



Leadership for County Officials

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Leadership in county government is a challenge because it requires working with so many other elected officials and appointed department heads.

Creating a cooperative environment calls upon many leadership skills that you need to have readily available.

This session will provide ways to enhance your skills and empower you and your staff to become more proactive in today's work environment.

Leadership for County Officials

Disclaimers:

1. My opinion is not always the opinion of the University of Missouri
2. I am opinionated

Today's Objectives:

1. Have Fun
2. Interact
3. Understand Proactive and Reactive Leadership
4. Discuss the Importance of Relationships
5. Recognize Leadership and Followership
6. Changes in Generations and Leadership

If we forget where we are: Go back to # 1

- Write down your definition of Leadership

Give me your definitions!

- Leadership is the process of influencing the activities of an individual or a group of individuals in an effort toward goal achievement in a given situation.

- **Elements of Leadership:**

Values Development

People Skills

Process Skills

Professional Knowledge

Cognitive Skills

- **People Skills:**

Listening

Oral Communications

Network Building

Conflict Management

Assessment of Self and Others

- **Process Skills:**

Process Management

Continuous Process Improvement

Problem Solving

Decision making

Goal setting

Planning

Management and Administrative Skills

- **Professional Knowledge:**

Technical & Operating Knowledge of the Organization and Its Mission

Knowing the technical side does not allow one to reach a leadership role in the organization.

Knowing how the organization operates, reaches both sides to manage or lead your department or organization.

- **Cognitive Skills:**

Thinking

Information Collection

Information Integration

Information Interpretation

Strategy Formulation

Problem Solving

Decision Making

- **What Does a Leader Do?**

Establishes/maintains direction

Aligns people

Motivates and inspires

Institutionalizes good outcomes

- **What makes a person take action?**

Power

Personalized

Socialized

Drive

Achievement

Ambition

Initiative

Energy

Tenacity

Leadership Habits and Developing Leadership

- “Leadership is the creation of an environment in which others are able to self-actualize in the process of completing the job.”
- “You have to enable and empower people to make decisions independent of you. As I've learned, each person on a team is an extension of your leadership; if they feel empowered by you they will magnify your power to lead. Trust is a great force multiplier.”

-- Tom Ridge

- **Motivations for Seeking and Using Power:**

Personal

Leaders seek power as an end to itself

Social

Leaders use power as a means to achieve

- **Drive is also a motivator:**

Achievement

Desire to excel at a task

Initiative

Proactive - Challenges the process

Energy

Ability to work hard over a long period with physical, mental and emotional vitality

Tenacity

Tirelessly persistent even in the face of challenge

- **Power Bases:**

Coercive- Perceived ability to provide sanctions or consequences

Connection- Perceived association with influential persons

Reward- Perceived ability to provide things that people like

Legitimate- Perception that the leader has power to make decisions

- **Power Bases cont'd:**

Referent-Perceived attractiveness of interacting with another person

Information-Perceived access to, or possession of, useful information

Expert-Perception that the leader has relevant education, expertise, and experience in the a given area

- **Management:**

Management is the process of working with and through individuals, groups, and other resources to accomplish goals.

Who Manages your department?

- **Management:**

Attributes of a good manager:

Emphasis of a manager is on process and implementation of policies and priorities articulated by elected officials.

There are counties where elected officials do both jobs.

Elements of manager:

Technical Skills

People Skills

Conceptual Skills

- **Key functions of manager:**

Provides the organization with goals, and a means, and method to attain them.

Planning and budgeting

Organizing and staffing

Controlling and problem solving

Leadership processes: Management processes

Establishing direction

Aligning people

Motivating and inspiring

Planning and budgeting

Organizing and staffing

Controlling and problem solving

You are doing both!

What keeps you from being more proactive?

- **Proactive and Reactive Leadership:**

Transactional Leadership:

Leadership that maintains the status quo

Transformational Leadership:

Change, innovation, and long range improvement

- **Proactive and Reactive Leadership:**

When are you a **Transactional Leader?**

Applied mostly as a reactive leadership role.

When are you a **Transformational Leader?**

Applied mostly as a Proactive role.

Let us discuss these for 5 minutes at your table
when you are Proactive or Reactive.

I will ask some of you to report to the group
what you discussed!

- **Leadership and Relationships:**

Building of interpersonal or professional relationships is a major part of any leadership role.

Name five things to create a better relationship with either staff or other department heads/officials

"In the face of leadership flaws, too many people assume cynical perspectives, rather than do the hard work of building relationships in which they can have more positive influence."

--Ira Chaleff



Leadership Habits and Developing Leadership

- Followership:

Most people are both leaders and followers!

Followers determine not only if someone will be accepted as Leader but also if that leader will be effective!

(Taken from the book *The Power of Followership*, by Robert Kelly)

Leadership Habits and Developing Leadership

The leaders effect on an organization is
only about 20%

Followership is the real “people” factor
in the other 80% that makes for great
success

Leadership Habits and Developing Leadership

- What is the make up of your role?

Discuss these two questions regarding your work/job title.

- When are you the Leader at work?
- When are you the Follower at work?

"Leadership is all about people. It is not about organizations. It is not about plans. It is not about strategies. It is all about people-- motivating people to get the job done. You have to be people-centered."

--Colin Powell

"As a leader...your principal job is to create an operating environment where others can do great things."

