



# City Leaders SUMMIT

Sacramento, CA



Thank You!

[www.calcities.org/city-leaders-summit](http://www.calcities.org/city-leaders-summit)

# Mayors and Council Members Department Officers



John Minto, President  
Mayor, Santee



Susannah Meyer,  
First Vice President  
Council Member,  
Brentwood



Blanca Pacheco,  
Second Vice President  
Mayor, Downey



Lori Ogorchock,  
Immediate Past  
President/Department  
Director  
Council Member, Antioch

# Second Vice President

Are you an enthusiastic and committed elected official? If so, we want you!

The Department is seeking a Second Vice President from Northern California. Submit your application by:

July 8, 2022

# Advancing Equity Community

## MAKE A DIFFERENCE!

The League of California Cities is excited to announce the Cal Cities Advancing Equity Community, a new community where members can connect with one another to share information and resources.

Email Meghan McKelvey at [mmckelvey@calcities.org](mailto:mmckelvey@calcities.org) for information on joining.





Your feedback is much appreciated.

*Use this QR Code to complete the conference evaluation today! Share your feedback to shape the next conference!*

Find Session Materials Online

[www.calcities.org/summit](http://www.calcities.org/summit)



LEAGUE OF  
**CALIFORNIA  
CITIES**

————— **Mayors and Council  
Members Department** —————

# Cindy Silva

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League of California Cities President  
and Mayor Pro Tem, Walnut Creek



# Nicole Lance

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Keynote Speaker





LEAGUE OF  
**CALIFORNIA**  
**CITIES**



# STOP SHOULDING *yourself*

[www.nicolelance.co](http://www.nicolelance.co)







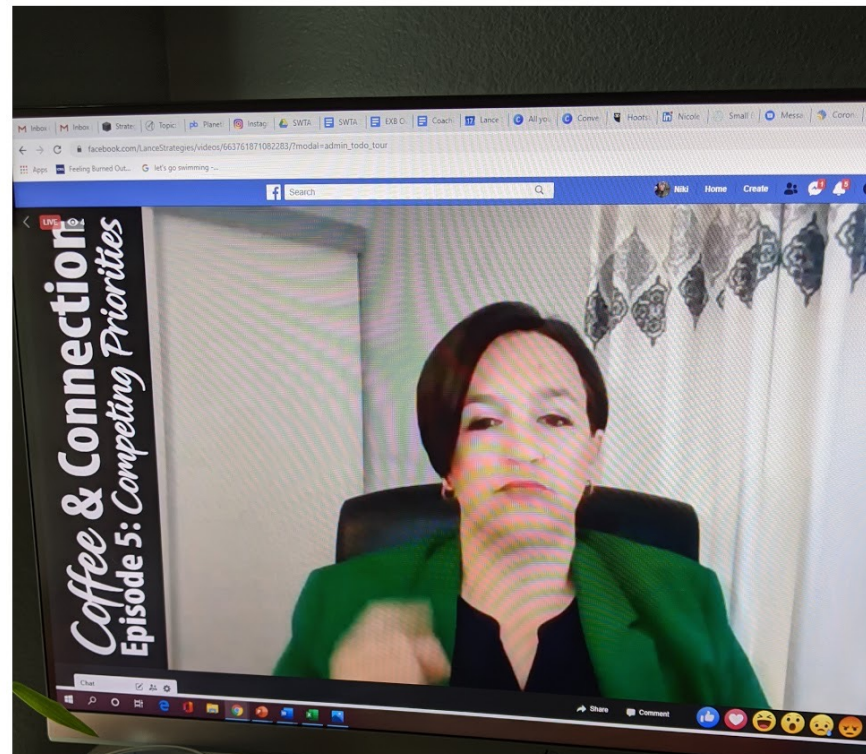
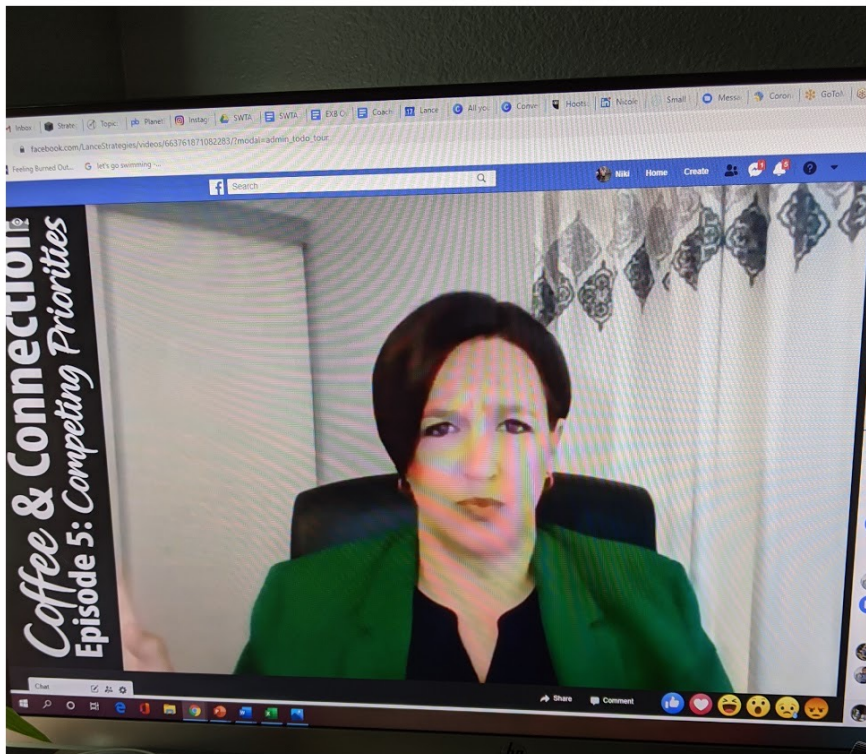
LIFE HAS LOOKED A  
LITTLE DIFFERENT  
THIS PAST 26  
MONTHS

