Leading by Example –developing your leadership values and narrative

**Webinar** 1:00 – 2:30 p.m. Pacific Time, Wednesday, October 15, 2014

Cal-ICMA Coaching Program in partnership with ICMA State Associations: Colorado, Illinois, Massachusetts, Michigan, Minnesota, North Carolina, Oklahoma, Oregon, Texas, and Wisconsin

and cosponsored with the CSMFO Coaching Program

*** Advance registration required for this no-charge webinar:
https://www1.gotomeeting.com/register/314112744

Webinar topics:
1. What's the value of being explicit about your values and how you live them?
2. What are useful ways for people at any stage of their careers to identify their values?
3. How do you develop a description or story about how they guide your work and your direction?

Presenters:
* Dr. Ray Benedetto, Principal, GuideStar, Inc., Batavia, IL
* Al Vanderberg, County Manager, Ottawa County, MI
* Audrey Seymour Ramberg, Assistant City Manager, Redwood City, CA

Audience: all local government professionals and up and comers

1. Register in advance for the webinar:
There is no charge for participating in the webinars, but each requires advance registration.
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https://www1.gotomeeting.com/register/314112744

2. Connect with the webinar and audio:
Use your logon information from the email confirmation you receive via email from GoToWebinar. We recommend the telephone option dial-in number provided by GoToWebinar for sound quality. Depending upon your internet connection, VOIP option for audio (computer speakers) can have delays or sound quality issues.

3. Ask questions:
You may submit questions anonymously via email to Cal-ICMA@DonMaruska.com or CSMFO@DonMaruska.com in advance or via the webinar during the panel discussion. As moderator for the session, Don Maruska will pose the questions.

4. Presenters' presentation materials: We post these with the agenda at “Agendas & Archives” tab of www.cal-icma.org/coaching and http://www.csfmfo.org/training/webinars. The PPT will be available at least 2 hours before the webinar.
After a webinar occurs, a digital recording along with the PowerPoint materials and results of the polling questions will be available after 24 hours at the "Agendas & Archives" tab of www.cal-icma.org/coaching and http://www.csmfo.org/training/webinars.

CPE Credits: If you are a member of CSMFO and wish to obtain CPE credit, you need to register and attend in your name, respond to at least 75% of the live polling questions, and pay $25 to CSMFO after invoice following the webinar. After payment, CSMFO emails the CPE certificate as a PDF.

Post-Webinar Group Discussions

Many agencies are organizing groups to participate in the webinars (live or recorded) and discuss the topics among themselves after the webinars. Some are summarizing their discussions and distributing them to managers throughout their organizations. Use the Coaching Program as an effective way to enhance professional development in your agency. Here are some discussion starters for this session.

a. What are the values that we share as an agency and which are ones that we want to add of our own?
b. What are the descriptions or stories we can offer to demonstrate our values in action?
c. How can we share our stories to encourage leadership at all levels?

MORE RESOURCES--See the "Coaching Corner" at www.cal-icma.org/coaching or www.csmfo.org/coaching for valuable resources to boost your career. Sign up for the complimentary email list to keep informed of future Cal-ICMA sessions and resources at www.cal-icma.org/coachingList.

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Platinum Sponsors: ICMA and CA Communities Joint Powers Authority
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Enjoy the resources and support to thrive in local government.
Don Maruska, MBA, JD, Master Certified Coach
Director, Cal-ICMA and CSMFO Coaching Programs
Author of “Take Charge of Your Talent” www.TakeChargeofYourTalent.com
Dr. Ray Benedetto is an expert in organizational leadership. A Distinguished Military Graduate of the Air Force ROTC program at Penn State, Dr. Ray’s military career spanned 28 years where he rose to the rank of Colonel before returning to civilian life. Dr. Ray earned a reputation as an organizational transformation expert through a distinguished military career that included numerous challenging and exciting assignments such as the creation of the All-volunteer force, the rebuilding of US war-fighting capabilities under President Reagan, the restructuring and reorganization of the Air Force after the fall of the Berlin Wall, and the transformation of the Department of Defense medical system under TRICARE.