--Richard Teerlink

Meet the Generations

- **Matures:**

Born between: **1909 - 1945**

When you think of this generation think: **Duty, Sacrifice**

Formative events:

The Great Depression, Pearl Harbor, WW II, Hiroshima

The Matures are actually a combination of two generations, the Veteran (1901 – 1924) and the Silent Generation (1925 1942), whose characteristics in the workplace are very similar. They either fought in World War II or were children during the war.

Meet the Generations

Matures in the workplace

In the workplace, they:

Are loyal to their employer and expect the same in return.

Possess superb interpersonal skills.

Are enjoying flextime arrangements today so they can work on their own schedule.

Believe promotions, raises, and recognition should come from job tenure.

Measure a work ethic on timeliness, productivity, and not drawing attention.

Meet the Generations

Matures in the marketplace

Have great faith in the nation's institutions: people, companies, and the government.

Demand quality. It is more important than speed or efficiency.

Are loyal customers but aren't afraid to shop around.

Willingly follow the rules that have been established. They believe they are there for a reason.

Think the standard options are just fine. There is no need to get fancy or customize.

Meet the Generations

- **Boomers:**

Born between: 1946 - 1964

When you think of this generation think:

Individuality, “Me” Generation

Formative events:

The Civil Rights Movement

John F. Kennedy, Robert Kennedy, Martin Luther

King assassinations

Vietnam War

Woodstock

The Cold War

Roe vs. Wade

Meet the Generations

Boomers:

Think of:

The Beatles

Bill Gates

Bill Clinton

Oprah Winfrey

Muhammad Ali

Today the Boomers are in control. They run our local, state, and national governments, they are the bosses, supervisors, managers, and CEOs of most companies, and they dominate the workforce because of their enormous numbers.

Meet the Generations

- **Boomers in the workplace**

Believe in, champion, and evaluate themselves and others based on their work ethic.

Work ethic for Boomers is measured in hours worked.

Measuring productivity in those hours is less important.

Believe teamwork is critical to success.

Believe relationship building is very important.

Expect loyalty from those they work with.

Meet the Generations

- Boomers in the marketplace:

Are interested in products and services that will allow them to regain control of their time.

Believe technology brings with it as many problems as it provides solutions.

Want products and services that have been customized for them, the individual.

Believe rules should be obeyed unless they are contrary to what they want; then they're to be broken.

Want products and services that will indicate to their peers that they're successful.

Meet the Generations

- **Xers:**

Born between: 1965 --1978

When you think of this generation think:

Skeptical, Reluctant

Formative events:

Watergate

Challenger explosion

The PC boom

Think of:

Monica Lewinsky

Fall of the Berlin Wall

The Gulf War

The Reagan Presidency

Michael Dell

Meet the Generations

- **Xers:**

They came onto the scene and were given an unflattering, Vague name. They were defined as “slackers” and were characterized as unmotivated, lethargic, sarcastic, and irreverent. Though they could easily be considered pessimistic about their world and their future, you’ll find that their attitude has a “carpe diem” feel to it. “There is nothing we can count on in the future,” they say, *“so we’ll focus short term and make sure each day has significance.”*

Meet the Generations

Xers in the workplace:

Eschew the hard-core, super-motivated, do or die

Boomer work ethic.

Want open communication regardless of position, title, or tenure.

Respect production over tenure. Value control of their time.

Look for a person to whom they can invest loyalty, not a company.

Meet the Generations

Xers in the marketplace:

Can spot a phony a mile away.

Rely on peer-to-peer referrals more than any other generation.

Want options; plans B, C, and D.

Embrace technology as a way to maintain control of their lives.

Want to be in control of the sale.

Meet the Generations

- **Millennial's:**

Born between: 1979 -- 1988

When you think of this generation think:

Coddled

Formative events:

Oklahoma City Bombing

9/11 Terrorist Attack

The Internet boom

Think of:

Tara Lipinski

LeAnn Rimes

Meet the Generations

- Millennial's:

Born in a time where cell phones, laptops, Remote controls, and travels to outer space are the norm, the Millennial's are living in a world ubiquitous with technology. And the studies show they'll still see more change in their lifetime than any other generation.

Meet the Generations

Millennial's in the workplace:

Search for the individual who will help them achieve their goals.

Want open, constant communication and positive reinforcement from their boss.

Find working with someone of the Mature generation easy to do.

Search for a job that provides great, personal fulfillment.

Are searching for ways to shed the stress in their lives.

Meet the Generations

Millennial's in the marketplace:

Want to be like their peers but with a unique twist.

Don't want to be hurried.

Will consider a company's products if the company is known for their altruistic attitude.

Are loyal consumers.

Search for the unique and hard to find items.

Meet the Generations

- Super Millennial's:

Who wants to describe this generation?

Our Children's...Children age 10 to 15

What has society been for them and what are they facing.

Leadership Habits and Developing Leadership

- Your leadership skills have to be ready to deal with each of these generations.
- As Customers
- As Employees
- As Elected officials
- As users of information in multiple formats

Leadership Habits and Developing Leadership

"It takes leaders to grow other leaders."

-Ray Blunt

"Change from the top down happens at
the will and whim of those below. "

Peter Block

Now tie these all together in how you can become a “Proactive Leader”, who is not only leading but also provides good Followership, with great Interpersonal relationships that has created an environment to accomplish change and serve each sector of the population?

Leadership Habits and Developing Leadership

Thank You

I hope this helps in honing your skills
for what ever leadership role you face.

Questions?