LIFE HAS LOOKED A  
LITTLE DIFFERENT  
THIS PAST **26**  
MONTHS















**SURE, LET'S MAKE A PLAN!**





# LIMINAL

**Relating to a transitional or initial stage of a process**

**Occupying a position at, or on both sides of, a boundary or threshold**

**The time between what was and what's next**

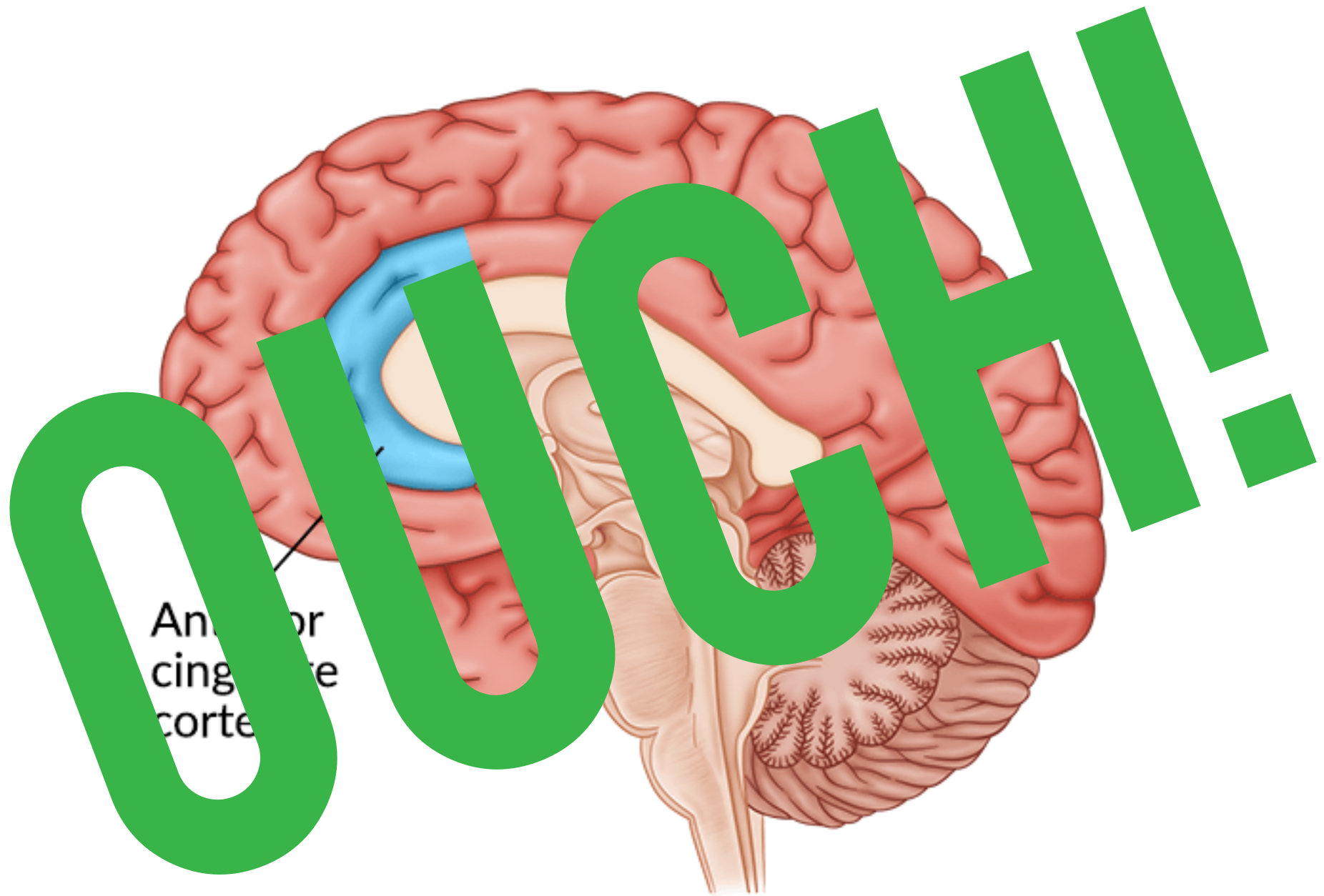




**WHAT IMPACT**

**IS THIS**

**HAVING?**

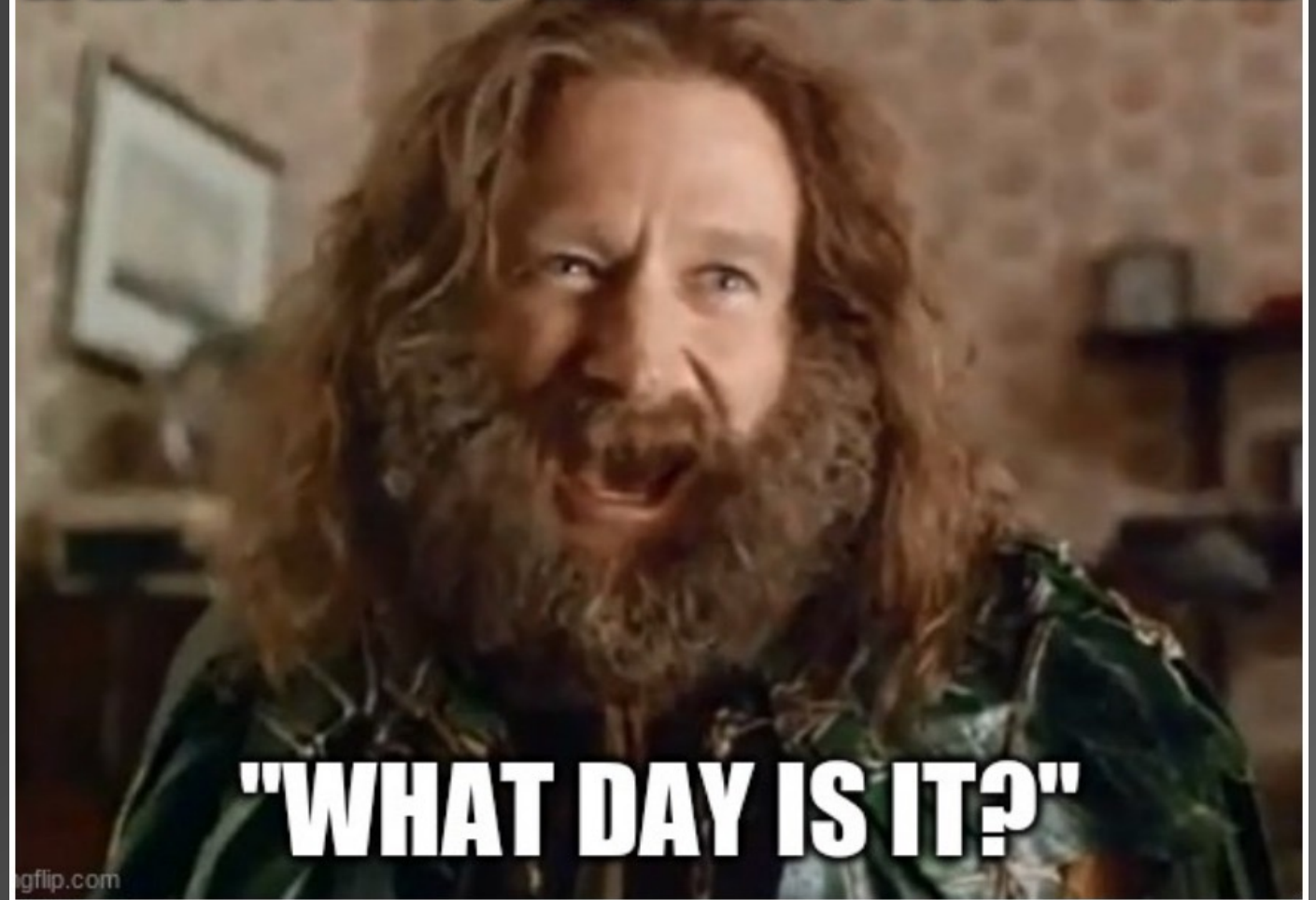


Anterior  
cingulate  
cortex

Let's talk about  
"Zoom Fatigue"...

Virtual  
meeting  
burnout...

**A MONTH INTO WORKING FROM HOME**



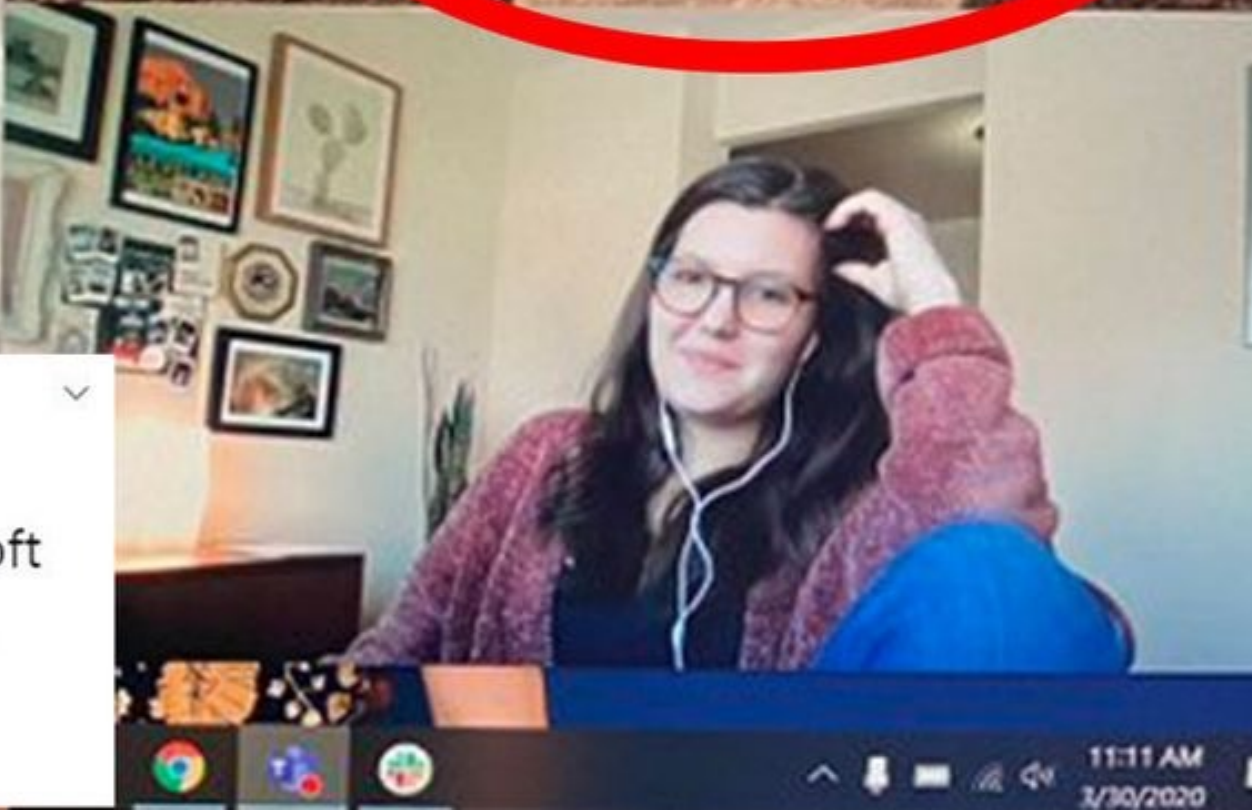
**"WHAT DAY IS IT?"**





Rach  
@PettyClegg

my boss turned herself into a potato on our Microsoft teams meeting and can't figure out how to turn the setting off, so she was just stuck like this the entire meeting





# Zoom Meeting

Audio only

With video



When the zoom meeting is about to end  
and someone asks a question



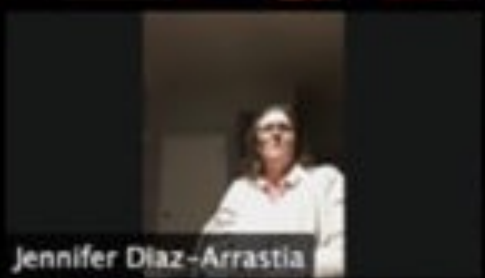


Why do I feel compelled to WAVE at the end of Zoom calls? I have literally never walked out of a meeting room WAVING.





What is really  
going on?







Me on a Zoom call pretending I'm listening and not just looking at myself





**YOU'RE**

**ON**



**MUTE**



For instance, **audio** has been proposed as the main reason that video meetings are draining.





It turns out that **millisecond delays** in virtual verbal responses *negatively affect our interpersonal perceptions,* even without any internet or technical issues.