Dr. Ray spent nearly a decade in corporate America leading cultural and operational transformations before forming a leadership practice that helps business, government, and community leaders build high-performing, entangled organizations. A frequent speaker at conferences, universities, and company meetings, Dr. Ray is a senior scholar-practitioner with the University of Phoenix Chicago Campus where he teaches leadership and strategic planning. He is co-author with Dr. Ken Thompson, Tom Walter, and Molly Meyer of It’s My Company Too! How Entangled Organizations Move beyond Employee Engagement for Remarkable Results (2013: Greenleaf Book Press). His work has been featured in national publications, and he is a regular contributor on talk radio programs. Dr. Ray is also board certified in healthcare management and a Fellow of the American College of Healthcare Executives.

Al Vanderberg has served as County Administrator of Ottawa County, MI since December 2003. Prior to Ottawa, Al served as Deputy County Administrator of Kent County, MI, City Manager of South Haven, MI, and Assistant City Manager of Greenville, MI. Al earned his Bachelor of Arts Degree in Political Science from the University of Michigan and Master of Public Administration from Michigan State University.
Al is Past President of both the Michigan Association of County Administrative Officials (MACAO) and the Michigan Local Government Management Association (MLGMA) and served as Chair West Michigan Strategic Alliance Board of Directors. He currently serves as Chair of the Grand Valley Metropolitan Council Board of Directors. In March, Governor Rick Snyder appointed Al to the Michigan Municipal Services Authority Board of Directors.

Al is a member of the adjunct faculties of Grand Valley State University where he teaches in the masters and undergraduate programs and Grand Rapids Community College and writes and speaks frequently on local government management topics and issues. He authors the blog *Casting for Comments* and hosts *Issues and Impacts*, a cable television program through Muskegon Community College.

**Audrey Seymour Ramberg**, Asst. City Manager, Redwood City

Audrey Seymour Ramberg is the Assistant City Manager for the City of Redwood City, a position she has held since March 2013. Prior to that she served as Senior Advisor and Project Leader for the County of San Mateo, Assistant City Manager for the City of Menlo Park and Assistant to the City Manager in Palo Alto. Audrey also founded and ran for four years the Peninsula Partnership for Children, Youth and Families and worked as a private sector management consultant for Bain & Company. Audrey has a Masters in Business Administration from Stanford University’s Graduate School of Business and a Bachelor of Arts degree from Duke University.

Audrey is a trainer in organizational development and has published and conducted seminars for the League of California Cities, the Alliance for Innovation and International City and County Management Association on a variety of topics, including Organizational Excellence, Employee Engagement and Preparing the Next Generation.
Coaching Program: 16th year as member benefit
Career Development Committee

Coaching Program: 11th year
Preparing the Next Generation Committee

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Overview of Session

1. What’s the value of being explicit about your values and how you live them?
2. What are useful ways for people at any stage of their careers to identify their values?
3. How do you develop a description or story about how they guide your work and your direction?

Dr. Ray Benedetto, Principal, GuideStar, Inc., Batavia, IL
Al Vanderberg, County Manager, Ottawa County, MI
Audrey Seymour Ramberg, Assistant City Manager, Redwood City, CA
Don Maruska, Director, Cal-ICMA and CSMFO Coaching Programs

…and polls and questions along the way.
Polling Question #1

How many people are participating at your location?
Leading by Example

Developing your Leadership Values and Narrative

Dr. Ray Benedetto, DM, Col, USAF, MSC (Ret)
Principal, GuideStar, Inc.
Faculty Scholar, University of Phoenix Chicago
Disclaimer

- Presentation is not a plug for business
- Case Study about a successful municipal transformation in which we have been actively engaged for several years
- Our practice has distinctive competence in organizational transformations and Character-based Culture
Let Me Share a Story

- Elk Grove Village, Illinois
- Largest industrial park in North America
  - Adjacent to Chicago O-Hare International Airport
  - 3600 manufacturing, industrial, and logistics related businesses
- Pivotal Community
  - High daily transient traffic (100,000+ vehicles)
  - Major interstates west and north; major arterial runs through heart of industrial complex
  - International, national, regional, and local companies
Charlie Zettek, The Visionary

- Village Manager 22 years (1971-1993)
- EGV named Municipal Complex for him after he retired
- “He had tremendous vision and was a completely, 100 percent public servant. He dedicated his life to developing the village”
  - EGV President Dennis J. Gallitano
- His Vision: The Exceptional Community
Moment of Truth

• Ray Rummel, Current Village Manager

• **Cook County Taxes**
  - Unattractive to businesses
  - Negative impact on occupancy rates, retention, tax revenues, and community growth
  - Illinois’ reputation for not being business-friendly

• **Some Departments less than “Exceptional”**
  - Customer service complaints: Building permits
  - Unionized Fire Department - Contentious bargaining

• “We are not fulfilling our vision”
Character Does Count!

