

Management Development

There is a reciprocal relationship between those who lead and those who decide to follow. Good leadership cannot be separated from the process of developing cooperation among the members of your organization. *In many ways, the relationship of good leaders with their followers mimics the relationship between the organization and its customers.*

Leadership is about relationships. While knowing yourself is the essential starting point, leadership occurs only in connection with other people. Boks helps management teams explore the disciplines that are a vital to leadership: appreciating staff and their diversity. Just as it is crucial for leaders to develop their own competency, leaders must also devote themselves to building the capacity of their staff.



Shared values provide the common language necessary for collaboration. While appreciating the richness of experience, thought, creativity, and innovation offered by diversity, there must be a common context in which work groups function. Just as individual values provide the internal guidance system through which we resolve conflicts in our individual decision-making process, shared values provide organizations with a standard to use in making decisions. This allows far greater latitude in sharing decision-making responsibility with staff than would be the case if everybody followed only their individual inclination.

Liberating the leader in everyone is the goal of building capacity in staff. Leadership is not a function of position. Leadership is a set of skills and practices that can be learned, regardless of position. Credible leaders turn their constituents into leaders, which is how leaders get extraordinary things done. The word often used for this process is empowerment. Empowerment refers to the degree of choice, latitude and discretion staff has in performing their duties. One problem with the term empowerment is that it suggests it is something leaders can give or do to their staff. Actually, it is more accurate to say that the power is already resident in staff and a good leader finds ways to liberate that power, freeing people to reach their full potential for achievement of the common purpose.

Leader's responsibility to staff doesn't stop at the individual level. Without ever neglecting their nitty-gritty responsibilities, leaders must never lose sight of the vision of the organization and their role in living by guiding principles. Leaders must serve a purpose. They are the servants of their constituents. The most successful leaders place a premium on sustaining hope. They see that their purpose is to enlarge the lives of others and that, in so doing they will enlarge their own lives.

Hope is a rare and valuable commodity in times like these. Those in public service are at the center of the turbulence. Declining confidence in institutions, leaders, government, economic and social conditions often target the public sector as the cause of all problems and the place where they must be solved. As public servants, your staff feel this pressure. They are also card-carrying members of our society, with the same issues at stake, and the same fears, as other

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citizens. Given all of this gloom and doom, we are more in need than ever of hopeful, resilient constituents and leaders.

Credible leaders keep hope alive when everything goes wrong or in the face of defeats by bouncing back and taking charge of the situation. They paint positive images of the future. They stay in personal contact with their staff and recognize their staff's dedication to the pursuit of excellence in the face of major challenges.

Most organizations are in the midst of dynamic change. The key to meaningful and successful change is credibility. Managers and staff are coming to the realization that what once worked no longer does. This realization may create a sense of uncertainty, which may initially be frightening to some. When fear is allowed to seize staff, action is stymied and the progressive movement that defines the very nature of leadership comes to a standstill. However, staff is able to emerge from uncertainty and fear re-energized and renewed when credible managers lead them.

At the conclusion of this training, your Management Team will be able to:

- Identify the four key qualities of leaders and the scope of these qualities.
- Describe the effect of credibility on constituents and why credibility is desirable.
- *Describe the relationship of credo, competency, and confidence to credible leadership.*
- Write a one-page personal credo memo.
- Describe the role that values play in attaining credibility.
- Identify the one behavior that results in change in moral reasoning.
- Identify the Six Credibility Disciplines.
- Explain the Nine Steps of Self-Discovery.
- Write a Personal Purpose Statement.
- *Identify five ways of appreciating constituents.*
- Develop their own plan to master the discipline of appreciating constituents.
- *Describe the role shared values can play in creating effective work groups*
- *Evaluate the relationship between their personal vision of success and the City's mission, vision, and Ethics statements*
- Identify steps that can be taken to affirm shared values
- Define the five C's of building capacity in constituents.
- Identify specific actions to take to build capacity in constituents.
- Describe key steps in the performance management cycle.
- Identify and apply key performance measurements and performance factors.
- *Demonstrate the ability to apply the performance management process.*
- Explain the importance of being a visible leader.
- Explain the importance of taking the lead.

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- *Identify and make use of teachable moments.*
- Describe how six A's of accountability can help rebuild lost credibility.
- Explain the importance of aligning structures and systems to values.
- Explain the 10 steps to serving a purpose.
- Describe the role hope can play in creating effective work groups.
- Identify ways in which they can contribute to sustaining hope.
- Describe what it means to be a "competent learner"
- Take responsible and credible oversight of their managerial responsibilities, with specific attention to the Agenda Process
- Develop an Action Plan, complete with a commitment to a weekly inventory of progress, designed to facilitate implementation of specific goals and mastering the credibility disciplines