

Ron Williams
Presents
Leading Change By
Changing the Way We Lead



Today Is About Getting Better At

**Leading
Change**

**Leading
Yourself**

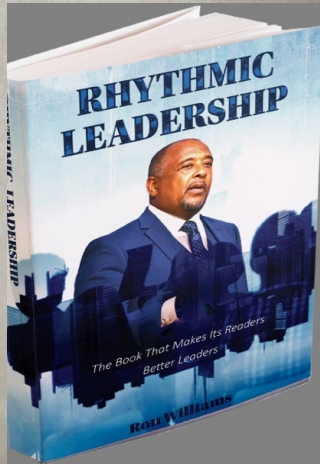
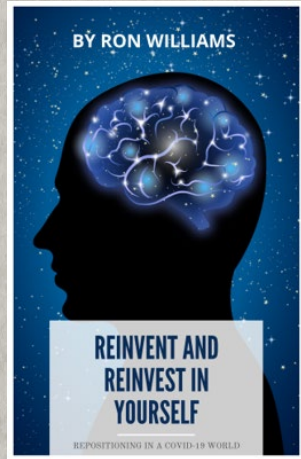
**Leading
Others**

1

2

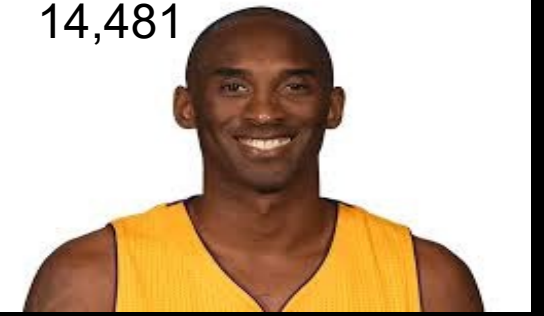
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QUIZ!



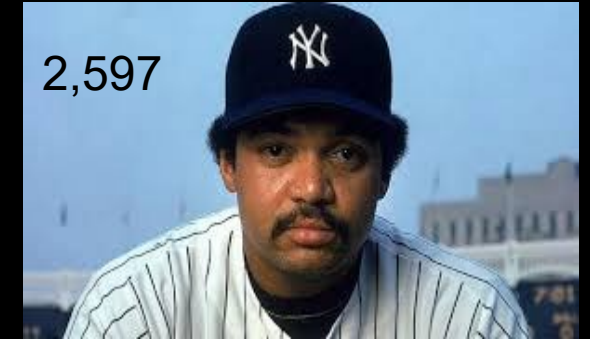
1. Who has missed the most shots in NBA history?

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.

A man in a dark suit, light blue shirt, and grey tie is holding a red book. The book's cover has the text 'My Definition Of Leadership' in white and yellow. The background is a blue gradient.

My Definition
Of
Leadership

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.