# OXYTOCIN

Brain Hormone

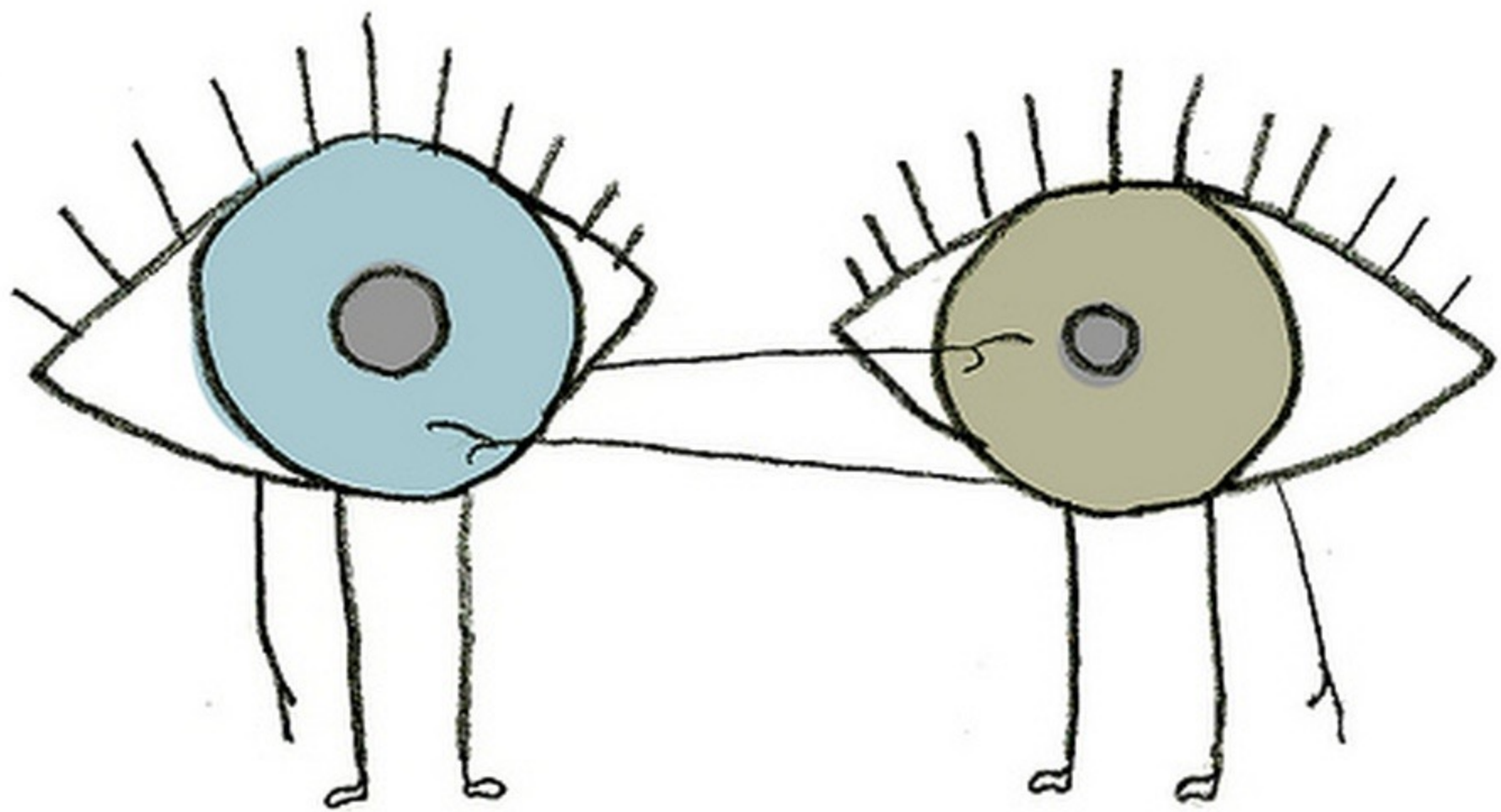
Responsible for forming bonds,  
reducing fear, and lowering depression



# TRUST

Brain Hormone

Responsible for **forming bonds**,  
reducing fear, and lowering depression



eye contact

Where does  
this **leave** us?

