Ron Williams
Presents
Leading Change By
Changing the Way We Lead

LEAGUE OF CALIFORNIA CITIES
Public Works Officers Institute
Today Is About Getting Better At

Leading Change

Leading Yourself

Leading Others
1. Who has missed the most shots in NBA history?

14,481

2. What batter has struck out the most in MLB history?

2,597

3. Who has the most fumbles in NFL history?

166

You don’t need to be perfect to become a Hall-of-Famer, what matters is what you do after you miss the shot, strikeout or fumble the ball?
Before we get into the meat and potatoes of my presentation, I want to share 5 key things I believe.
Leadership is a process of making a **choice** to lead, formulating a **vision**, developing a climate of **trust**, **influencing** others to understand and agree what needs to be done, and **inspiring** and **empowering** them to achieve it.
Leadership is a privilege. If you lead other people, you’ve been given a great gift – the opportunity to change people’s lives. If you’re going to make that kind of a difference, you need to keep taking your leadership skills to a new level. To positively impact others, you have to be willing to keep learning and growing yourself.
As a leader, you are always going to get a combination of two things:

What you create

What you allow
As a Public Works Director you are the ultimate role model who sets the example for how your office talks, thinks, acts, treats each other and what is its focus.
To Be An Effective Public Works Director Today You Need A 21st Century MINDSET And A 21st Century SKILLSET
LEADING YOURSELF
Leadership is a self-discovery journey, it begins with self awareness and assessment but does not change or develop without purposeful practice. Self-leadership is the cornerstone of effective leadership.

Lead yourself — know yourself, improve yourself, and manage the appropriate balance in your own life.
Some of you sitting in this room right now, have accepted and adjusted to coming up a little short of being what you are capable of being as a leader. You have reached a reasonable level of competence and are maintaining your abilities, but you are not improving them and you are not getting better.
In what specific ways are you Managing and Leading more effectively than

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Has Your Comfort Zone Become Your Prison?

Public work directors who are stuck in their ways or who are unbending in the way they approach the business today are opting for a stale working environment. Don’t become a prisoner to your old ways of leading, learning, and behaving.
3 Reasons Why Leaders Fail To Get Better

Ignorance: Believe they already know everything they need to know.

Arrogance: Too proud to own up to their shortcomings.

Reluctance: Don’t exercise enough curiosity to discover the gaps in what they already know.
1. You can do (more) of certain things.
2. You can do (less) of other things.
3. You can (start) doing something you have not done.
4. You can (stop) doing certain things altogether.
Do You Have A Personal System For Success?
Goals are good for setting a direction, but systems are best for making progress.

A system is designed to make it easy for you to regularly repeat the necessary tasks that will help accomplish your goals.
If you’re Nick Saban, the goal is to win a college championship. The system is the way he recruits players, manages his assistant coaches, and how he conducts his practices.

If you’re Elon Musk, the goal is to build a billion-dollar business. The system is how he test product ideas, hires employees, and runs marketing campaigns.

If you’re Tiger Woods, the goal is to win the Masters. The system is how often he practices, what he practices on, and how he manages the course.
LEADING CHANGE
When is the last time you did something for the first time as a director or as a leader?
The World of Work is changing fast, leading change is a critical leadership capability.
Leading change is not a solo activity, or a command and control endeavor. It is a collective endeavor accomplished within the context of human relationships.

All key players must be on the same page, they need a unifying and objective description of the current state, a shared vision of a desired future state and consensus on the next steps on the journey.

The future state can’t be a continuation of the “as is” but a courageous commitment to the “will become.”
Here are the questions you have to ask yourself to see if you have aligned your team around its current state, and that enables the team members to imagine a future state so compelling that they are willing to drop the politics, come together, sleeves rolled up, to work as a team.

- Are we a strong team with a clear purpose that has high expectations of me and of each other?
- Do we understand and have the data on our current state, do we understand our future state and are we aligned and focused on our priorities?
- Is my mindset magnetized so that we think and act with accountability and am I demonstrating leadership, that is keeping me inspired as well as inspiring others?
- Do all stakeholders in the change know their roles, and are accountable for execution and ownership?
- Most organizational change is interdependent, have I explained with clarity where shared work exists; and who we are collaborating with? Have I established effective rules for engagement and protocols?
- Have I developed effective strategies for stakeholders to clearly see how their role fits into the picture of success?
- For the implementation of the change to be successful am I communicating a compelling way-forward, taking actions, course correcting, and delivering tangible results in a way that creates confidence and trust?
Don’t leave change to chance. Be intentional with leading change by changing the way you lead it.
LEADING OTHERS
As a leader, what have you done to be Accepted and Respected?
As a Public Works Director
Are You “Selling” What Employees Want To Buy?
They want…..

- To be seen as a human, rather than as a human resource.
- Better work-life balance and personal wellbeing.
- A salary that contributes to their financial wellness.
- Recognition and praise
- To work from home
- A workplace they can bring their authentic self to.
- A workplace they feel seen and heard
- Opportunities for career growth and development
- Open communication
- Clear expectations and goals
- On-going training
- To win.
- Meaningful work, ability to make a difference and a contribution.
KPI'S
Amount of Recycling Collected
Quality of Street Maintenance
Water Usage
Water Loss
Fleet Availability
Fleet Maintenance Costs
Amount of Sewer Mains
Amount of Water Mains

SOFT SKILLS
Respect
Engagement
Appreciation
Attitude
Empathy
Recognition
Listening
Caring
Ignite our instinct, intellect and imagination. Intellect to improve performance-Instinct to increase productivity-Imagination to enhance potential.

21ST Century Leaders ignite their team through Influence, Encouragement, Empowerment and Safety.

They give direction, provide required resources, and then get out of the way and trust people to do their job. They build trust by setting a clear strategy, achievable goals and have real-time two-way communication and feedback.
Questions Leaders should ask when leading others:

- How well do I build commitment and consensus?
- Am I simplifying processes and procedures where possible by removing internal bureaucracy and delegating as much authority as possible?
- Am I talking to my people or talking at my people?
- Have I set a clear vision for people to follow?
- Am I onboarding people for success?
- Am I treating my employees as numbers?
- Have I built a worker-friendly culture that makes employees feel valued, appreciated, and respected?
- Am I treating blue-collar workers with white-collar respect?
- Have I been promoting a culture of continuous improvement by revisiting processes periodically and challenging best practices?
- Do I invite risk taking within my team by delegating challenging work with clear outcomes and planned coaching?
This new way of working has opened the door to a new way of leading. You should want your workforce to be happy and satisfied while being productive and successful. There has been a shift away from command and control leadership to leading with kindness with a more human and collaborative approach. The successful leaders of the next normal will be those who: trust their teams to get the job done; show empathy; support their teams to work flexibly; encourage healthy working styles; and provide an environment of physical and psychological safety.
The 21st Century Leader must have a clear head, clean hands, and a caring heart.