main challenges:

- ▶ Getting results
- ▶ Building relationships
- ▶ Creating productive change



Self-Leadership



Self Leadership

Courage to act

- ▶ Do you make a decision for today to get re-elected, or for tomorrow, when you might not?



Costa Concordia: Flee? I just tripped into a lifeboat, says captain

Self Leadership

Ethics

- ▶ *Ethical dilemma:*
which hat do you wear?

Council member



Self & family



Electorate



Community citizen



The four hats you wear...

Self Leadership

Honesty

- ▶ Truth or ideological imperative?



Self Leadership

Hope

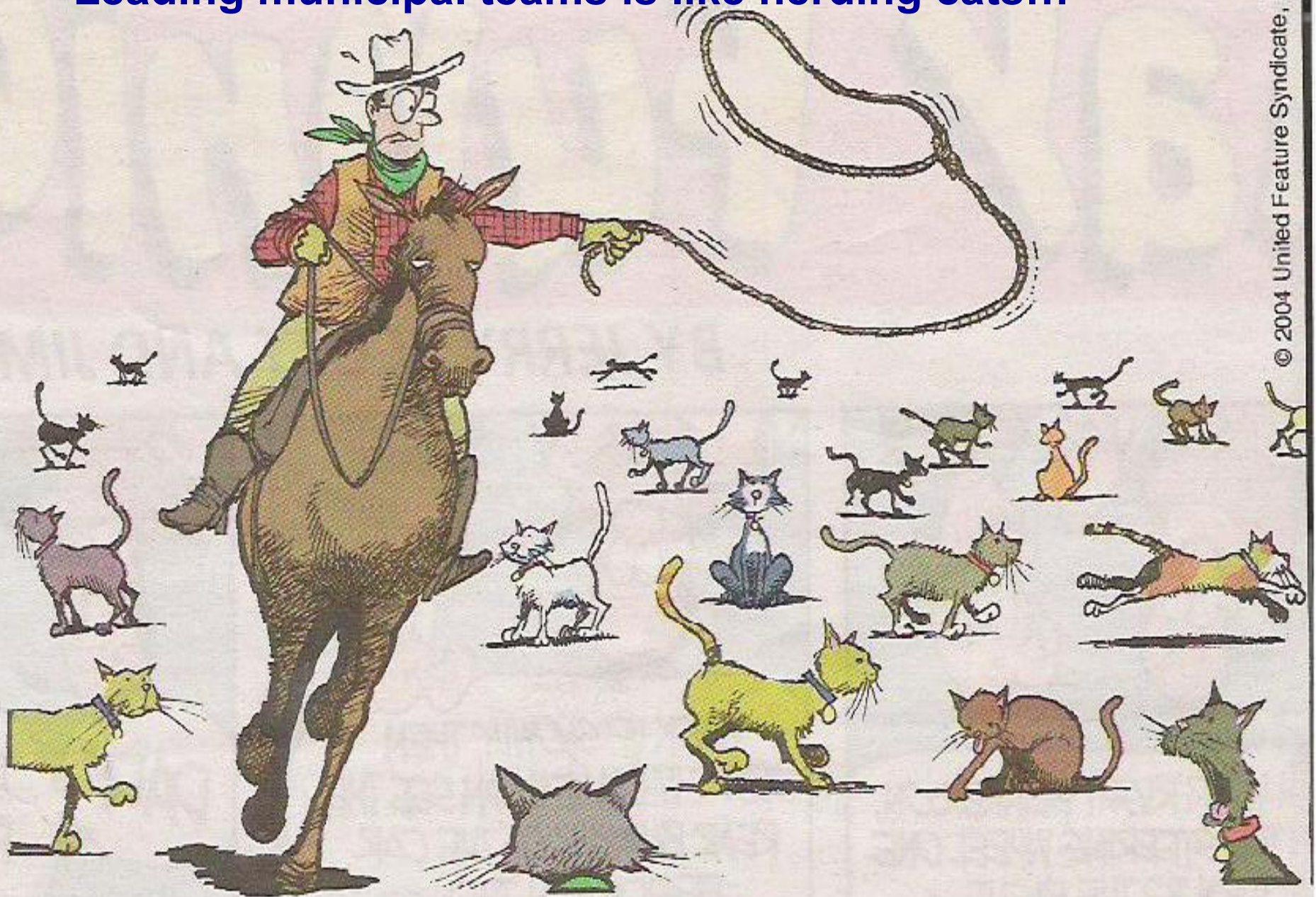
- ▶ No matter how difficult, faith in our ability to do the job...