**It's fine.  
It's fine.  
I'll do  
EVERYTHING.**



**It's fine.**

@KIDSARETHEWORST

**BEFORE WE GET  
STARTED,  
I WANT YOU TO  
PANDICULATE.**



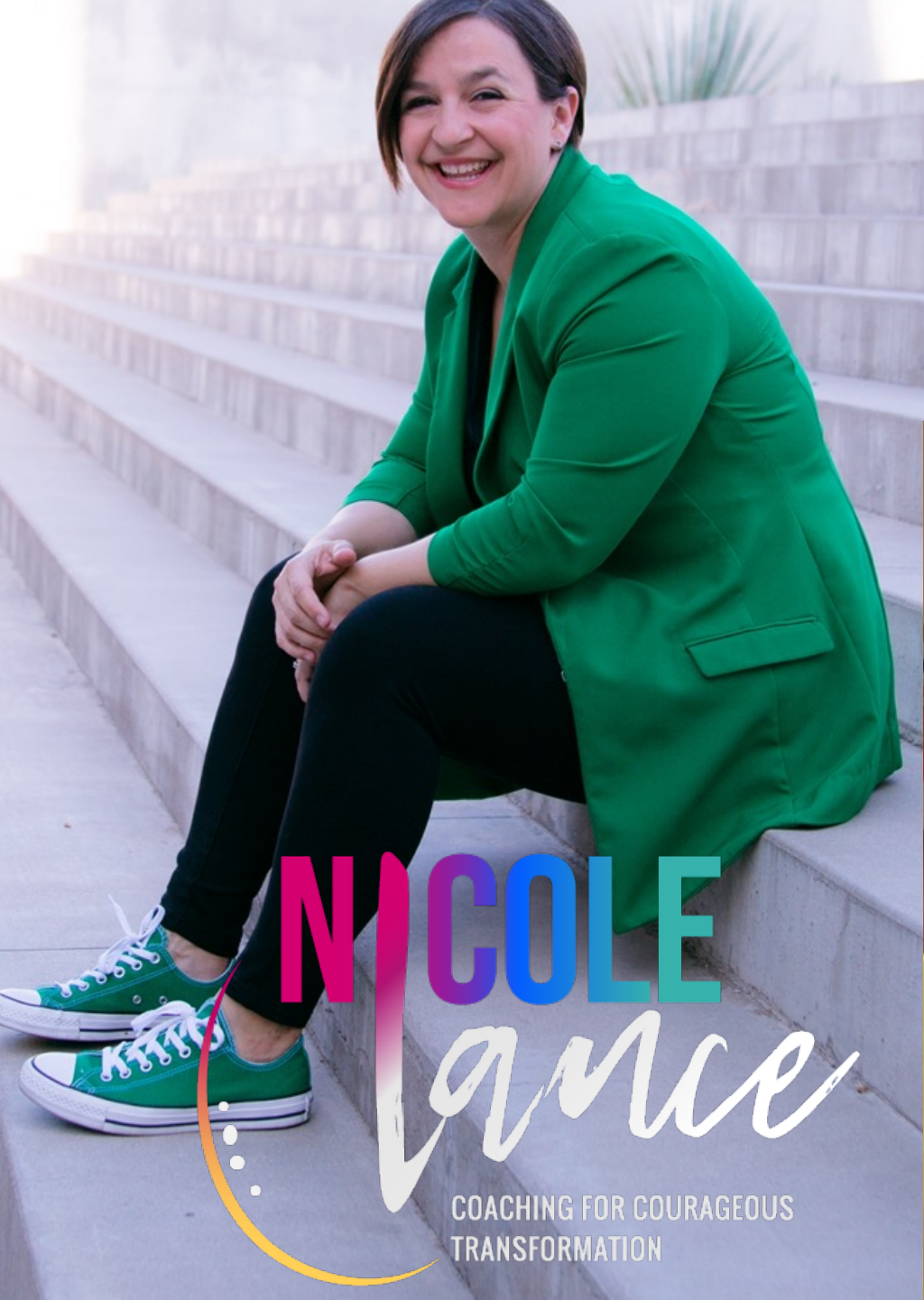






**DON'T KNOCK ANYTHING OVER!**





**NICOLE**  
*Vance*

COACHING FOR COURAGEOUS  
TRANSFORMATION





# Serving those who serve

Executive Coaching

Team Training

Retreats & Teambuilding

Courageous Conversations

Diversity & Inclusion

Women's Leadership Development

Life Coaching



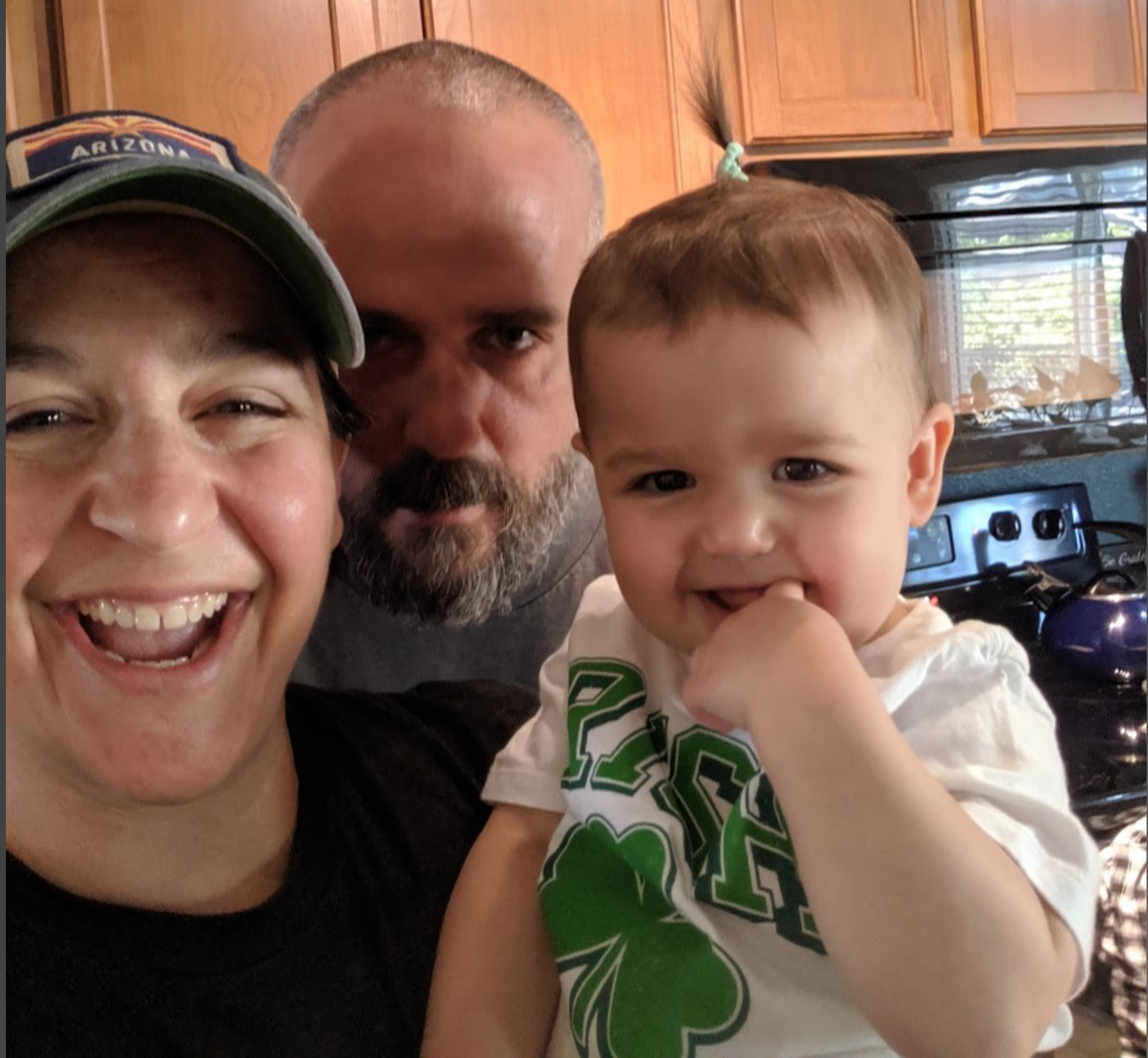












**STOP  
SHOULDING  
YOURSELF**



**BUILDING CAPACITY**

**IMPROVING SUCCESS & SATISFACTION**

**BY PASSING BURNOUT**

**OVERCOMING OVERWHELM**

***AND MOST IMPORTANTLY...***

**LEADING WITH  
AUTHENTICITY**

ALSO:  
4 BONUS  
QUESTIONS



**LET'S TALK ABOUT  
HOW WE ARE  
SHOWING UP**



HOW I THINK I LOOK WITH SMOKY EYES

HOW I ACTUALLY LOOK





HOW I THINK I LOOK AFTER  
A TOUGH DAY AT WORK



HOW I ACTUALLY LOOK





HOW I THINK I HANDLE STRESS



HOW I ACTUALLY HANDLE STRESS







**AN INCREDIBLY  
SCIENTIFIC  
SELF-ASSESSMENT**



WHEN YOU THINK  
ABOUT YOUR **PUBLIC**  
**SERVICE** JOURNEY  
RIGHT NOW...

