

Welcome to

AUTHENTIC LEADERSHIP

It's About PRESENCE, Not Position

Rural Municipal Administrators' Association Of
Saskatchewan

May 18, 2016, Regina, Saskatchewan

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the leader's navigator

AUTHENTIC LEADERSHIP

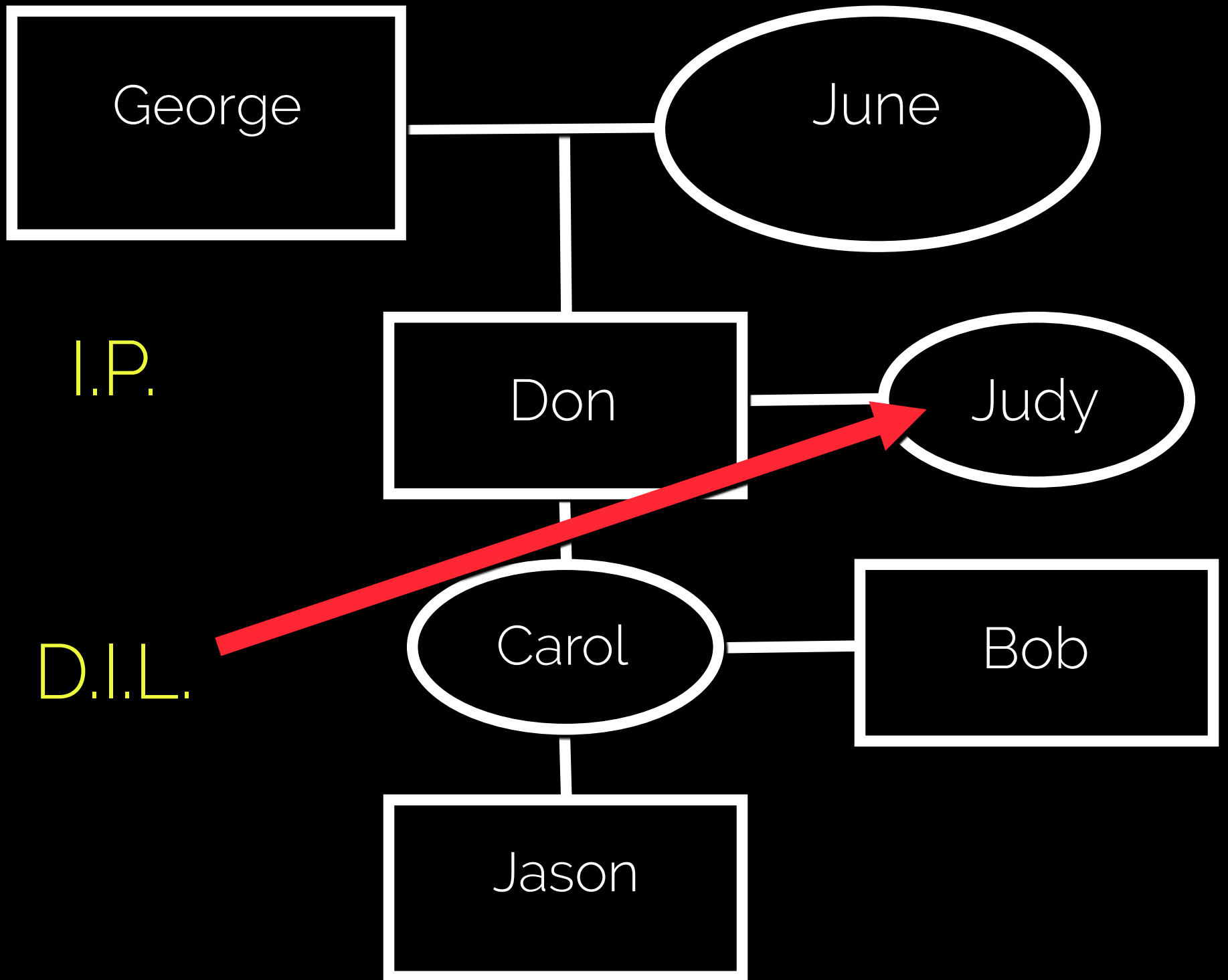
IT'S ABOUT PRESENCE, NOT POSITION

David Irvine DAVID ♦ IRVINE
the leader's navigator

Regina, Saskatchewan | May 18, 2016

If you want to make small changes in your life, change the way you DO things.

