

Iowa Parks and Recreation Fall Workshop

The Leadership
Challenge



Assumptions

- You provide an amazing service to your communities
- What you do makes a difference in the lives of the kids who participate, in the lives of the people you employ to lead your activities, and in the families all of these folks come from
- You are dedicated to providing excellent parks and programs
- It is challenging to do what you do – over zealous parents, seasonal staff, limited budgets, ever changing expectations from residents
- You do what you do because you love it – most days

The Leadership Challenge

What are you expecting from our discussion today – why did you choose to come to this workshop?

The Leadership Challenge

- Getting Started
 - Energizer
 - Agenda
 - Assumptions
 - Expectations
- Discuss Leadership Challenges
- Discuss *The Five Practices of Leadership*

The Leadership Challenge

What are the challenges you face in your departments?

What are the challenges you face in your communities?

What makes an excellent parks and recreation professional?

Transformational Leadership

Transformational leadership is defined as a process of inspiring change and empowering followers to achieve greater heights, to improve themselves and to improve organization processes.

It is an enabling process causing followers to accept responsibility and accountability for themselves and the processes to which they are assigned.

Koehler and Pankowski

Transformational Leadership in Government

1997

Organizational Culture and Leadership

Culture - the things in groups which are shared or held in common.

1. Observed behavioral regularities when people interact
 - language, customs and traditions, rituals
2. Group norms
3. Espoused values
4. Formal philosophy
5. Rules of the game
6. Climate
7. Embedded skills
8. Habits of thinking, mental models and/or linguistic paradigms
9. Shared meanings
10. Root metaphors or integrating symbols

Culture Development

Primary Embedding Mechanisms

- What leaders pay attention to, measure and control on a regular basis
- How leaders react to critical incidents and organizational crises
- Observed criteria by which leaders allocate scarce resources
- Deliberate role modeling, teaching and coaching
- Observed criteria by which leaders allocate rewards and status
- Observed criteria by which leaders recruit, select, promote, retire and excommunicate organizational members

Culture Development

Primary Embedding Mechanisms

- What leaders pay attention to, measure and control on a regular basis
 - The questions we ask
 - The comments we make – the feedback offered
 - When we react
 - When we don't react
- We communicate most clearly what our priorities, goals and assumptions are by how we react

Culture Development

Primary Embedding Mechanisms

- How leaders react to critical incidents and organizational crises
 - The manner in which leaders deal with crises, creates new norms, values and working procedures
 - If people share intense emotional experiences and collectively learn how to reduce anxiety, they are more likely to remember what they have learned

Culture Development

Primary Embedding Mechanisms

- Observed criteria by which leaders allocate scarce resources
 - How budgets are created in an organization reveals leader assumptions and beliefs

Culture Development

Primary Embedding Mechanisms

- Deliberate role modeling, teaching and coaching
 - Informal messages and actions are powerful tools
 - What we wear, what we drive, where we park, to whom we speak, what we share with others
 - As well as, explicit expectations, instructions, corrections and coaching

Culture Development

Primary Embedding Mechanisms

- Observed criteria by which leaders allocate rewards and status
 - Leaders quickly get across their own priorities, values and assumptions by consistently linking rewards and punishments to the behavior with which they are concerned
 - While the message initially gets across in the daily behavior of the leader, it is judged in the long run by whether the important rewards are allocated consistently with that daily behavior

Culture Development

Primary Embedding Mechanisms

- Observed criteria by which leaders recruit, select, promote, retire and excommunicate organizational members
 - This operates unconsciously in many organizations

The Leadership Challenge: The Five Practices of Leadership



The Leadership Challenge: The Five Practices of Leadership

- Model the Way
- Inspire a Shared Vision
- Challenge the Process
- Enable Others to Act
- Encourage the Heart

The Ten Commitments of Leadership

- **SEARCH** out challenging opportunities to change grow innovate and improve.
- **EXPERIMENT**, take risks, and learn from the accompanying mistakes.
- **ENVISION** an uplifting and ennobling future.
- **ENLIST** others in a common vision by appealing to their values, interests, hopes, and dreams.
- **FOSTER** collaboration by promoting cooperative goals and building trust.
- **STRENGTHEN** people by promoting cooperative goals and building trust.
- **SET** the example by behaving in ways that are consistent with shared values.
- **ACHIEVE** small wins that promote consistent progress and build achievement.
- **RECOGNIZE** individual contributions to the success of every project.
- **CELEBRATE** team accomplishments regularly.

Model the Way

- Open a dialogue about personal and shared values.
- Audit your actions.
- Be dramatic.
- Tell stories about teachable moments.
- Take personal interest in everything.
- Make a plan.
- Create a model.
- Break it up, and break it down.
- Ask for volunteers.
- Sell the benefits, benefits, benefits.

Inspire a Shared Vision

- Determine what you want.
- Act on your intuition.
- Test your assumptions.
- Become a futurist.
- Develop your interpersonal competence.
- Breathe life into your vision.
- Speak positively.
- Speak from the heart.
- Make the intangible tangible.
- Listen, listen, listen.

Challenge the Process

- Treat every job as an adventure.
- Send people shopping for ideas.
- Put “idea gathering” on your own agenda.
- Go out and find something that needs fixing.
- Take a class; learn a new skill.
- Experiment, experiment, experiment.
- Make it safe for *others* to experiment.
- Work with ideas that may sound strange initially.

Enable Others to Act

- Always say *we*.
- Increase interactions.
- Focus on gains, not losses.
- Form planning and problem-solving partnerships.
- Go first.
- Enlarge people's sphere of influence.
- Make sure delegated tasks are relevant.
- Make connections.
- Make heroes of other people.
- Educate, educate, educate.

Encourage the Heart

- Seek out people who are doing things right.
- Personalize and publicize each recognition.
- Link the recognition to a clear set of standards.
- Celebrate individual recognition as a group.
- Be creative about rewards and recognition.
- Give recognition and rewards.
- Tell a story of someone who exemplifies the standards you set.
- Design the reward-and-recognition system participatively.
- Provide feedback en route.
- Schedule celebrations.
- Be a cheerleader, in your own preferred way.
- Stay in love with what you do.
- Have fun, laugh, enjoy.

Organization Transformation for Supporting Culture Development



Plus / Delta