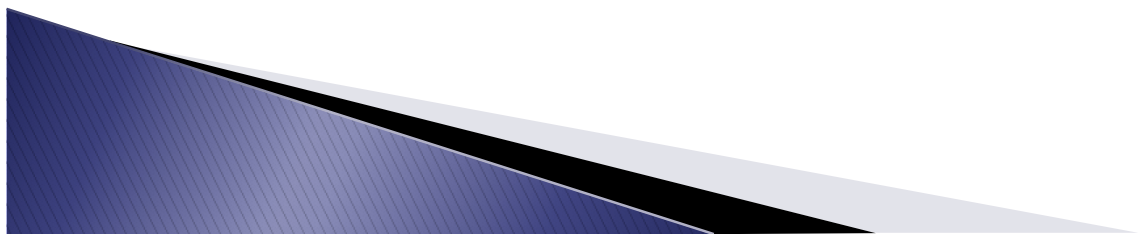
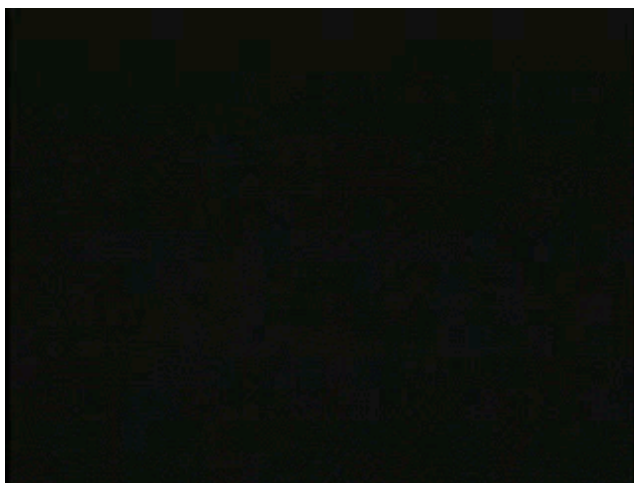


Team Leadership



Leading municipal teams is like herding cats...





Team Leadership

Shared destinations

- ▶ Clarity of purpose
- ▶ Knowing what success looks like
- ▶ Alignment internally and externally





CARPOOLING

Alignment gone wrong...

Team Leadership

Avoid landmines

- ▶ Culture eats strategy for lunch...



Team Leadership

Respect Diversity

- ▶ If everyone was the same, then all but one would be redundant...



Team Leadership

Respect Process

- ▶ Roles, responsibilities, mandates



‘This is not a number, this is a human being’ Trevor Slater, outraged parent

Dealing with conflict

- ▶ Good conflict
 - ▶ Bad conflict
 - ▶ Knowing the difference



RAY SMITH/VICTORIA TIMES COLONIST

Trevor Slater holds up his son, Kelley, to emphasize the point that Kelley has spent almost his whole life in the hospital.

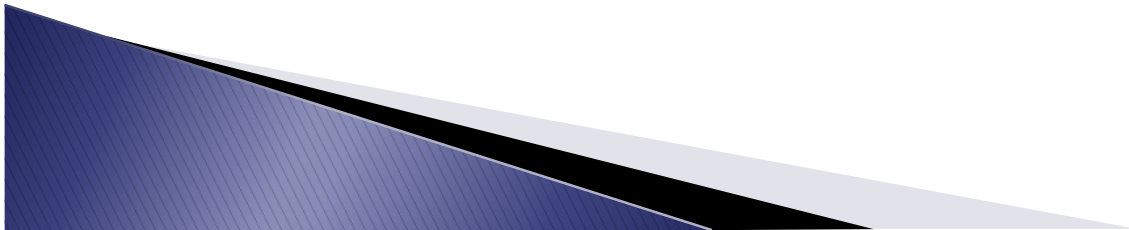
Strategic Leadership



Strategic Leadership

Systems/critical thinking

- ▶ Environment
- ▶ Futures
- ▶ Intelligence gathering



Strategic Leadership

Champion innovation

- ▶ Challenge processes
- ▶ Encourage creativity

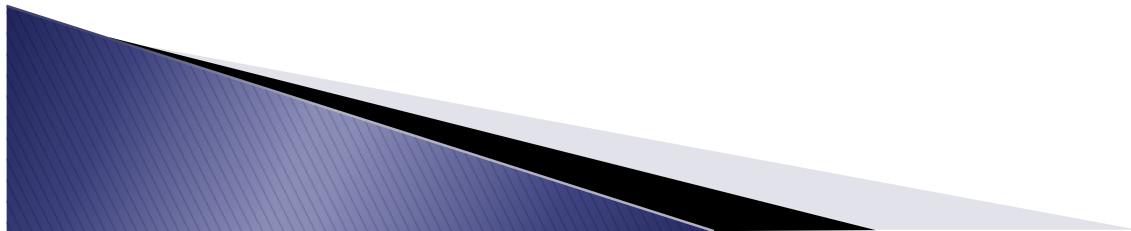


Never, ever, think outside the box...

Strategic Leadership

Develop Coalitions

- ▶ Inter-governmental relations
- ▶ Inter-municipality relationships
- ▶ Labour intensive



Strategic Leadership

Results focus

- ▶ Priorities
- ▶ Not just financial
- ▶ Relative to your term
- ▶ Measure the tough stuff



In conclusion, don't forget to take some
time out to reflect...
and enjoy life.

graham@leadschange.com