If you want to make big changes in your life, change the way you SEE things.



I.P.

D.I.L.

ADMINISTRATOR

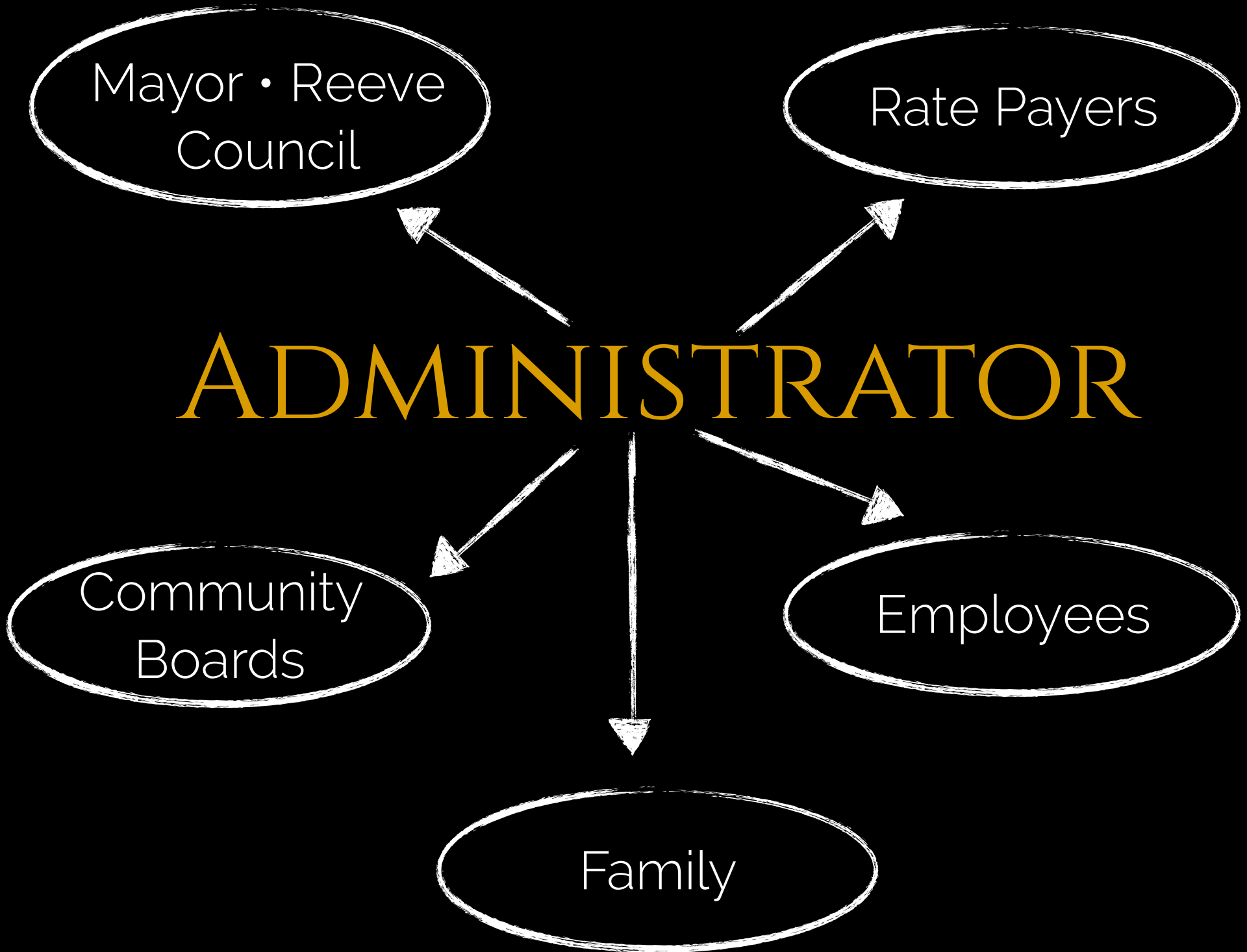
Mayor • Reeve
Council

Rate Payers

Community
Boards

Employees

Family



LEADERSHIP OVERVIEW



Leadership Overview

ADMINISTRATOR VS. LEADER

TRANSACTIONAL vs. TRANSFORMATIONAL

From:
Being a Father

To:
Being Dad

LEADERSHIP DEFINED....