**EMOJI  
CHECK-IN**

**a b c d e f g h i j k**

**1**



**2**



**3**



**4**



**5**



**6**



**7**





micro  
STRATEGY

**CHANGE**

**YOUR APPROACH  
IF YOU NEED TO**

**“I CAN’T DROP THIS PEN.”**



**WATCHOUT  
FOR:**



JUST

**I'M JUST A...**

**WE'RE JUST...**



**THAT'S JUST  
HOW HE IS...**

**SHE'S JUST A...**

**THIS IS HOW  
WE DO IT**



**IT IS WHAT IT IS**

**THAT'S JUST HOW  
THINGS ARE  
AROUND HERE...**

**ADJUST**



**STOP**  
**SHOULDING**  
**YOURSELF**

HOW MANY OF YOU  
HAVE EVER  
SHOULD  
ON YOURSELVES?

*(In public or in private)*





HOW MANY OF YOU  
HAVE EVER BEEN  
SHOULD ON  
BY SOMEONE ELSE?



**FOR YOU:**

**ALL THE TIME!**



SO WHAT DO  
WE DO ABOUT  
IT?

**STOPP**

**S: SELF-AWARENESS**

**TOP**



**S: SELF-AWARENESS**

**T: TACTICS**

**O**

**P**

**S: SELF-AWARENESS**

**T: TACTICS**

**O: OWN YOUR OPTIONS**

**P**

**S: SELF-AWARENESS**

**T: TACTICS**

**O: OWN YOUR OPTIONS**

**P: PERMISSION GRANTED!**

S

IS FOR

SELF-AWARENESS



WHERE ARE YOU  
SHOULDING YOURSELF?  
(OR BEING SHOULD ON?)

# NOTICE WHAT YOU'RE NOTICING

- Create a "should" tally
- Where do you feel guilty?
- Where are other people shoulding all over you?
- Take inventory: What are all the things you feel like you should be doing or should have done by now?

**WHO IS ON YOUR  
PERSONAL  
BOARD OF  
DIRECTORS?**







**CHOOSE  
WISELY**

**WATCH YOUR  
INTERNAL WORDS**

**SOME NOTES  
ABOUT OUR  
INTERNAL  
MONOLOGUE**



The More You Know

The image features the text "The More You Know" in a 3D, blocky font. The letters are colored with a gradient from purple on the left to blue on the right. To the right of the text is a large, bright yellow 3D star. Below the text and star is a horizontal band of colorful, glowing particles in shades of red, orange, yellow, and green, resembling a nebula or a comet's tail. The entire scene is set against a dark black background with scattered white stars.



RESEARCH SHOWS UP TO

80%

OF THE THOUGHTS

WE HAVE IN A DAY ARE *NEGATIVE*

**OUR BRAINS  
ARE WIRED TO  
ANSWER THE  
QUESTIONS  
WE ASK**

“Why do I always  
make mistakes?”

“How can I possibly keep  
screwing this up?”

“Why am I such an idiot?”

“Why am I so stupid?”

Our Brains Like to Project Certainty

**YOU'RE STUPID BECAUSE...**

"Why am I so stupid?"





# Google's Gmail and Drive suffer global outages

Users in Australia, the US, Europe and Asia report problems with various applications for several hours

**Kate Lyons**

🐦 @MsKateLyons

Tue 12 Mar 2019 23.30 EDT



🔗  
1,721



▲ Google said it did not know how long the issue would continue. Photograph: NurPhoto/NurPhoto via Getty Images

Google has been hit by outages in a host of countries around the world, with users reporting issues with Gmail, Google Drive, Hangouts and [Google Maps](#) for several hours.

**WHAT VALUES ARE  
YOU ORIENTING  
TOWARDS?**

**LET'S TALK  
ABOUT  
PET PEEVES**

NEW YEAR

NEW YOU

USE YOUR BLINKER





Never in the history  
of calming down, has  
anyone ever actually  
calmed down, by  
being told to calm  
down.



som**ee**cards  
user card

**WHAT BUGS  
YOU?**

**WHAT DO WE  
VALUE?**



HOW ARE WE  
BEING  
WHEN WE ARE  
LIVING  
THOSE VALUES?

**S: SELF-AWARENESS**

**T: TACTICS**

**O:**

**P:**

# TACTICS



**1**  
**PINPOINT YOUR  
POWER PHRASE**











PUNCH  
TODAY  
IN THE  
FACE.





PUNCH

FACE

**FRANTIC IS NOT  
MY FRAMEWORK**



**“PEOPLE FIRST”**





**IT'S BOUNDARY SEASON**





- Identify situations where you'd like to feel differently or show up differently
- Identify how you would like to feel or act in those situations instead
- What words or phrases will help reconnect you to how you want to feel/act?

