

Leading vs Managing Change

Planning Michigan & Michigan Municipal League



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CORPORATION

The Question:

**Do you have the courage
necessary to take responsibility
for inventing the future?**



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More Than Construction

The Public Servant



Thomas Jefferson:

“The civil service should offer drudgery and subsistence only, to those entrusted with its administration; a wise and necessary precaution against the degeneracy of the public servants.”

Edelman Trust Barometer

- Average trust in institutions by the general population in the United States declined 9% 2017 to 2018
- Steepest decline ever measured

One Simple Truth

**Solving our problems is not the
same as inventing our future!**

U.S. Companies spend almost \$14 billion annually on leadership development

This figure is \$50 billion across all sectors of the economy

Where to find help

GOOGLE

“leaders” = 779m results

“what makes a person a leader” = 144m

“leadership development” = 29m

“importance of good leadership” = 21m

“how to be a better leader” – 18m

What leadership is not

Management – relying on securing conformance or compliance with systems and structures to direct others to produce outcomes that define my own success.

- Rules do not themselves lead to an ethical culture
- Rules simply inform people how not to get punished
- Managed adaptive decline – responding to continuously worsening conditions in an organized and well managed way

What leadership is not

Management (exercising authority in oversight of the essential)

- Power conferred to perform a service, provide direction, or bring forth order.
- If people with authority meet expectations of their authorizers the system in which they operate works well.
- Success is driven by understanding what is expected of you and meeting those expectations with a high level of confidence.
- Exceeding the scope of one's authority can result in immediate disauthorization.
- Authority has a defined scope and conferred upon you by others than the managed.

What leadership is

An experiential art—

- Identification of intelligent action
- Creating capacity for results; help people achieve things they don't see as possible
- Making sense of diverse perspectives

What it is

Leadership

Creating collective accountability and dedication to progressive revelation for the purpose of reaching compelling goals of mutual interest by honorable means.

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Some Irish History



- 1320 Lynch Castle built in Galway, Ireland
- 1493 James F. Lynch elected Mayor
84 Mayors of Galway have been of the Lynch clan
- 1524 Memorial erected



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Why leadership matters

Wellness – Studies by the Mayo Clinic have found that the person you report to at work has more influence on your health than your doctor.

Fulfillment – success is measured by how we touch peoples lives in the context of work

Impact – leaders have a unique opportunity to shape the lives of others by helping them evolve and improve their effectiveness

Why leadership matters

Hierarchy (fundamental structure of business and organizations)

- Fulfills the need for order
- Provides identity for those within the span of control
- Effectively narrows interests, autonomy and judgment to a small number (the leadership team)
- Empowering the few simultaneously disempowers the many
- The system then is only as good as its leadership

Why leadership is hard

Often confused with management

- Misplaced value on measurement
- Mistaking metrics for a vision of the future
- Reducing individuals to conformance vs performance

Why leadership is hard

Often confused with management

- McKinsey Maxim: What you can measure you can manage
- Individuals are not easy to measure (thermostat)
- Metrics mistakenly become conventional wisdom
 - GDP of the U.S. goes up when a cow is born but down when a child is born
- Measures lag and the future is unmeasurable
 - Try driving a car with speed, engine temperature, oil pressure, and fuel level data from last week

Why leadership is hard

We are big babies

- If you're an overconfident leader you will lose loyalty
- If you're under confident you will be viewed as weak
- Find balance between confident and humble

Demands are Relentless

- Decisiveness is required.
- Decisions come with risk.
- Speed & accuracy don't often mix.

Why leadership is hard

Making people uncomfortable is your job

- Growth & comfort rarely coexist
- The highest rate of individual growth happens most far from our comfort zone

The cavalry isn't coming

- Whenever one exercises authority, another resists it
- Mongolian Barbeque Effect: People would rather eat the awful concoctions they make for themselves than the sumptuous cuisine prepared by a master chef..

Why it's hard

The biggest problem is mostly you

- Leaders are judged by results
- Emphasis on results can push leaders to care more about those results than the people producing them
- The stark reality is that you are the “they”
- Change and alternative blindness are real

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Alternative Blindness

- Proactively seek and demand alternative explanations, be open to them
- If we think we know the answer, we tend to test only our preferred hypothesis resulting in blindness to other relevant information

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Some American History



- 1776 Colonies declare independence from England
- 1787 Federalist Papers
85 Articles by **Publius** (John Jay, Alexander Hamilton, James Madison)
- 1788 Constitution is ratified
- 1789 George Washington elected 1st President

Polarization

Factions

James Madison - Federalist 10

- a number of citizens, whether amounting to a majority or a minority of the whole, who are united and actuated by some common impulse of passion, or of interest, adverse to the rights of other citizens, or to the permanent and aggregate interests of the community
- so strong is this propensity of mankind to fall into mutual animosities, that where no substantial occasion presents itself, the most frivolous and fanciful distinctions have been sufficient to kindle their unfriendly passions and excite their most violent conflicts

Polarization Factions

James Madison - Federalist 10

- It may clog the administration, it may convulse the society; but it will be unable to execute and mask its violence under the forms of the Constitution.

