• **Lead or Be Led**
  - The onset of a crisis is **too** late to decide to become an effective leader
  - The process must be a cumulative part of each manager's/leader's personal development plan and practice
  - Hear about the City of San Bernardino’s leadership journey to improve public service from within
  - Also, learn how a multi-year partnership with a Leadership professional and the Public Works Department for the County of Santa Barbara — a department of 300 employees — built effective leaders at each level of the organization
Scott McGolpin
Santa Barbara County Public Works Director (2007 – Present)
Former National Association of County Engineers President (2020)

• Lead or Be Led Presenters
  • Marr Christian
    • City of San Bernardino
    • Code Enforcement Division Manager
  • Julie Hagen
    • Santa Barbara County
    • Public Works Deputy Director – Administration
  • Lt. Col. (Ret.) Nate Sassaman
    • Consultant Nate Sassaman Leadership

• Questions
  • We will allow all three speakers to go through their presentations today.
  • After the presentations there is a microphone on a mic stand in the room for your use to ask questions.

  • Please ensure all of your cell phones and other devices are turned off or have been switched to vibrate so that the session will not be disrupted.
Marr Christian

- City of San Bernardino Code Enforcement Division Manager
- 34 years of local government experience
- Began career as a first responder
- Has invested thousands of hours in criminal investigation, law enforcement technique, and emergency services training.
- Bachelors in Public Administration and Master’s in Organizational Leadership – Cal Baptist

LEAD OR BE LED
BUILDING EFFECTIVE LEADERS AT ALL LEVELS
SANTA BARBARA COUNTY PUBLIC WORKS

Marr Christian
Community & Economic Development,
Code Enforcement Division Manager
City of San Bernardino

We have got to start somewhere

“Efforts and courage are not enough without purpose and direction.”
~ John F. Kennedy – 35th President of the United States
Instead of focusing on all you cannot control, focus instead on all that you can ... the “self”.

A.J. Powell, 2015

- Everyone is a leader
- Get off the “X”
- Risk averse

A Crisis In Leadership

A Change In Leadership Philosophy

Purpose – Why
Mission - How
Vision - Where
Drives Culture

Culture changing
Culture building
Communicate the WHY

Years of tradition with no progress
Leadership

Leadership is a process of ethical influence upon others to achieve common goals

It is the process of building individual and organization capacities to ensure continuous success with focus on purpose, mission, vision and future

Its effectiveness is often reliant upon the relationships that exist between leaders and followers, especially with regard to trust and humility

The need for leadership training

- Every problem is a leadership problem
- Leadership is a people business
- No bad teams, only bad leaders
Julie Hagen

- Julie A. Hagen, CPA, CPFO
- Santa Barbara County Deputy Public Works Director – Finance/Administration
- Previous Auditor-Controller Chief Deputy Controller
- Provides oversight in accounting, budgeting, finance, human resources, safety, and public information.
- Bachelors of Science – Finance – Cal Poly San Luis Obispo

Topics

- Leadership Philosophy
- Why is Leadership Important?
- Commitments
- Challenges with implementation
- Colors Assessment
- After Action Reports
- Becoming Leaders
- Leadership in Practice
Leadership Philosophy

**Previous Old**
- Everyone is treated the same
- Create standardized approach to staff
- Adopt a maintenance of leadership to avoid change
- Numerical quotas for workforce and numerical goals for management

**Public Works Philosophy**
- Understand yourself
- Understand how to communicate with staff (colors)
- Listen to others opinions
- Start, stop, or continue what is or isn’t working.
Philosophy

• What can I expect?
• What can staff expect from me?
• Strengthens the team and helps us provide excellent customer service

Allows you to

• Putting the interests of the department and team members ahead of your ambitions
• Listening to and respecting other opinions
• Supporting the success of the team and individuals

Why is Leadership important to local Public Agencies?