- 2001- Group of concerned citizens formed the Community Character Coalition
  - Grounded on the Six Pillars of Character Counts! Trustworthiness, Respect, Responsibility, Fairness, Caring, and Citizenship (www.CharacterCounts.org)
  - Members: Township and Village Governments, Police, Fire, School, Park and Library districts, service organizations, local business leaders
  - Mission: To build the core of community strength, which is character

- CCC sponsors “Character in Business” programs
- A Distinctive Differentiator for the Community
Engaged GuideStar as a strategic partner
  o Reinforce a Character-based Culture to drive performance excellence;
  o Define Shared Values;
  o Clarify Mission and Core Competences;
  o Develop Organizational Leadership System;
  o Focus Groups to improve Customer Focus and Service;
  o Develop Balanced Scorecard and Strategic Direction.

Mission: We deliver the highest quality municipal services through leadership, professionalism, innovation, and accountability.

Strategy: “Beyond Business Friendly”
Management and Leadership Functions

Leadership:
- Visioning
- Inspiring
- Motivating
- Communicating

Managers:
- Planning
- Organizing
- Staffing
- Directing (Supervising)
- Controlling
- Coordinating
- Reporting
- Budgeting

Differences Between Management & Leadership

**Management**
- Promotes stability, order, and consistency in routine operations

**Leadership**
- Advocates and supports change through intra- and interpersonal effectiveness

Source: Kotter, 1990.
Roles of Managers and Leaders

**Managers**
- Administer
- Maintain
- Control
- Initiate
- Short-term view
- Accept status quo
- Ask how and when
- Do things right

**Leaders**
- Innovate
- Originate
- Develop
- Inspire
- Long-term view
- Challenge status quo
- Ask what and why
- Do the right things

Source: Bennis, 1989.
Leadership is:

Position
Things
Directing
Controlling
Planning
Organizing

Influence
People

Inspiring,
Motivating
Communicating

Present at all levels
Management: Traditional View

The Customer/Client

- Front-Line/Grassroots Leaders
- Supervisors
- Directors and Middle Managers
- Senior Execs
- City or Village Manager, Board of Trustees
- Mayor, Board of Trustees

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Servant Leadership

Persons of good character who “act on what they believe”  
(Greenleaf, 1977, p. 341)

The Customer/Client

- Front-Line/ Grassroots Leaders
- Supervisors
- Directors and Middle Managers
- City/Village Manager, Senior Execs
- Mayor, Trustees
Servant Leader Behaviors

Listen and understand

Remove obstacles

Empower others

Coach

Give credit/take blame

Inspire & Encourage

Challenge status quo

Trust: Reciprocal faith in others’ intentions and behaviors
Critical Leader Competences

1. Character
Two Sides of Character
(Lickona & Davidson, 2005)

Performance Character
Doing the best job one can do

Moral Character
Being the best person one can be

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Trust and Character

Behaviors for Building Trust
- Communication
- Respect
- Support
- Fairness
- Predictability
- Competence

Six Pillars of Character Counts!
- Trustworthiness
- Respect
- Responsibility
- Fairness
- Caring
- Citizenship

Source: Josephson Institute of Ethics for Youth, 2009.
EGV’s Values for Building Trust

Behaviors for Building Trust
- Communication
- Respect
- Support
- Fairness
- Predictability
- Competence

EGV’s 4Ps
(Behaviors for Beyond Business Friendly)
- Politeness
- Professionalism
- Partnership
- Proactivity
THE 4 P’S = REPUTATION

“It takes many good deeds to build a good reputation, and only one bad one to lose it.”

• Benjamin Franklin
EGV Character = Values in Action

Politeness

Communicating in a Positive Manner

• Respectful: The Golden Rule – Treat others the way you want to be treated
• Courteous, Pleasant, and Friendly: Greet people with a smile
• Warm and Sincere – Never sarcastic, angry, or judgmental
• Make a Great Impression! First impression or otherwise
• Set a Tone for Respectful Dialogue
• Show you are listening and working as a partner rather than a bureaucrat, technocrat, or adversary
EGV Character = Values in Action

Professionalism

Your Image, Attitude, and Competence

• Maintain High Ethical Standards – We all count on you to act in the best interest of the Public
• Always do your best (Performance character) – Eliminate the mentality “Never time to do it right, always time to do it over”
• Coach, then communicate your expertise
• It’s your professional career – You are in control
EGV Character = Values in Action