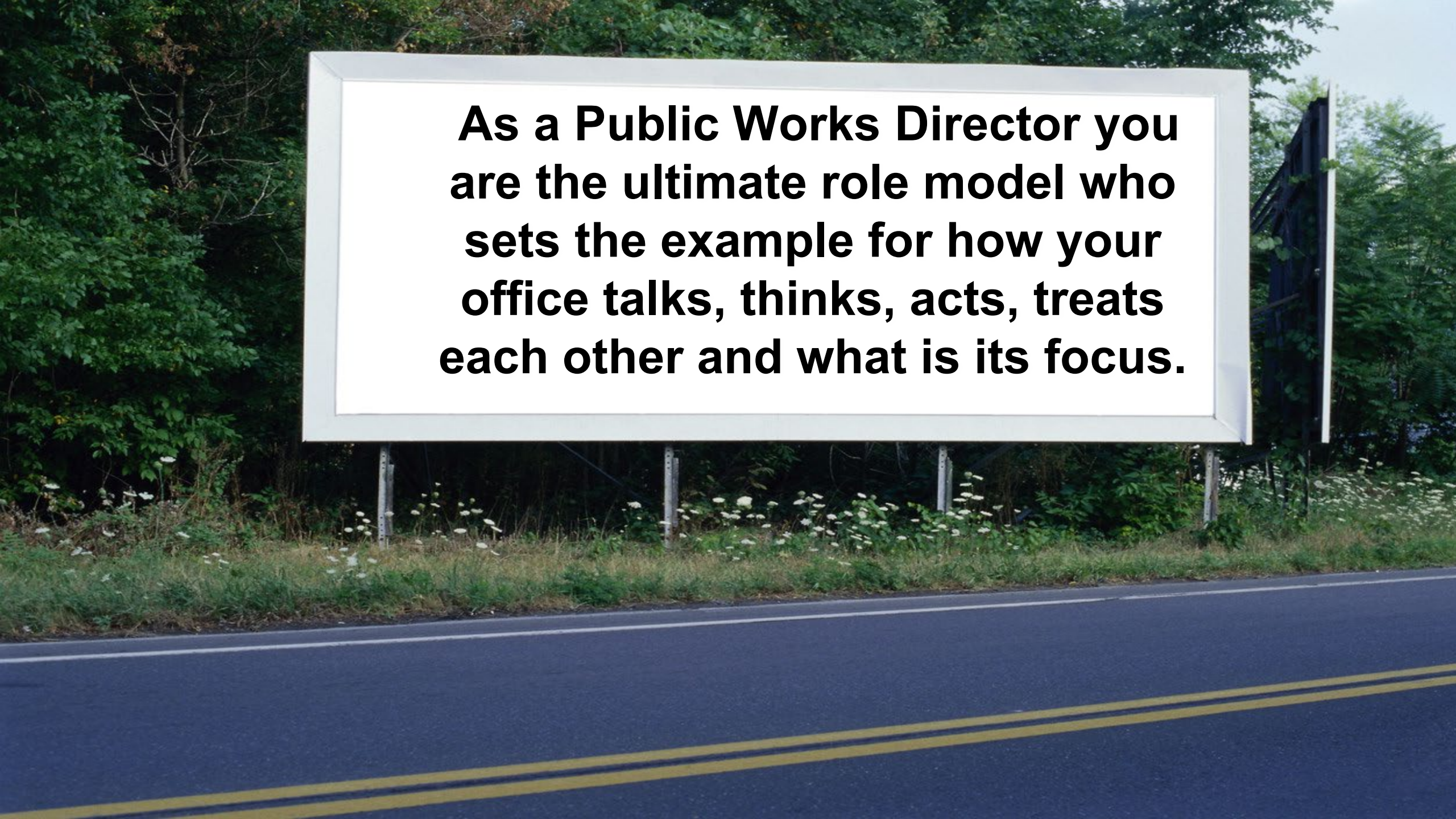
Leadership is a privilege.
If you lead other people, you've been given a great **gift** – the opportunity to change people's lives. If you're going to make that kind of a difference, you need to keep taking your leadership skills to a new level. To positively impact others, you have to be willing to 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



A large white sign with a black border is mounted on several metal posts. The sign is positioned on the side of a road, with a dense line of green trees and bushes in the background. The road in the foreground is dark asphalt with two parallel yellow lines. The text on the sign is in a bold, black, sans-serif font.

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**

A man in a dark suit, blue shirt, and patterned tie is holding a white sign with the text "LEADING YOURSELF" in bold, black, italicized capital letters. He is standing in front of a large window overlooking a city skyline.

***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.

News Flash!

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

MARCH

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
			5 years ago?			
					1	2
3	4	5	2 years ago?		6	7
					8	9
10	11	12	1 year ago?		14	16
					15	16
17	18	19	20	21	22	23
24			Last month?			
31	25	26	27	28	29	30

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.

Believe they already know everything they need to know.



Ignorance

Too proud to own up to their shortcomings.



Arrogance

Don't exercise enough curiosity to discover the gaps in what they already know.



Reluctance

3 Reasons Why Leaders Fail To Get Better

4 Ways To Get Better

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**?



VS

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.

WHAT IS THEIR GOAL AND WHAT IS THEIR SYSYEM?



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.