The ability to achieve results through others - while creating an environment where people grow and flourish - without the use of positional power

ADMINISTRATOR VS LEADER

TRANSACTIONAL vs. TRANSFORMATIONAL

Financials/Book Keeping

Fostering Trust

Property Assessments

Inspiring a Vision

Boss

Mentor

Banking

Serving

Chairing Meetings

Connecting with People

Bylaws, Policies, Procedures

Values, Principles, Purpose

"In front of computer"

"In front of people"

"Knowing"

"Learning"/Being Mentored

Politics

People

Controlling

Unleashing

"If you want to build a ship, don't herd people together to collect wood, and don't assign them to tasks and work, but rather teach them to long for the endless immensity of the sea."

-Antoine de Saint-Exupéry

MATURITY

- The ability to do a job whether or not you are supervised;
- Finish a job once you start it;
- Carry money without spending it;
- And be able to bear an injustice without wanting to get even.

Mentors and LEG-UP Relationships ...

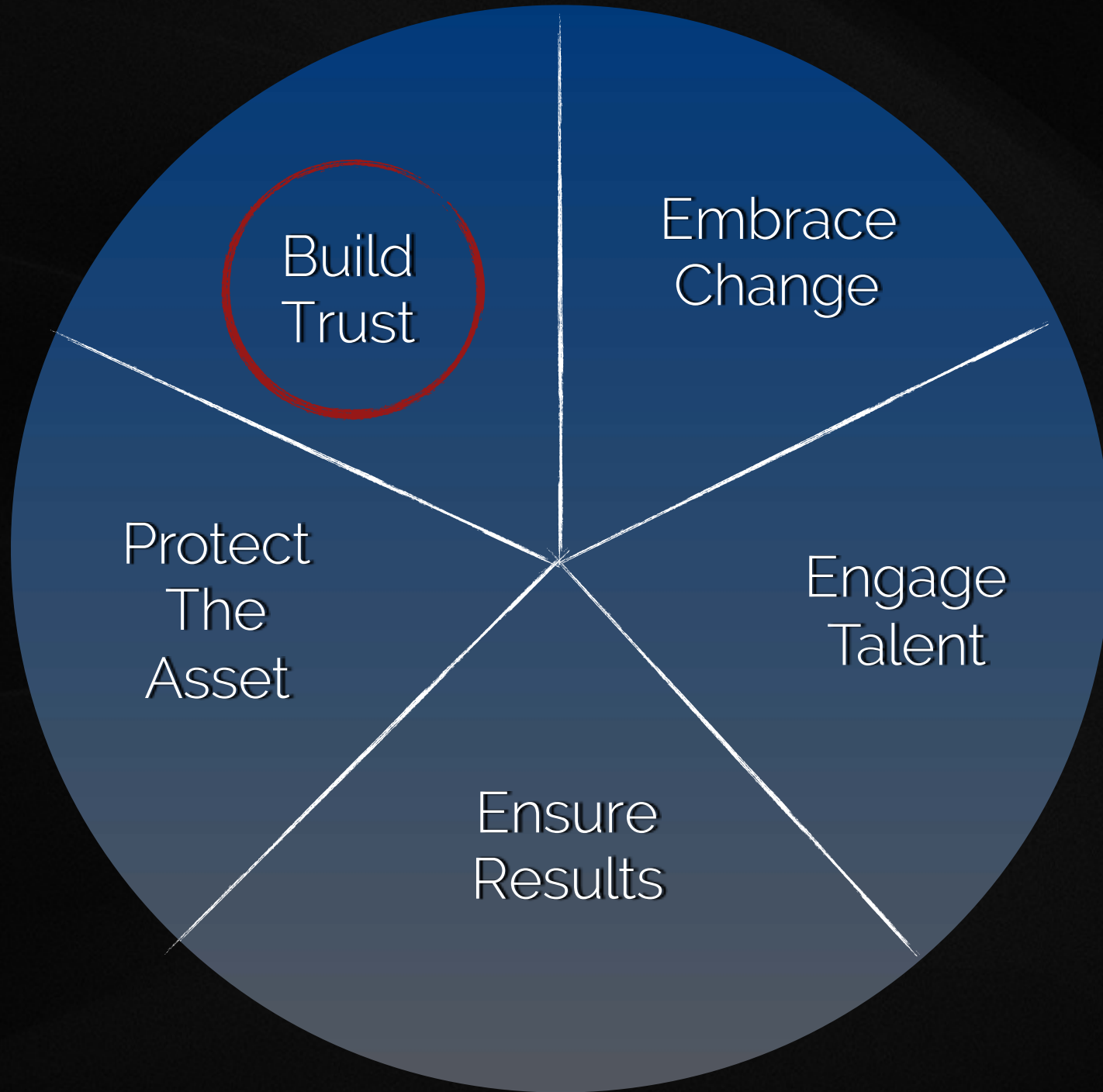
IN A TRIAD...