Partnership

Your Success is Our Success

- Identify a problem and offer solutions
- Listen to understand: Ask questions; seek to learn as well as tell
- Accurately manage expectations
- Be supportive as a solution finder rather than as a gatekeeper
EGV Character = Values in Action

Proactive
Take Initiative to Deal with Anticipated Problems

• A habit of highly effective people
• Don’t wait for difficulties to arise. Anticipate them and address now!
• Avoid surprises – no one wants a surprise in business
• Take ownership. You’re the expert; you see it coming so tackle it now. Delaying the process costs time and $$$. 
How Character Looks at Different Leadership Levels

Level 5 Leadership
Level 4 Leadership
Level 3 Leadership
Level 2 Leadership
Self Leadership

Strategic Leadership
Operational Leadership
Grassroots Leadership

Defining, Creating, and Building the Culture of Character
Modeling and Reinforcing the Culture of Character
Learning and Living the Culture of Character

Hire for Character; Put Right People in the Right Seats
Select Self In or Out Of Culture

Source: Benedetto, 2009.
Critical Leader Competences

1. Character
2. Emotional Intelligence
Emotional Intelligence
Defined

Ability to perceive and express emotion, assimilate emotion in thought, understand and reason with emotion, and regulate emotion in oneself and others –

- Dan Goleman (1995)
### Emotional Intelligence

*(Cherniss & Goleman, 2001)*

<table>
<thead>
<tr>
<th>Highest</th>
<th>Relationship Management</th>
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<tbody>
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<td></td>
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<td>Emotional Self-control, Trustworthiness, Conscientiousness, Adaptability Achievement Drive, Initiative</td>
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<tr>
<th>Lowest</th>
<th>Self-awareness</th>
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<tr>
<td>Emotional Self-awareness, Accurate self-assessment, and Self-confidence</td>
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</table>
Emotional Intelligence and Brain Spheres

Intrapersonal Competence (Left Brain):
Analytical, Processes, Rational Thinking

Interpersonal Competence (Right Brain):
Nurturing, Ideas, and Relationships

1. Self-awareness
2. Self-management
3. Social Awareness
4. Relationship Management
# EI and Character

<table>
<thead>
<tr>
<th>Moral Character: Being the Best Person</th>
<th>Relationship Management</th>
<th>Social Awareness</th>
<th>Performance Character: Doing the Best Job</th>
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</thead>
<tbody>
<tr>
<td><strong>Achievement Drive,</strong> <strong>Initiative</strong></td>
<td><strong>Self-management</strong></td>
<td><strong>Self-awareness</strong></td>
<td><strong>Emotional Self-control,</strong> <strong>Trustworthiness,</strong> <strong>Conscientiousness,</strong> <strong>Adaptability</strong></td>
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<td><strong>Developing Others,</strong> <strong>Influence,</strong> <strong>Communication,</strong> <strong>Conflict Management,</strong> <strong>Visionary Leadership,</strong> <strong>Catalyzing Change,</strong> <strong>Building Bonds,</strong> <strong>Teamwork,</strong> <strong>and Collaboration</strong></td>
<td><strong>Empathy,</strong> <strong>Service Orientation,</strong> <strong>and Organizational Awareness</strong></td>
<td><strong>Emotional Self-awareness,</strong> <strong>Accurate self-assessment,</strong> <strong>and Self-confidence</strong></td>
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- **Moral Character:** Being the Best Person
- **Performance Character:** Doing the Best Job

### Relationship Management
- Developing Others
- Influence
- Communication
- Conflict Management
- Visionary Leadership
- Catalyzing Change
- Building Bonds
- Teamwork
- Collaboration

### Social Awareness
- Empathy
- Service Orientation
- Organizational Awareness

### Self-management
- Emotional Self-control
- Trustworthiness
- Conscientiousness
- Adaptability
- Achievement Drive
- Initiative

### Self-awareness
- Emotional Self-awareness
- Accurate self-assessment
- Self-confidence
Polling Question #2

Attention to which of the following values would enhance your agency's effectiveness with the community?
The Role of Values in Local Government Leadership and Cultural Transformation

Alan G. Vanderberg,
Ottawa County Administrator
Ottawa County Facts

- 565 square miles
- Michigan’s 7th (out of 83 counties) largest county by population: 269,099
- 17 townships, 6 cities, 1 village
- 853 full-time employees, 1,220 total
- 33 offices, departments, agencies, courts
Desired: Cultural Change
Ottawa County December 2003
Cultural Change Needed!