• Local level leadership impacts residents and visitors more than other levels of government
• Local agencies provide local services and customer service
**Leadership Commitments**

| • Santa Barbara County Public Works Leadership Commitments |
| • Communications |
| - Seek opportunities for all employees to understand their importance to the organization |
| - Identify and recognize employee efforts to provide outstanding service to our customers |
| - Communicate expectations clearly and facilitate successful outcomes |
| - Address personnel and performance matters in a timely and consistent basis throughout the Department |
| • Development |
| - Empower decision making throughout the organization |
| - Provide professional growth through interesting and challenging work opportunities |
| - Create a learning environment through sharing of knowledge, promotion of training, and allow use of new skills |
| - Share resources within the Department to fully leverage internal capabilities and enhance institutional knowledge |
| • Culture |
| - Model the way |
| - Bring enthusiasm, energy, and passion for public service |
| - Create an environment that promotes well-being |
| - Reach out and connect to all employees on a regular basis |

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**Leadership Commitments**

| • As flood, fire, and drought continue to challenge local agencies, public works staff’s role as first responders will increase |
| • Applying commitments requires leaders to be accountable to staff |
| • Accountability requires a safe environment for staff to hold leaders to the commitments |
Public Works Leadership Program Initial challenges
• Understanding initial departmental issues
• Success with technical and operations staff
• The need to be able to adapt to any situation and work outside your job title, if necessary, especially in emergency situations

Public Works Leadership Program Colors
• Red – independent, direct, frustrated with too much detail, frustrated with slow processes
• Yellow - relational, outgoing and adaptive, may over commit
• Blue - seeks information and understanding, alternative solutions, creative, values good listeners rather than people that tell them what to do
• Green - Systematic, history and facts, cautious, self-guided, and feels accountable even if they delegate
My Color Style

- Red and Yellow - hard-driving people, focused on short-term goals sometimes to the detriment of other options and potential mistakes
- Listen to “blues” who assess options
- Understanding “green’s” need for time in order to reduce mistakes
- Colors provide common leadership language
- Important to know team preferred styles

Public Works Leadership Program Colors

COSB PW SENIOR TEAM SHEET - 2022
After Action Reports
- What was the plan?
- What happened?
- What did we learn? What can be improved and how?
- Write it down.

Renew '22
- Santa Barbara County five-year transformation initiative (2017-2022) to address financial and organizational challenges.

Vision 5.0, Vision 5.1, and beyond
- Department rolling strategic plan to improve organizational accountability, customer service, and efficiency.
Becoming Leaders

- Transitioning to a Leadership Role
- Time Management
- Succession planning

Lead or Be Led

BUILDING EFFECTIVE LEADERS AT ALL LEVELS

SANTA BARBARA COUNTY PUBLIC WORKS
Additional Training Programs

- Operations Leader Academy - Fall of 2020
- TLA
  - In-person training
  - Two coaching calls per person
Management created scenarios with presentations

2017 Thomas Fire and 2018 1/9 Debris Flow

- Transitioning to a Leadership Role
- Tragic emergency situation
- Team used the tools learned through leadership training
Key Points

- Local level leadership is important because it impacts residents more than other levels of government
- Leadership philosophy is a tool to help staff understand what is expected from them
- Leadership commitments
- Colors assessment as a communication tool

Nate Sassaman

- 20 plus years of US Army service
- Commander, Battalion Level in Iraq
- Author of “Warrior King”
- Facilitator, coach, strategic planner
- Bachelor of Science – West Point
- Master of Public Administration – University of Washington
“Victory Loves Preparation”

September 12, 1962
CHOOSE YOUR HARD

Marriage is hard. Divorce is hard. Choose your hard.

Being in debt is hard. Being financially disciplined is hard. Choose your hard.

Communication is hard. Not communicating is hard. Choose your hard.

Leading is hard. Not leading is hard. Choose your hard.

Preparing is hard. Not preparing is hard. Choose your hard.

Life will never be easy. It will always be hard. But we can choose our hard.

Pick wisely.”