1. What percentage of your time as a leader is spent on each side of the spectrum?
2. Who has been a LEG-UP person in your life?
3. What were/are their qualities? What does the recognition of these qualities say about you as a leader? How did you learn to lead?

or

4. Where do you see evidence of transformational leadership in your organization?
5. What are you doing to acknowledge and reward transformational action?

FIVE LEADERSHIP ACCOUNTABILITIES



QUESTIONS THAT ASSESS TRUST...

- ★ Do they deliver results?
- ★ Do they stand by me under pressure?
- ★ Do they tell me the truth?
- ★ Do they fulfill their promises?
- ★ Do they care?

HOW DO YOU KNOW IF PEOPLE TRUST YOU?

- 1) Seek your advice
- 2) Are honest with you
- 3) Bring you bad news
- 4) Challenge you
- 5) Are Competent
- 6) Are relaxed around you

TRUST

"Belief In"

"Reliance Upon"

Connect-Ability

Account-Ability

TRUSTWORTHINESS
CHARACTER

Integrity

The Courage To Meet The Demands Of Reality
Poise Under Pressure

VICTIMS

RENTS

- Blames
- Consumes
- Tears Down
- Talks about People
- Contaminates
- Triangulates
- Ignores Wrongs
- Stuck in the Past
- Entitlement

LEADERS

OWNS

- Looks for solutions
- Contributes
- Builds Up
- Talks about Solutions
- Contains
- Shows Loyalty
- Rights Wrongs
- Courage to Let Go
- Gratitude

This is the true joy in life, the being used for a purpose recognized by yourself as a mighty one; the being a force of nature instead of a feverish, selfish little clod of ailments and grievances complaining that the world will not devote itself to making you happy.

George Bernard Shaw

TRUST

"Belief In"

Connect-Ability

"Reliance Upon"

Account-Ability

TRUSTWORTHINESS

CHARACTER

Integrity

The Courage To Meet The Demands Of Reality

Poise Under Pressure

Accountability In An Age Of
Entitlement...

The Ability To Be Counted On

"You can't build a reputation on what you are going to do."

Henry Ford

TRUST

"Belief In"

Connect-Ability

"Reliance Upon"

Account-Ability

TRUSTWORTHINESS

CHARACTER

Integrity

The Courage To Meet The Demands Of Reality

Poise Under Pressure

Everyone communicates; few connect

John Maxwell

LEADER

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graph TD; LEADER((LEADER)) --> Mayor[Mayor • Reeve Council]; LEADER --> RatePayers[Rate Payers]; LEADER --> Employees[Employees]; LEADER --> Family[Family]; LEADER --> CommunityBoards[Community Boards];
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Mayor • Reeve
Council

Rate Payers

Employees

Family

Community
Boards

Deposits

Withdrawals

Take people for coffee
Be open and approachable
Encouragement
Extend trust
Communicate Directly
Give credit
“The connection”
Seek first to understand
Catch people doing things right
Ask and clarify
Honesty, openness
Apologize Invite Feedback

DEPOSITS



FOUR STEPS TO CONNECT-ABILITY

1. Make a list of your “Significant Seven” stakeholders
2. Take a Relationship Inventory with each of your key stakeholders
3. Make a plan for making deposits
4. Seek feedback - Continually

"On a scale of 1-10, how would you rate the quality of our relationship in the past year?"