• Major hostility between employees, administration and Board of Commissioners
• The 11 existing unions created an umbrella organization to represent them
• Labor contracts went unsettled for up to 3 years
• High number of grievances
Values and Leadership

• Your management style reflects your values and who you are as a person.
• People want transparency in leadership when values are concerned.
• Younger generations are increasingly seeking “real” experiences.
• Many times the organization takes on the character of the leader.
Management v. Leadership

• Separation of politics from administration – Woodrow Wilson
• Transition of manager roles over time
• Local governments hire for management skills but expect leadership ability
• Involves different spheres of brain – left and right
Polling Question #3

What types of leadership challenges does your agency face?
Personal Leadership Values that Made a Difference at Ottawa County

- Vision
- Communication
- Stewardship
- Learning
- Accountability
“If you are working on something exciting that you really care about, you don't have to be pushed. The vision pulls you.”
Strategic Direction

• Understanding both the big and small pictures and being able to relate and communicate both to others

• Leading others through developing Strategic/Business Plans
Strategic Plan – “Static”

- Vision
- Mission
- Values
- Overarching Goals – “BHAGS”
Business Plan – “Dynamic”

• Strategies
• Outcomes
• Measurements
COMMUNICATION
Learn the Culture – “Gap Analysis”

• Work to understand organizational “DNA”
• Meet the People
  – Elected officials
  – Employees
  – Local Government leaders/employees
• Develop common understanding of financial condition among all County stakeholders
• Ask everyone “How are we doing?”
• Listen
  – Employee survey
  – Citizen survey
  – Brown bag luncheons
  – Open door policy
  – Labor Management Cooperation Committee
  – Employee Storyboards
• Transparency
  – County Administrator’s Digest
  – Casting for Comments - Blog
  – County Connections
  – Management meetings
  – Local Unit meetings
  – Hot Seat
  – Community presentations
  – Dashboards
  – miOttawa.org
  – Issues & Impact
  – Facebook
  – Twitter
Breaking Down the “Silos”

- Cross departmental/functional project teams
  - Justice Imaging
  - miOttawa.org
  - Training Council
  - Health Management Team
  - Customer Service Team
  - Cultural Intelligence Team
  - Water Quality Forum
  - Technology Forum
STEWARDSHIP
Stewardship

• Position placeholder
  – Holding this position for the good of the board/council, organization and residents

• Finances

• Collaboration

• People
  – The Golden Rule
    • Trust
    • No micro-management

• Good to Great, Jim Collins
  – Having the right people in the right seats on the bus
  – Confront the “brutal facts”
“THE MANAGER DOES THINGS RIGHT; THE LEADER DOES THE RIGHT THING”

Warren Bennis
WHY WOULD YOU MANAGE A COMPANY ON HALF A BRAIN?
Left-Brain v. Right-Brain

• Local government profession is dominated by left-brain thinking
• Need to focus on developing right-brain thinking
• The goal is to have balanced brain organizations
Thinking Models

- Reproductive thinking
- Productive thinking
The Human Mind

COGNITIVE
- Education
- Intelligence
- Certification
- Credentials
- Skill Testing
- Experience
- Resume
- References
- Interviews
- Knowledge

AFFECTIVE
- Emotional
- Feeling
- Spiritual
- Personality
- Preferences
- Team v. Individual work
- Plays Well with Others
- Work Ethic
- Attitude
- Empathy

Myers-Briggs
DISC
People Keys
Gallup

CONATIVE
- Instinctual
- Drive
- How We Are Wired
- Urges
- Where Is Our Best Energy Focus
- Talent

3-Legged Stool

IQ Test
Physical/Agility Test

Alan G. Vanderberg
Leader – Leader Approach

David Marquet

“We can all be leaders and, in fact, it’s best when we are all leaders”

~David Marquet
FROZEN INTO HIERARCHICAL THINKING WITH INADEQUATE INFORMATION & AUTHORITY SHARING
Leader – Follower
Move Information to Authority

• Old
• Slow
• Unresponsive
• Controlling
• Not fun
Hierarchy Turned Upside Down
Responsibility Flows Up to all Levels

Residents/Customers

Employees

Middle Management

Board/Exec

AUTHORITY
Leader-Leader
Move Authority to Information

• New
• Resilient
• Responsive
• Empowering
• Fun
• Path to excellence
Strategic Learning

