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

Examples of staff showing leadership; employees at their best.

<table>
<thead>
<tr>
<th>Behavior</th>
<th>Impact</th>
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<tbody>
<tr>
<td>Challenging the status quo</td>
<td>→ Community Safety</td>
</tr>
<tr>
<td>Maintaining focus on an important issue and doing the work around it</td>
<td>→ Community Safety</td>
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<tr>
<td>Taking initiative/stepping in</td>
<td>→ Improvements in morale, communication, and self(staff)-initiated projects</td>
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<tr>
<td>Staying the course on hard changes; explaining why; maintaining accountability</td>
<td>→ Improved morale and productivity</td>
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<tr>
<td>Going above and beyond expectations; seeing details that can be addressed and acting to do so</td>
<td>Improved facilities and improved perception of quality by public</td>
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<td>--------------------------------------------------------------------------------------------------</td>
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<tr>
<td>Reaching out, supporting colleague in an area of struggle</td>
<td>Improved individual performance</td>
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<tr>
<td>Pulled group together to articulate and address a challenge</td>
<td>Met legal obligations; demonstrated leadership from the middle</td>
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<tr>
<td>Acting on own/self-directed; asking for what was needed</td>
<td>Achieved something more than previous iterations of that task/project</td>
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What are the leadership values being shown in these examples?

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Pride</th>
<th>Ethical</th>
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</thead>
<tbody>
<tr>
<td>True believer in the mission/public service</td>
<td>Commitment</td>
<td>Vision—making things better</td>
</tr>
<tr>
<td>Competence</td>
<td>Ownership</td>
<td>Empowerment</td>
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<tr>
<td>Tenacity/Grit</td>
<td>Flexibility/Adaptability</td>
<td>Delegation</td>
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<tr>
<td>Collaboration</td>
<td>Compassion/Understanding</td>
<td>Courage/taking risks (including letting others take risks)</td>
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<tr>
<td>Mentoring/sharing knowledge</td>
<td>Commitment to success</td>
<td>Selfless/servant leadership</td>
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<tr>
<td>Results-oriented</td>
<td>Self-reflection</td>
<td>Acceptance</td>
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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
<table>
<thead>
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<tr>
<td><strong>Character</strong></td>
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We value people who are accountable, ethical and take initiative to solve problems and serve the community’s greater good.

- Ethics √
- Dedication 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