If less than a 10, what would take it up a notch?

STOP?

START?

CONTINUE?

FIVE LEADERSHIP ACCOUNTABILITIES



ARTICULATING THE CHANGE

Elections/Council Changes

Election Procedure Changes

New Administration

Best Practices

Technology

Staffing

Legislative, Procedure Changes

“Government Downloading”

Getting our councils to change their thinking

Retiring, Illness, Marriage, Birth of a baby!

Kids taking over the Farm

ARTICULATING THE CHANGE

Choose one change you - or one of the constituents that you serve - have either experienced in the past year, are in the middle of, or anticipate in the near future.

CHANGE

Occurs outside of a person.

TRANSITION

Occurs inside of a person. Transition is the re-orientation people go through when they come to terms with change.

TRANSFORMATION

Is about leading the process of transition to move you - and others- into a new perception of the world.

It's not so much that we're afraid of change and uncertainty or so in love with the old ways, but it's that place in between that we fear ... It's like being in between trapezes. It's Linus when his blanket is in the dryer. There's nothing to hold on to.

Marilyn Ferguson

TRANSITIONS

When one door closes, another opens...

What they don't tell you, is that it's HELL in the corridor.

NAVIGATING THE TRANSITION

The graph illustrates the transition between low growth and high growth, showing how certainty changes. The y-axis represents 'Certainty' and the x-axis represents 'Growth'. The line starts at a high level of certainty for low growth, then drops sharply as growth increases, reaching a minimum point. From there, the line rises sharply, eventually leveling off at a high level of certainty for high growth.

NAVIGATING THE TRANSITION

The graph illustrates the transition from a state of low growth and high certainty to a state of high growth and high certainty. The vertical axis represents 'Certainty' and the horizontal axis represents 'Growth'. The white line shows a path that starts at a high level of certainty for low growth, then drops sharply as growth increases, reaching a minimum point. From there, the line rises sharply, eventually leveling off at a high level of certainty for high growth. The background is dark blue with faint, glowing lines.

NAVIGATING THE TRANSITION

The graph illustrates the transition from a state of low growth and high certainty to a state of high growth and high certainty. The vertical axis represents 'Certainty' and the horizontal axis represents 'Growth'. The line shows a sharp decline in certainty as growth initially increases, followed by a sharp rise in certainty as growth continues to increase, eventually reaching a plateau of high certainty at high growth levels.