• Administrator’s Lunch and Learn Book Club
• GOLD Leadership Program
• 4 C’s Strategic Initiative:
  – Customer Service
  – Creativity
  – Communication
  – Culture
Countywide Training

- Disney – Ottawa Way Customer Service Training
- Cultural Intelligence
- DiSC
- Kolbe
- Emotional Intelligence Assessment
NewNorth Center of Design, Inc
Innovation Training

• Harnessing Your Creative Capital
• Where Ideas Come From
• How to Develop and Filter Ideas
• Moving Ideas to Action
• Selling Innovation Internally
• Innovation Applied
ACCOUNTABILITY
Accountability

• Outcome based performance measurement
• Program effectiveness studies
• Citizen surveys
• Ethics
• Admitting mistakes
# Dashboard

## Ottawa County

### Economic Strength

<table>
<thead>
<tr>
<th>Measure</th>
<th>Ottawa County</th>
<th>Michigan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monthly unemployment rate&lt;sup&gt;1&lt;/sup&gt;</td>
<td>7.2% 5.8%</td>
<td>8.9% 7.8%</td>
</tr>
<tr>
<td>Real Gross Domestic Product (GDP)</td>
<td>6.4% 1.9%</td>
<td>3.5% 2.3%</td>
</tr>
<tr>
<td>Percent of structurally deficient bridges</td>
<td>2.9% 2.2%</td>
<td>11.8% 12.3%</td>
</tr>
<tr>
<td>Real personal income per capita</td>
<td>$28,212 28,280</td>
<td>$28,350 28,719</td>
</tr>
<tr>
<td>Children living in poverty</td>
<td>12.4% 12.7%</td>
<td>25.0% 25.0%</td>
</tr>
</tbody>
</table>

1. “Prior” represents the same month of the previous year. Ottawa’s rate is not seasonally adjusted because seasonally adjusted rates are not available for counties.

### Health & Education

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<tr>
<th>Measure</th>
<th>Ottawa County</th>
<th>Michigan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Infant mortality (Per 1,000 births)</td>
<td>5.9 6.2</td>
<td>7.4 7.3</td>
</tr>
<tr>
<td>Obesity in the population</td>
<td>24.0% 23.1%</td>
<td>31.3% 31.1%</td>
</tr>
<tr>
<td>3&lt;sup&gt;rd&lt;/sup&gt; graders reading at grade level</td>
<td>75.0% 78.8%</td>
<td>67.7% 68.1%</td>
</tr>
<tr>
<td>ACT college readiness benchmarks</td>
<td>24.2% 24.8%</td>
<td>17.7% 18.1%</td>
</tr>
<tr>
<td>Pop. w/bachelor’ s degree or higher (25+ yrs. old)</td>
<td>29.6% 28.7%</td>
<td>25.6% 26.0%</td>
</tr>
</tbody>
</table>

2. Ottawa’s rank is among Counties with populations of 65,000 or more.

### Value for Government

<table>
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<tr>
<th>Measure</th>
<th>Ottawa County</th>
<th>Michigan</th>
</tr>
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<tbody>
<tr>
<td>Bond rating (Moody’s)</td>
<td>Aaa</td>
<td>Aa2 (Stable)</td>
</tr>
<tr>
<td>Government debt burden per capita</td>
<td>$79 $72</td>
<td>$785 $800</td>
</tr>
<tr>
<td>State gov’t operating cost as a percent of GDP&lt;sup&gt;3&lt;/sup&gt;</td>
<td>1.27% 1.25%</td>
<td>14.1% 12.9%</td>
</tr>
<tr>
<td>State/local gov’t operating cost as a percent of GDP</td>
<td>n/a n/a n/a</td>
<td>24.7% 23.3%</td>
</tr>
<tr>
<td>Access to state gov’t – number of online services&lt;sup&gt;4&lt;/sup&gt;</td>
<td>68 72</td>
<td>n/a 356 n/a</td>
</tr>
</tbody>
</table>

3. Ottawa’s data reflects the County’s operating cost as a percent of GDP
4. Ottawa’s data reflects the County’s online services