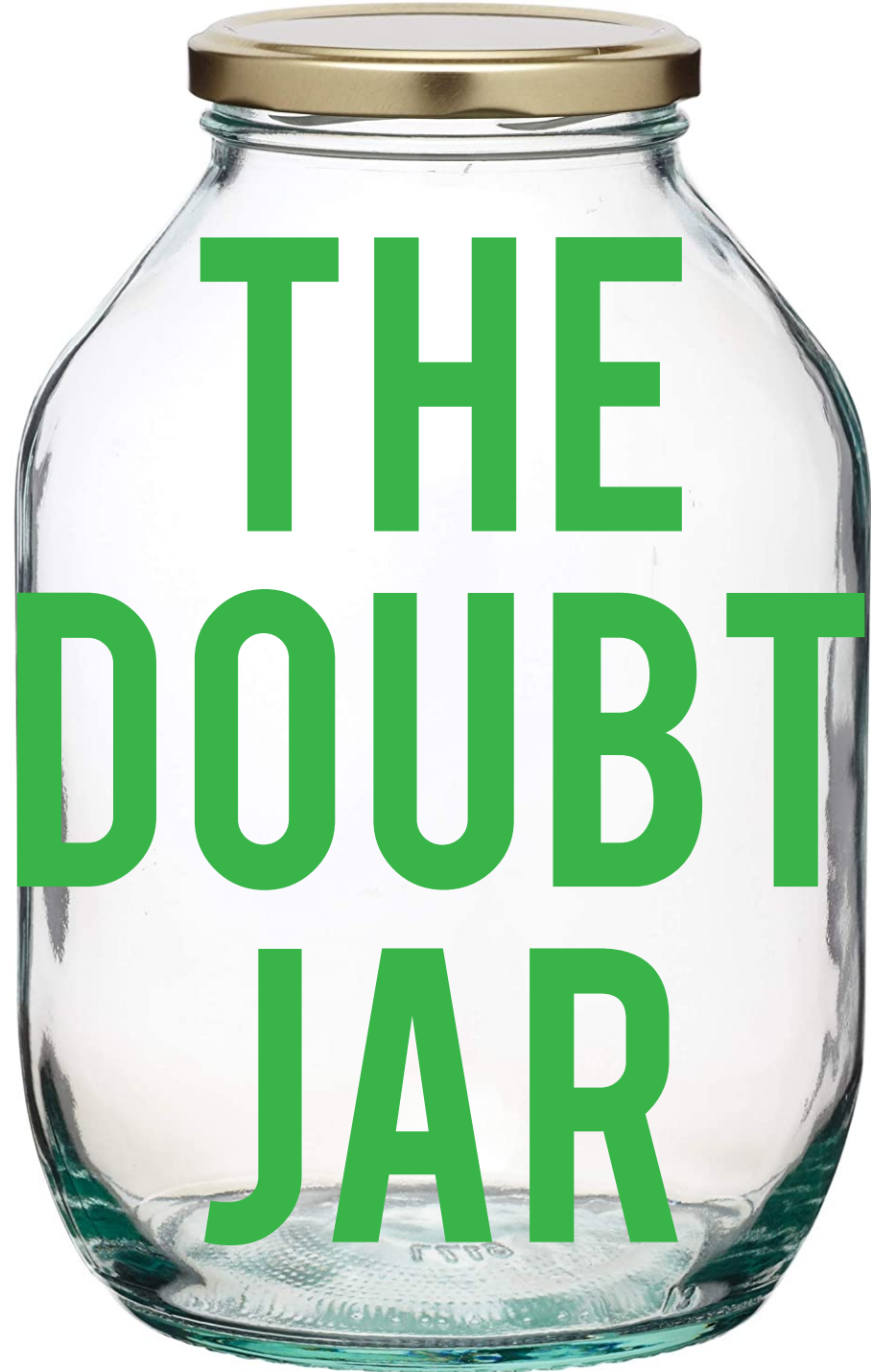
**PINPOINT YOUR POWER PHRASE**





**EXPERIMENT  
WITH THE  
BS BUCKET**

WE SHOULD ALL OVER  
OURSELVES WHEN WE  
ARE **AFRAID**...



**THE  
DOUBT  
JAR**

A large, semi-transparent grey number '3' is positioned on the left side of the image, serving as a background element for the text.

**REFRAME YOUR**

**FOCUS**







**LEAVE THE  
GREMLINS  
ON THE TABLE**





**“YES, AND...”**



# Use the 3 B's

Bag It

Barter It

Better It

**S: SELF-AWARENESS**

**T: TACTICS**

**O: OWN YOUR OPTIONS**

**P:**

**OWN YOUR OPTIONS**

**DON'T LET YOUR  
OPTIONS OWN YOU**

**STEP 1:  
GET CLEAR**





SOUTH

EAST

SOUTH

SOUTH

WEST

SOUTH

BY-PASS

EAST

TRUCK

SOUTH

BY-PASS

TRUCK

TRUCK

WEST

73

29

601

73

73

29

601

601

73

73

→

←

←

←

↑

↑

↑

↑

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↑





# 5 STEPS TO CLARITY

- 1) Brain Dump
- 2) Identify your criteria
- 3) Evaluate
- 4) See what surfaces
- 5) Say yes to your yes!

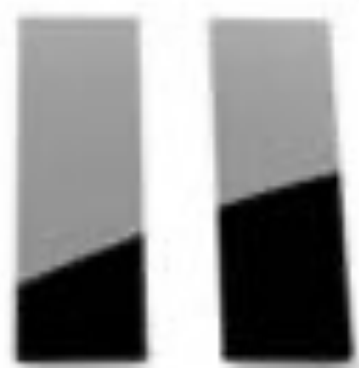
**PRACTICE**  
**CONSCIOUS RELEASE**  
**RITUALS**



# WHY?



**CREATE AN  
INTENTIONAL  
CADENCE**



**PAUSE**

# ASK POWERFUL QUESTIONS

- I can, but *do I want to?*
- Is this really working *for me?*
- How does this feel *in my body?*
- Is this *authentic & aligned?*



**S: SELF-AWARENESS**

**T: TACTICS**

**O: OWN YOUR OPTIONS**

**P: PERMISSION GRANTED!**

**GIVE  
YOURSELF  
PERMISSION**

*(This is Your)*

# PERMISSION SLIP

X \_\_\_\_\_

SIGN HERE

**BUT**

**WHAT ABOUT...**



**WHEN THE CITIZENS  
THINK YOU'RE ALL  
CORRUPT?**

# TIPS, TACTICS & STRATEGIES

- What do YOU know to be true?
- Get real(istic)
  - Maybe the public WON'T ever understand!
- Remember your Board of Directors
- What does your research actually tell you?
  - Sample size
  - Is it scientific?
  - Who is actually making you feel that way?
  - Catch your thoughts!