A man in a dark suit, blue shirt, and patterned tie is holding a white sign with the text "LEADING CHANGE" in bold, black, italicized capital letters. He is standing in front of a large window overlooking a city skyline.

***LEADING
CHANGE***

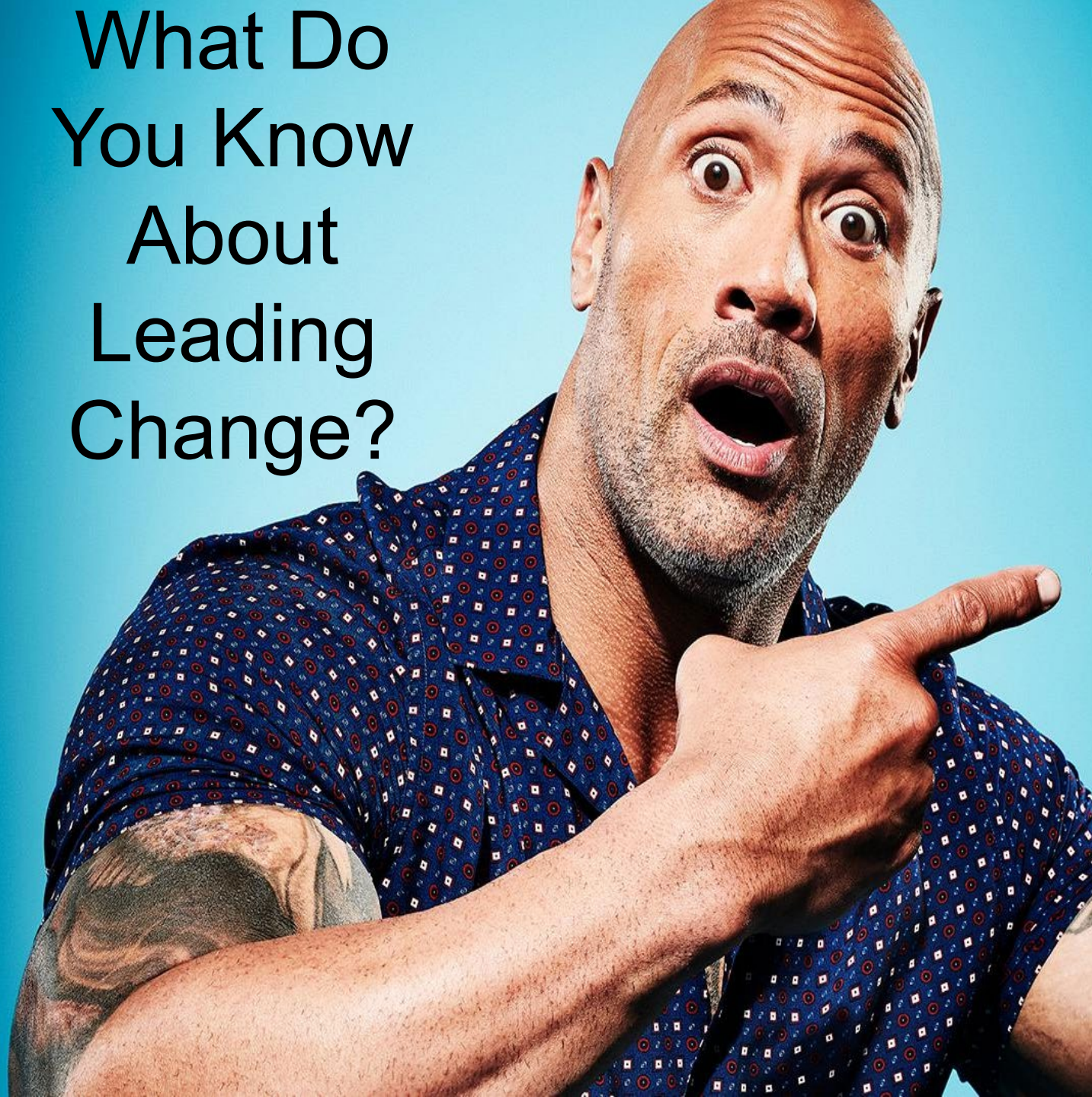


When is the last
time you did
something for the
first time as
a director or
as a leader?