### Quality of Life

<table>
<thead>
<tr>
<th>Measure</th>
<th>Ottawa County</th>
<th>Michigan</th>
</tr>
</thead>
<tbody>
<tr>
<td>State park popularity – annual visits per citizen</td>
<td>n/a n/a n/a</td>
<td>2.60 2.47</td>
</tr>
<tr>
<td>Percent of residents satisfied with County parks</td>
<td>95% 85%</td>
<td>n/a n/a n/a</td>
</tr>
<tr>
<td>Population growth (Ages 25-34)</td>
<td>2.5% 3.2%</td>
<td>(0.05)% (0.02)%</td>
</tr>
<tr>
<td>Monitored beaches with no closures/unsafe advisories&lt;sup&gt;5&lt;/sup&gt;</td>
<td>n/a n/a n/a</td>
<td>76% 80%</td>
</tr>
</tbody>
</table>

5. Ottawa stopped issuing beach advisories in May 2011

### Public Safety

<table>
<thead>
<tr>
<th>Measure</th>
<th>Ottawa County</th>
<th>Michigan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Violent crimes per 100,000</td>
<td>136.7 162.8</td>
<td>442.8 454.5</td>
</tr>
<tr>
<td>Property crimes per 100,000</td>
<td>1,923.0 2,042.4</td>
<td>2,544.6 2,530.5</td>
</tr>
<tr>
<td>Individuals fatally/seriously injured in traffic accidents</td>
<td>177 155</td>
<td>6,595 6,612</td>
</tr>
</tbody>
</table>

Note: In some cases, County-level data are not available from the same data source used by the State. In other cases, County-level data are not available for the same time frame used by the State. In these instances, data sources and time frames were selected that most closely match those of the State. Due to this difference, it must be noted that comparisons may not be completely equivalent in all cases.

Prepared by: Planning and Performance Improvement Department (03/25/14)
October 2014

- Four union groups decided they no longer need to be represented
- Employee satisfaction improved dramatically over 10 years
- Labor contracts settled on time
- Grievances greatly reduced
Overall Satisfaction - Trends

- Overall employee satisfaction rebounds from 2011 declines, and is up 28 percentage points from the 2004 baseline.
Alan G. Vanderberg
Ottawa County Administrator
616-738-4068
avanderberg@miottawa.org
Polling Question #4

Attention to which of these leadership values could enhance your agency’s effectiveness in handling its challenges?
Audrey Seymour Ramberg

ASSISTANT CITY MANAGER, CITY OF REDWOOD CITY
Following Your Leadership Compass

“Authentic leaders demonstrate a passion for their purpose, practice their values consistently and lead with their hearts as well as their heads. They establish long-term meaningful relationships and have the self-discipline to get results. They know who they are.”

Bill George, True North
Key Coordinates

- Acting in an authentic and genuine manner
- Expressing and living your values
- Setting the tone and modeling expected behaviors
- Demonstrating deep commitment to team and mission
- Relying on personal, not positional, influence
Where it Leads

- Mutual trust
- Strong working relationships
- Commitment
- Alignment with mission
- Self satisfaction
How to Get There

- Tell your story
- Seize the moment
- Ask for feedback
Tell Your Story

- What do you see as your role?
- What values are most important to you?
- How have your experiences shaped your beliefs?
- What setbacks have you faced and what have you learned?
- What motivates you to come to work each day?
- How do you want to be treated?
Almost any situation can be an opportunity to lead by example.

Look for opportunities by considering:
- How many people can see this?
- Who is impacted or influenced?
- What choices do I have about how I handle it?
- How does this reinforce (or contradict) the values and goals I have for our team?
Ask For Feedback

- Find out what your employees notice about your leadership
- Embrace the opportunity to learn and grow
- Make plans to improve where needed
My Leadership Values

- Exemplify passion for mission
- Act with integrity
- Embrace challenge and learning
- Build relationships and have fun
- Get the job done
Polling Question #5

Where would you like to give more attention in practicing your values?
Resources and Feedback

Go to “Agenda & Archives” tab at web sites for recordings of this webinar and other professional development resources.

www.cal-icma.org/coaching
www.csmfo.org/training/webinars

Please complete the follow up survey.
Post-Webinar Discussion Questions

a. What are the values that we share as an agency and which are ones that we want to add of our own?

b. What are the descriptions or stories we can offer to demonstrate our values in action?

c. How can we share our stories to encourage leadership at all levels?
Polling Question #6

How was the webinar of value for you and your agency?
Upcoming webinars

Cal-ICMA Coaching Program:
“Storytelling to Promote Positive Solutions”
1:00 – 2:30 p.m. PT, Wednesday, October 29
https://www1.gotomeeting.com/register/366115177