NAVIGATING THE TRANSITION



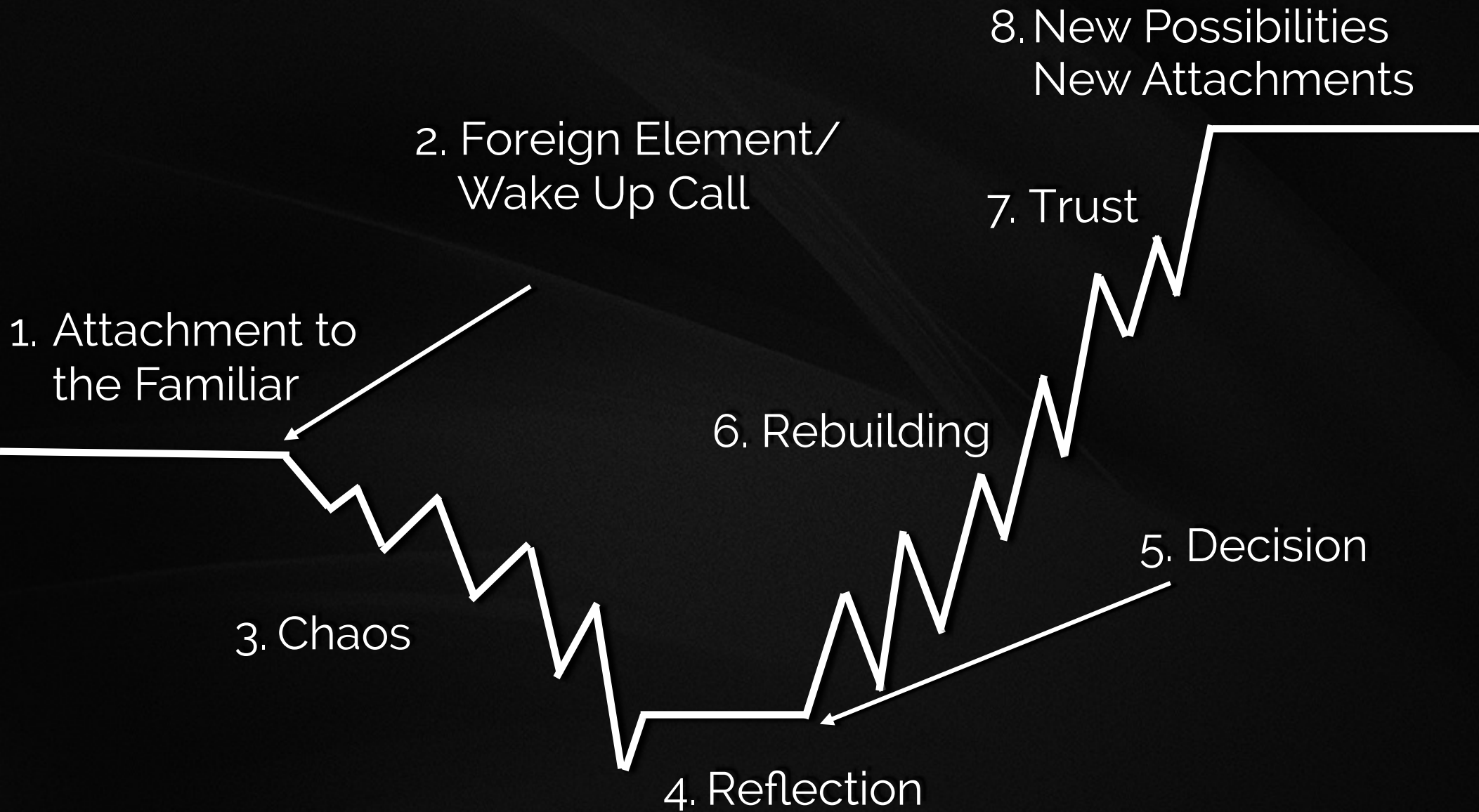
EMOTIONS THAT ACCOMPANY CHAOS...

- ★ Worry/Fear
- ★ Anger
- ★ Frustration
- ★ Vulnerability
- ★ Uncertainty/Confusion
- ★ Lack of control
- ★ Sadness/Loss/Grief
- ★ Suspicion
- ★ Discomfort
- ★ Apprehension
- ★ Betrayal
- ★ Excitement

Indicators of being in the Chaos too long:

Resentment
Cynicism
Depression
Anxiety
Constant worry
Low morale
Resignation
Bitterness
Indifference

