

Lawrence Leadership Values – Executive Team Session

November 9, 2016

Facilitated by Laura Howard and Noel Rasor, KU Public Management Center

Executive Team attendees:

Tom Markus, City Manager; Diane Stoddard, Assistant City Manager; Casey Toomay, Assistant City Manager; Brandon McGuire, Assistant to the City Manager; Toni Wheeler, City Attorney; Tarik Khatib, Chief of Police; Mark Bradford, Fire Chief; James Wisdom, Director of Information Technology; Scott McCullough, Director of Planning and Development Services; Chuck Soules, Director of Public Works; Ernie Shaw, Interim Director of Parks and Recreation; Bryan Kidney, Finance Director; Megan Gilliland, Communications Manager; Danielle Buschkoetter, Management Intern

Absent: Dave Wagner, Director of Utilities

Collective Years of experience with the City in the group: 194

Challenges on the horizon in departments or the organization that hopefully will be opportunities

- Retirements/Transitions
- Public service as a vocation—generating excitement around this
- Elected Leadership
- Economic Development
- Qualified/diverse employees
- Demonstrating good financial management
- Issues around the worth of services and costs
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- Physical space

Examples of staff showing leadership; employees at their best.	
Behavior	Impact
Challenging the status quo	→Community Safety
Maintaining focus on an important issue and doing the work around it	→Community Safety
Taking initiative/stepping in	→ Improvements in morale, communication, and self(staff)-initiated projects
Staying the course on hard changes; explaining why; maintaining accountability	→Improved morale and productivity

Going above and beyond expectations; seeing details that can be addressed and acting to do so	→Improved facilities and improved perception of quality by public
Reaching out, supporting colleague in an area of struggle	→Improved individual performance
Pulled group together to articulate and address a challenge	→Met legal obligations; demonstrated leadership from the middle
Acting on own/self-directed; asking for what was needed	→Achieved something more than previous iterations of that task/project

What are the leadership values being shown in these examples?

Initiative	Pride	Ethical
True believer in the mission/public service	Commitment	Vision—making things better
Competence	Ownership	Empowerment
Tenacity/Grit	Flexibility/Adaptability	Delegation
Collaboration	Compassion/Understanding	Courage/taking risks (including letting others take risks)
Mentoring/sharing knowledge	Commitment to success	Selfless/servant leadership
Results-oriented	Self-reflection	Acceptance

Leadership Values Named in Groups and Votes for Each

- Character- 9 votes – included ethics, personal responsibility, selflessness, pride, attitude
- Courage – 8 votes
- Competence – 6 votes – included emotional intelligence, interpersonal skills, technical skills, collaboration
- Commitment (ownership) – 3 votes
- 2 votes each: Ethics; Initiative; Adaptability; Passion for the mission; Empowerment
- 1 vote each: Mindset (commitment to service); Problem-solving; Collaborative

Leadership Values

Character Courage Competence Commitment Collaborative

Character

We value people who are accountable, ethical and take initiative to solve problems and serve the community's greater good. ✓

Ethics ✓

Personality

Dedicated to public service

Positive attitude ✓✓✓

Honesty/be honest ✓

Servant style leadership—do what you should do, sometimes not what you may want to do ✓

Responsible for what you do and say

Respect others' viewpoints/positions

Civility

Courage

Initiative ✓

Self-rally/motivate/desire

Problem-solver ✓✓

Strength of conviction

Ownership

Grit/tenacity ✓✓

Courage to take risks without fear ✓

Imperfect action is better than perfect inaction

Report wrongdoing

Competence

Technical job knowledge ✓✓✓

Self-aware / emotional intelligence ✓✓

Commitment to self – professional development, latest skills, outside skills, etc.

Adaptable ✓✓✓

Savvy

Finesse – ability to sell ideas

Respect and respectable

Commitment

Passion for mission ✓

Ownership ✓✓✓

Pride ✓

Perseverance

Devotion

Dedicated to completing the mission with pride

Initiative

True believer in mission and “what it is we do here”

Collaborative

Utilize the strengths of people throughout the department/organization to find solutions ✓✓

Work with others across organization

Find solutions that solve issues, including for others (don't create problems for other departments) ✓✓✓✓

Share problem solving for best solutions

Seek and involve others in projects and decisions