The World of Work is changing fast, leading change is a critical leadership capability.



What Do You Know About Leading Change?



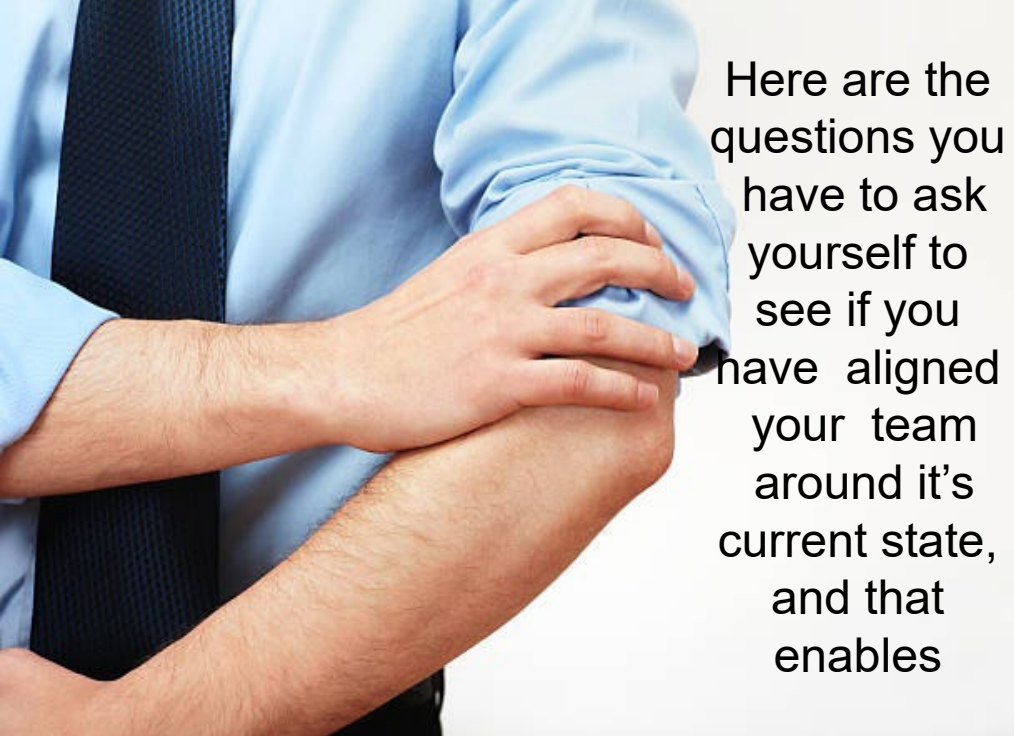
FOUR KEYS TO LEADING CHANGE

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 it's 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.



A man in a dark suit, blue shirt, and patterned tie is holding a white sign with the text "LEADING OTHERS" in bold, black, italicized capital letters. He is standing in front of a large window overlooking a city skyline.

***LEADING
OTHERS***



As a leader
what have you done

to be **A**ccepted
and **R**espected?



As a Public Works Director Are You “Selling” What Employees **Want** To Buy? They want....