NAVIGATING THE TRANSITION



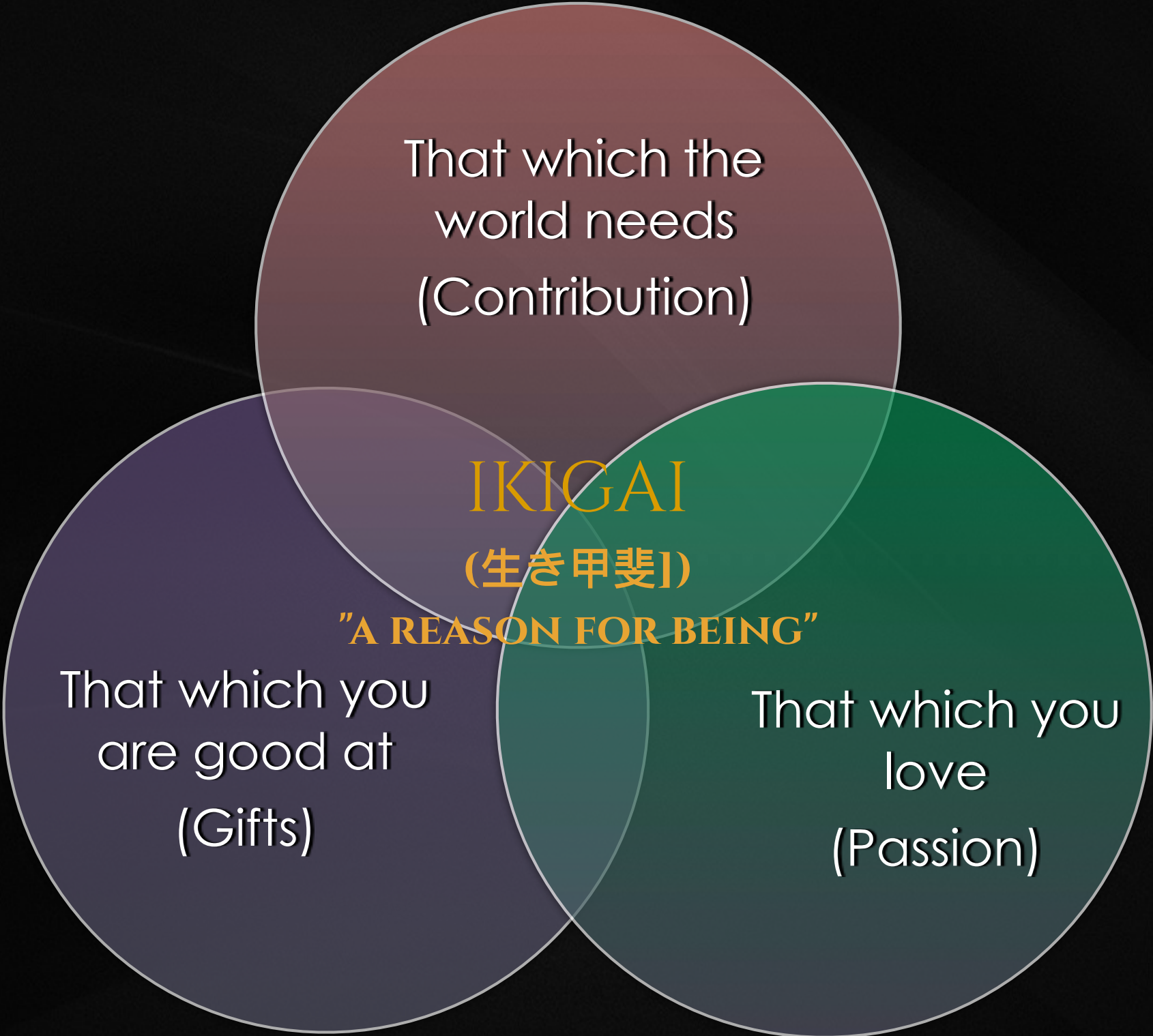
Every time you meet a situation, though you think at the time it is an impossibility and you go through the tortures of the damned, once you have met it and lived through it, you find that forever after you are freer than you were before.

Eleanor Roosevelt

BUILD A BRIDGE AND GET OVER IT!

FIVE LEADERSHIP ACCOUNTABILITIES



A Venn diagram with three overlapping circles on a black background. The top circle is reddish-brown and contains the text 'That which the world needs (Contribution)'. The bottom-left circle is purple and contains the text 'That which you are good at (Gifts)'. The bottom-right circle is green and contains the text 'That which you love (Passion)'. The central area where all three circles overlap is labeled 'IKIGAI (生き甲斐)' and '"A REASON FOR BEING"' in orange text.

That which the
world needs
(Contribution)

IKIGAI
(生き甲斐)

"A REASON FOR BEING"

That which you
are good at
(Gifts)

That which you
love
(Passion)

FIVE LEADERSHIP ACCOUNTABILITIES



"Everyone on a team knows who is and who is not performing, and they are looking to you as the [positional] leader to see what you are going to do about it."