CSMFO Coaching Program:
“Interpreting the New CalPERS Actuarial Reports”
10:00 – 11:30 a.m. PT, Thursday, November 20
https://www1.gotomeeting.com/register/181198929
Contacts for Today’s Session

- **Dr. Ray Benedetto**, Principal, GuideStar, Inc., Batavia, IL  
  ray@guidestarinc.com

- **Al Vanderberg**, County Manager, Ottawa County, MI  
  avandergerg@miottawa.org

- **Audrey Seymour Ramberg**, Assistant City Manager, Redwood City, CA  
  aramberg@redwoodcity.org

- **Don Maruska**, Director, Cal-ICMA and CSMFO Coaching  
  Cal-ICMA@DonMaruska.com; CSMFO@DonMaruska.com

A PDF of the PPT, results from polling questions, and a video recording will be available in ~ 24 hours. Go to www.cal-icma.org/coaching or www.csmfo.org/training/webinars and click on “Agenda & Archives” tab.
Roles of Managers and Leaders

**Managers**
- Manage processes
- Improve systems
- Remove obstacles
- Ensure execution
- Increase efficiencies
- Manage existing knowledge

**Leaders**
- Build relationships
- Build and nurture the culture
- Encourage and enable others
- Model the way
- Encourage the heart
- Create new knowledge

Levels of Leaders

- **Level 5**: Highly Capable Individual
- **Level 4**: Executive
- **Level 3**: Effective Leader
- **Level 2**: Competent Manager
- **Level 1**: Contributing Team Member
- **Level 1**: Highly Capable Individual

Levels of Leadership

Level 5 Leadership
Level 4 Leadership
Level 3 Leadership
Level 2 Leadership
Self Leadership

Strategic Leadership
Leadership OF the organization

Operational Leadership
Leadership IN the organization

Grass-roots Leadership
Leadership BY the organization

Source: Benedetto, 2011.
References


Dr. Ray’s Leadership Reading List

By General Category, From Basic to Advanced Study

The following list of articles and texts has evolved over years of research, study, and application; therefore, the reader should not expect to complete this list in one or two years but rather use it as a continuing journey of discovery. This list serves as an intellectual foundation for understanding leadership at all levels from which additional research and study should evolve and to which the reader will add his or her personal favorites. This list is weighted toward articles where readers can quickly grasp the essence of the application of principles related to the appropriate leadership level in which one works.

Since the entire body reflects a breadth of coverage and different perspectives from various authors on the practice of leadership, the reader should expect some views to conflict with others. This mental conflict is healthy if the reader reflects on personal beliefs and views about leadership and continually searches for the substance and contribution of each author’s ideas to a deeper personal philosophy of leadership.

All articles are highlighted and most are available through university databases. You will see a heavy emphasis on articles from Harvard Business Review because these are readily available as reprints via www.hbr.org. Although each entry is in correct APA format, the list is not in standard alphabetical order but rather in a suggested reading order. The list will continue to evolve, and colleagues and students are encouraged to contribute to this list by emailing a preferred source, using an APA-formatted citation, to ray@guidestarinc.com or raybenny@email.phoenix.edu. Happy reading!

For a Basic Understanding of Individual Leadership Perspectives and Competences


Character of the Leader


Character of the Organization


The remainder of this page left blank intentionally.
Collaborative Leadership


Crisis Leadership and High-Reliability Organizations (Organizational Culture)


Decisiveness


Emotional Intelligence (Leadership Competence and Leadership Styles)


Ethics for Leaders


*The remainder of this page left blank intentionally.*
Executive Leadership (Leadership Development and Decisiveness)


Grassroots (Frontline) Leadership (BY the Organization)


Guiding Change and Continuous Improvement


Innovation and Knowledge Creation


Leadership Development


**Motivating Others**


**Operational Leadership** *(Participative Management, Leadership Development, and Decisiveness IN the Organization)*


**Organizational Culture and Transformation**


**Organizational Design**


**Organizational/Performance Excellence**


Dr. Ray’s Leadership Reading List - Page 5


**Quality**


**Strategic Leadership Perspectives** *(OF the Organization)*


**Teamwork**


**Transformational Leadership**


Compiled and Prepared by Ramon L. Benedetto, DM, FACHE
Principal, GuideStar, Inc. and Associate Faculty, University of Phoenix Chicago Campus
Updated September 2013
Leadership Studies; Evolution of Leadership Thought