KEY LEADERSHIP CONCEPTS

- Be A Professional
  - What does it mean?
  - Strategic Work & Life
  - Leading Change

- The “First Team” in 2022
  - Leadership does not have to be lonely
  - Grandin, ND

- Open-Mindedness
- Vulnerability (Crucible Experiences)
- Collaboration
- Accountability

- Crawford & Company Values

- Your One Thing – 2022
"The onset of crisis is too late to decide to become an effective leader; the process must be a cumulative part of each manager's personal development plan and practice. The sooner this is started as a systematic process, the better, but now is probably not too late."


THE “FIRST TEAM”
**We Are All Hardwired**

![Brain Diagram]

**COSB PW Values**

- **Integrity** – Being honest, fair, and ethical in all words and actions.
- **Respect** – Building trust in work relationships and the community.
- **Competency** – The ability to create, communicate and collaborate to achieve innovative solutions.
- **Initiative and Judgment** – Take action and use informed, well-reasoned judgment to make decisions and have the courage to be accountable for the results.
- **Community** – Partner to provide the community’s fundamental services and connections.
COSB PW Leadership Commitments

- Communication
  - Identify and recognize employee efforts to provide outstanding service to our customers
  - Communicate expectations clearly and facilitate successful outcomes
  - Address personnel and performance matters in a timely and consistent basis throughout the Department

- Development
  - Provide professional growth through interesting and challenging work opportunities
  - Create a learning environment through sharing of knowledge, promotion of training, and allow use of new skills
  - Share resources within the Department to fully leverage internal capabilities and enhance institutional knowledge
  - Bring enthusiasm, energy, and passion for public service
  - Create an environment that promotes well-being
  - Reach out and connect to all employees on a regular basis

- Culture
  - Important emails
  - Urgent acts on you

Victory Loves Preparation

<table>
<thead>
<tr>
<th>URGENT</th>
<th>NOT URGENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1 – QUADRANT OF NECESSITY</td>
<td></td>
</tr>
</tbody>
</table>
  - Impending deadlines with long-term consequences
  - Crises/Emergencies
  - Resolving immediate problems
  - Important emails
  - Urgent acts on you
  **Action: Manage**
| Q2 – QUADRANT OF QUALITY/ PERSONAL LEADERSHIP |
  - Planning/Problem Solving
  - Important relationships
  - Health and Fitness
  - Leadership/Coaching/Mentoring
  - Personal Development
| Q3 – QUADRANT OF DECEPTION |
  - Interruptions/Distractions
  - Unproductive meetings
  - Dealing with other’s requests
  - Many emails and phone calls
  - Reoccurring/routine tasks
  **Action: Delegate**
| Q4 – QUADRANT OF WASTE |
  - Mindless TV
  - Surfing the Web
  - Facebook, Instagram, etc.
  - Games
  - All time wasters
  **Action: Dump (or enjoy)**
UPSTREAM THINKING, UPSTREAM EFFORTS

Upstream

THE QUEST TO
SOLVE PROBLEMS
BEFORE THEY
HAPPEN

DAN HEATH

New York Times bestselling author of
Made to Stick and Switch.

2022 - “Life is Tough, Work Through It”

Georgia quarterback Stetson
Bennett’s words to live by
LIFE IS TOUGH, WORK THROUGH IT
1942 – WWII North Africa

It’s ALL “GOOD”
What’s Your ONE THING for 2022

The Rest of the Story

“Warrior King
The Triumph and Betrayal of an American Commander in Iraq

“The ultimate measure of a man is not where he stands in moments of comfort and convenience, but where he stands at times of challenge and controversy.”
– Dr. Martin Luther King, Jr.
1. Stay Calm, Be Professional, Solve Your Problem!

2. Start practicing “Being Strategic” in your professional and personal life.

3. Be an Amazing Leader...leading yourself and/or others...just not at the expense of you and your self-care.

4. What’s your “One Thing” Personally and Professionally to go above and beyond in 2022?

5. “Victory Loves Preparation!”

See you on the High Ground!