Collin Powell

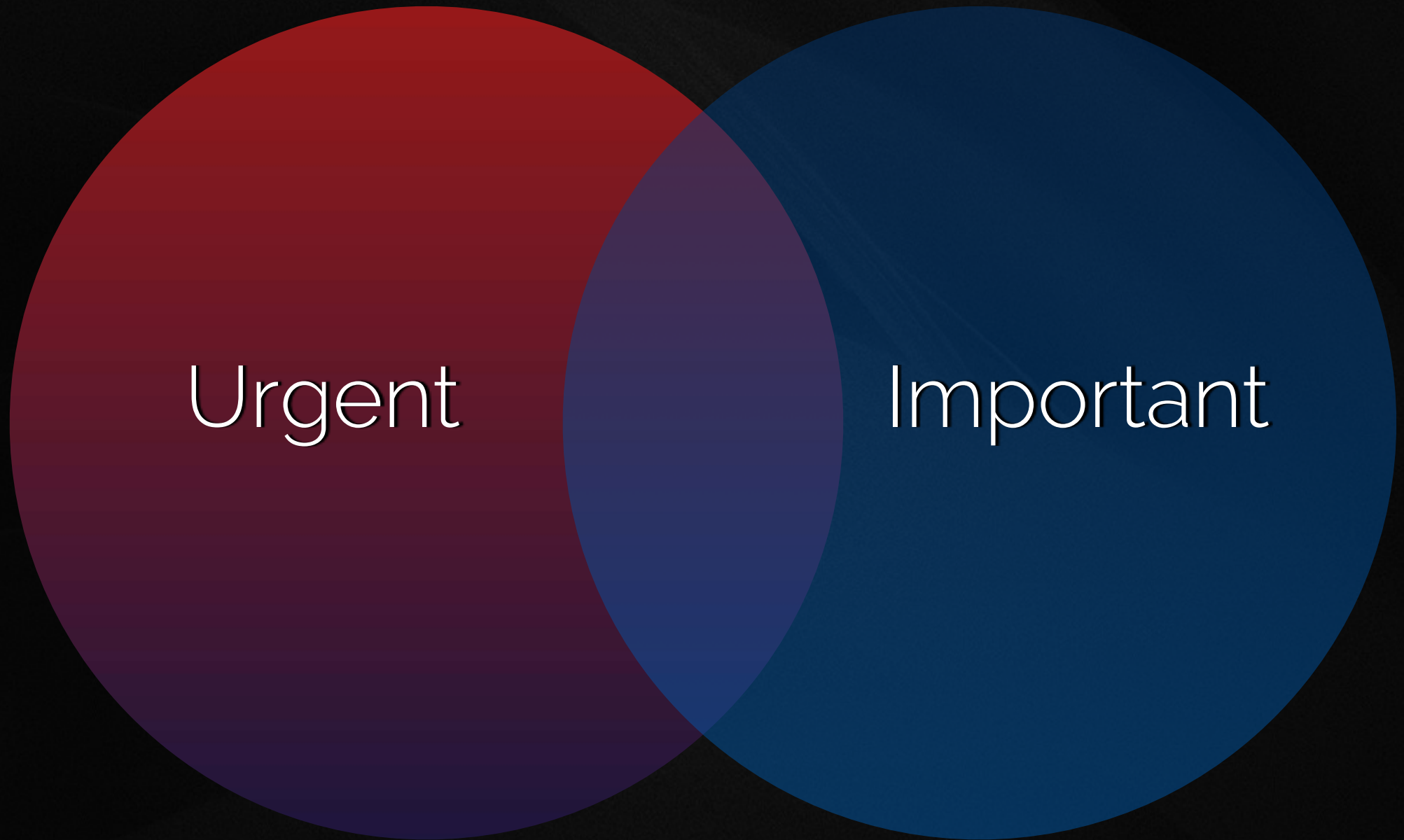
Former US Secretary of State

FIVE LEADERSHIP ACCOUNTABILITIES



Beware the barrenness of a busy life.
Socrates

THE TYRANNY OF THE URGENCY



THE INTEGRATED LEADER

Measuring Success

Inner Life

Family Life

Friendships

Community Contribution

Health

Professional Life and Fulfillment

IN SUMMARY...

A CALL TO ACTION

1. Self-Awareness - Get some feedback on your leadership
 - Stop/Start/Continue
2. Invest in relationships
3. Spend time reflection on your essence, your IKIGAI
4. Find a mentor
5. Reflect on the Big Rocks in your life

You Raise Me Up
By
Josh Groban

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the leader's navigator