**WHEN YOU ARE  
ALWAYS IN THE  
MINORITY...**

**CHECK YOUR  
PERSPECTIVE**





# TIPS, TACTICS & STRATEGIES

- Is this actually true?
  - “You NEVER let us do anything fun...”
- Complete an authenticity check
- What’s the WHY behind it?
- Is there ANY common ground?
- Connect as humans

WHEN YOU WANT TO  
BALANCE **DISTRICT**  
NEEDS BUT ALSO  
REPRESENT THE **WHOLE**  
COMMUNITY?

**TOGGLE YOUR  
VIEW**





**APPROACH WITH  
INCLUSION  
IN MIND**

WHEN YOU WANT TO  
GET WORK DONE BUT  
IT'S **DIVISIVE**?

# TIPS, TACTICS & STRATEGIES

- Ask: What is most important?
- Put up your shields
- Channel your inner Taylor Swift and shake it off
- Cultivate Courageous Conversations

**WHEN YOU HEAR THE WORDS**



**"WE NEED TO TALK."**



THERE ARE **TWO** THINGS  
THAT GET IN THE WAY OF  
PRODUCTIVE MEDIA DIALOGUE

**OUR MOUTHS**

**&**

**OUR BRAINS**

# GOALS OF EXTRAORDINARY DIALOGUE

1. Learn  
(Mind The Illusion of Certainty)
2. Find the Truth / Best Path Forward  
(Monitor Perception vs. Reality)
3. Produce Results  
(Are we moving towards action?)
4. Strengthen Relationships  
(No lower back tattoos required)

**MASTERING  
YOUR STORY**





FEEL

ACT





TELL A  
STORY



ACTION



TELL A  
STORY



JUDGMENT





ACTION



TELL A  
STORY



JUDGMENT



FEEL



ACTION



TELL A  
STORY



JUDGMENT



FEEL



REACTION

# MASTERING YOUR STORY

Question your conclusions

- ✓ Did you tell yourself a story without facts or perceptions?
- ✓ What meaning are you adding to the action you observed?

# MASTERING YOUR STORY

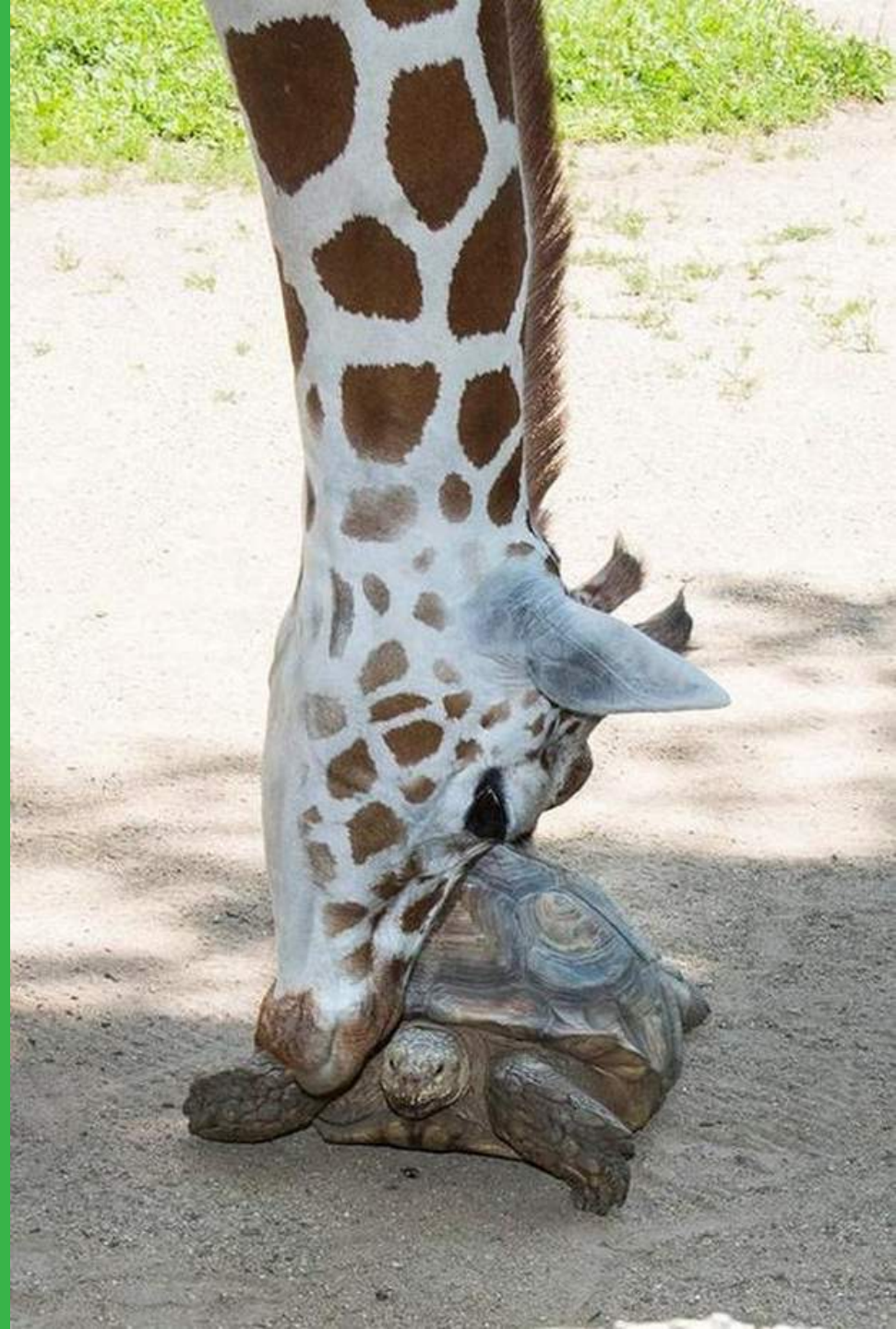
Question the stories in your mind behind the actual events that took place (facts)

- ✓ Why would a reasonable, rational person do or say this?
- ✓ What's your role in the conflict?



**A FINAL  
THOUGHT...**

**THINK  
TURTLE  
STEPS, NOT  
GIRAFFE  
GALLOPS**









Be good to  
yourselves!



Nicole Dailey Lance



@nicolelancecoaching



[nicolelance.co](http://nicolelance.co)