Polarization

Public Policy Implications

Representation

Interests v Intensity

Madison – Voice of the people, pronounced by a body of representatives, is more conformable to the interest of the community since common decisions are affected by self-interest.



Polarization

Edmund Burke, “Speech to the Electors of Bristol,” Nov. 3, 1774
(considered the philosophical founder of modern conservatism)

Your Representative owes you, not his industry only, but his judgment; and he betrays, instead of serving you, if he sacrifices it to your opinion.

Judgments

- Judgments are decisions regarding the relative merit or value of what is being observed
- They often represent a choice between alternatives
 - Rarely clear between right and wrong
 - Most often between “almost right” and “probably wrong”

Judgment Errors

- Judgments can be confused with reality and confirmation bias; “My mind is made up, don’t confuse me with facts”
- We are limited in our understanding of other people and how decisions affect them by our own range of experiences.
- Judgment by intellect is only part of the truth. Fact based assessments allow us to isolate impacts on people.
 - However, we rarely fail to find the facts we’re looking for

Air Marshal Charles Roy Slemon



Some Canadian History



October 5, 1960

NORAD radar in Thule, Greenland indicates massive Soviet nuclear attack with 99% certainty, notifies Cheyenne Mountain Complex

DEFCON 3

Duty commander contacts NORAD Commander, Gen. Laurence Kuter who is in flight and can't be reached **DEFCON 4**

Second call to Deputy Commander, Air Marshal Charles Roy Slemmon

DEFCON 5

- 99.9% certainty of an ongoing attack
- Authority to release SAC Airborne Alert Force for immediate attack on USSR

The Informed Citizenry



Thomas Jefferson:

“Whenever the people are well-informed, they can be trusted with their own government.”



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Opinions vs Facts

Opinion

- An expression of belief, value, or feeling
- May be based on either facts or emotions
- Can be measured (surveys)
- Sometimes are meant to mislead others
- Important to understand purpose and language

Fact

- Can be strictly defined
- A statement that can be proven true or false
- May change over time

Opinions

- Are based on someone's thoughts, their feelings, their understanding of the matter
- Facts may be used to add credibility to an opinion, but it's still an opinion
- An opinion being widely accepted does not make it a fact

Opinions

- Opinions typically come first
- Everyone is entitled to their opinions
- Opinions are merely untested hypotheses
- Untested, opinions offer little value as they leave room for error in their foundational thought process
- Words like; seems, I think, probably, maybe, and might signal the untested opinion
- Rather than argue about opinions, test them

Facts

- Criteria of relevance must be established, particularly regarding appropriate measurement (this is typically the most controversial aspect of the decision)
- Hierarchy of facts, implicit or explicit, must be acknowledged. Some presume that empirical facts are more meaningful than qualitative facts for instance.
- Guard against merely looking for facts that fit a conclusion already reached

Uninformed vs Misinformed

Uninformed

- Lacks knowledge or information

Misinformed

- Relies on false or inaccurate information
- Has information supporting his position in mind
- Opinions formed by what the individual feels is careful, consideration of facts

Misinformed

- Opinions based on rational consideration of inaccurate information feel sound and intelligent
- Opinions are often also driven by our beliefs, wherein beliefs dictate the facts we choose to accept
- Opinions can then be reinforced by incorrect information because that information also reinforces our beliefs
- This cycle causes the individual to be more confident that they're right

Misinformed

- In 2005 and 2006 researchers at the University of Michigan found that when the misinformed are exposed to corrected facts they rarely changed their minds
- Political partisans particularly became more strongly set in beliefs
- Facts, it was found, did not cure misinformation but rather actually made it stronger

Creating the well informed

- Attacking views / beliefs amounts to attacking the person
- First disassociate the person from the view, they must first give themselves permission to have been wrong
- Precise, disciplined and frequent messaging is no match for emotion
- Facts are the ammo we must supply so that the person can rationalize their decision to others

Creating the well informed

- It hurts to be wrong... literally
- Anterior cingulate cortex, monitor of physical pain+
- Brain is wired to reject facts inconsistent with our beliefs

Creating the well informed

- Persuasion comes from narratives, not lists of pros and cons or bullet points – the mental movie is far superior to the evidence based message
- The story is not presented in a vacuum and is held hostage by the teller
- The messenger matters

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The Public Servant



Government service must be attractive enough to lure our most talented people. It must be challenging enough to call forth our greatest efforts. It must be interesting enough to retain their services. It must be satisfying enough to inspire single-minded loyalty and dedication. It must be important enough to each individual to call forth reserves of energy and enthusiasm.

In conclusion...

- Do the “right thing”, usually the most difficult thing
- Recognize that leadership empowers a few, who are responsible to many
- Exercise sound judgment
- Be always committed to the notion that you could be wrong
- Appreciate the power and limitations of facts and opinions equally

The Question:

Do you have the courage necessary to take responsibility for inventing the future?