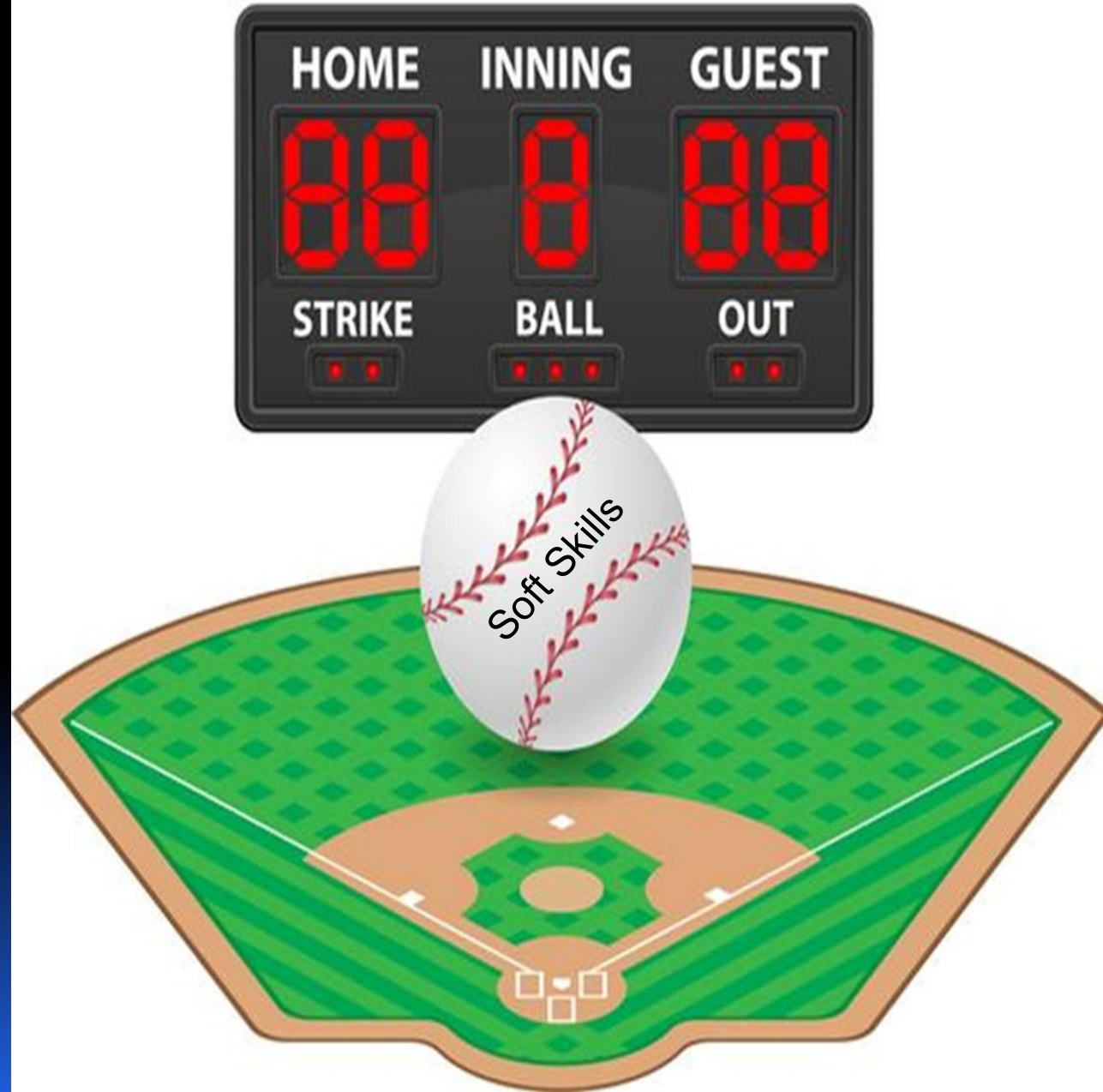
- To be seen as a **human**, rather than as a human resource.
- Better **work-life balance** and **personal wellbeing**.
- A salary that contributes to their **financial wellness**.
- Recognition and **praise**
- To **work from home**
- A workplace they can bring their **authentic self** to.
- A workplace 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

Key Performance Indicators



SOFT SKILLS

- Respect
- Engagement
- Appreciation
- Attitude
- Empathy
- Recognition
- Listening
- Caring



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 image is a vertical composition. On the left, a pair of hands is shown holding water, with a single drop falling into a pool of water below, creating ripples. Above the hands, a large, glossy red heart is suspended in the air. On the right side of the image, a profile of a human head is shown, but it is made of clear glass. The surface of the glass head is covered in a complex, textured pattern of small, circular bubbles or ripples, suggesting a clear but intricate mind. The background is a soft-focus landscape of water and sky.

**The 21st Century Leader must
have a clear head, clean hands,
and a caring heart.**

That's all Folks!



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**THE LEADERSHIP
WHISPERER**

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