



Leading, Learning, and Growing
the Team for Tomorrow



Speakers for Today

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Agenda

Opening Comments & Introductions

Segment 1: Assessing the Organization

Break

Segment 2: Building and Growing a Team

Lunch

Segment 2 (cont.): Building and Growing a Team

Break

Segment 3: Next Generation of Leaders

Wrap-up

Introductions

- Please introduce yourself briefly and include the following:
 - Name
 - Title
 - Agency
 - One thing you would like to take away from today's session

Why are we here?

Understanding the WHY for government!

Provide

Serve

Help



Assessing the Organization

What is Organizational Culture?

- Organizational culture is defined as the underlying beliefs, assumptions, values and ways of interacting that contribute to the unique social and psychological environment of an organization¹
- It is the behaviors, attitudes, and actions that are allowed (tolerated) within an organization
- It is not (necessarily) what is written on the posters in your conference rooms

¹Gotham Strategy's Definition

Why is Organizational Culture So Important?

- It shapes the “environment” of the organization
 - [What it feels like to work there](#)
- Strong culture does not necessarily equate to good culture
- Good culture facilitates good outcomes
 - Morale
 - Retention
 - Pride in the workplace

Why is Organizational Culture So Important?



<https://www.youtube.com/watch?v=GZO4pgq0r2Q>

How Leaders Influence Culture

- As a leader, you set the tone for your organization (department)
 - Not how you manage but how you lead
- What is the example you set?
 - How do you treat people?
 - How do you model accountability?
 - How do you handle adversity?
 - How do you communicate with others?
- These are the types of things that will drive your organizational culture

Group Activity

- Please count off 1 to 8 and remember your number!
- Pick a group leader to report back
- In small groups, discuss your organizational/departmental culture
 - How would you describe it?
 - What are the good aspects and the bad aspects?
 - What would you do to improve it?
 - Is it aligned with the posters on the wall?
- Report out from 3 groups (We get to choose😊)

Assessing Your Team – What do you have?

- Start with knowledge, skills, and abilities
 - Organizational culture is meaningless if you can't do your core work
- Next focus – departmental culture
 - Does it enhance or hinder the work product?
- How do you figure these two things out?
 - Your observations
 - Talking with others

Assessment Tools

- CliftonStrengths Assessment (formerly Strengthsfinder)
 - <https://www.gallup.com/cliftonstrengths/en/252137/home.aspx>
- Myers-Briggs Type Inventory
 - <https://www.myersbriggs.org/>
- DiSC Personality Profile (aka Colors)
 - <https://www.discprofile.com/>

Case Study – San Mateo Finance Dept. 2015

- Replaced retired Finance Director
 - Selected for job over internal candidate
- Met with every member of department during first month
 - Several strong personalities attempted to drive culture
 - Department very fragmented across division lines
 - Lack of accountability – “Mistakes are not tolerated”
 - Work got done, but it came at a cost

Case Study – San Mateo Finance Dept. 2015

- Met with all key stakeholders, including all other department heads
 - What do we do well?
 - How can we improve?
 - What is your overall assessment of the department?
- Key themes
 - Employees understood and did their jobs
 - Employees did not seem to work well with one another
 - Strong personalities got what they wanted

Group Activity

- Groups of two
 - One play a new department head
 - One play a long-time department employee
- Department head interviews long-time employee to gauge organizational culture
- Group reports
 - Key takeaways and how would you resolve any organizational culture issues?

Section Discussion and Q&A



Building and Growing a Team

Building and Growing a Team

- What is Teamwork?
 - Individuals who work together to achieve a common goal or purpose and who hold themselves accountable for team output
- Highly effective teams:
 - Share values and vision
 - Work towards a common objective/goal
 - Share mutual respect
 - Are committed and accountable
 - Maintain open communication
 - Resolve conflict constructively
 - Foster a culture of collaboration, gratitude and patience

Management vs. Leadership

- Management: direct and control through structure and systems
 - Typically ask “what”, “how”, and “when”
 - Focus is to increase efficiency in the pursuit of the organization’s goals
 - Direct and control
- Leadership: facilitate collaboration and contributions in pursuit of shared goals
 - Typically ask “why” and “where are we going”
 - Tries to exert positive influence
 - Good leaders grow more leaders

Group Activity

- Please count off 1 to 8 and remember your number!
- Pick a group leader to report back
- In small groups:
 - Identify traits of Managers
 - Identify traits of Leaders
- 3 Group Report outs (We get to choose😊)
 - What are traits of managers?
 - What are traits of leaders?
 - What characteristics are shared?

Management vs. Leadership Characteristics

Managers

- Administer
- Maintain
- Focus on systems and structure
- Rely on control
- Short range view
- Ask “how” and “when”
- Imitate
- Accept the status quo
- Do things right

Leaders

- Innovate
- Develop
- Focus on people
- Inspire trust
- Long range perspective
- Ask “what” and “why”
- Originate
- Challenge the status quo
- Do the right thing

Adapted from “On Becoming A Leader” by Warren Bennis

Leadership Strategies

- Establish expectations
- Model desired behaviors
- Respect all team members as individuals
- Engender connections within the team
- Motivate with positivity
- Communicate, communicate, communicate
- Celebrate successes
- Hire and promote for culture

Group Activity

- Groups of two:
 - One plays a manager
 - One plays a leader
- How would each role respond to the following:
 - Onboarding a new employee
 - Dealing with a crisis (such as the recent pandemic)
 - Competing priorities where it is not possible for all to be completed timely
- Group report outs
 - What were the key differences?
 - What are the pros and cons of each role?

Learning and Employee Development

- Creating a learning culture drives engagement in ongoing professional development
- Empower learning and employee development
- Increases job satisfaction
- Increases productivity and creativity

All of this DRIVES employee retention

Building a Better Learning Environment

<https://www.youtube.com/embed/watch?v=oTPhiPHqlzM>



Group Activity

- Please count off 1 to 8 and remember your number!
- Pick a group leader to report back
- In small groups:
 - How does your agency create or hinder a learning culture?
 - What would you change to create Psychological Safety within your team?
 - What actions can you model to improve teamwork in your organization?
- Report out from various groups (We get to choose...again!)
 - Key takeaways

Section Discussion and Q&A



Next Generation of Leaders

Next Generations of Leaders

- How many generations will be able to build on CSMFO's current vision and foundation?
- Make decisions now to benefit future generations
- Invest proactively into the next generation
- Lead in the present, thinking about the future
- Leave a legacy to be proud of

Generational Activity






- Break up into groups of people you do not know, introduce yourself and discuss:
 - What was “in” when you were in high school. Think about things like:
 - Clothing
 - Movies
 - T.V. shows
 - Singers or bands
 - Price of gasoline
 - Popular hair style
 - Restaurants
 - Headlines of the day
 - Brand names

Generations Involved with CSMFO

- At least four generations make up the composition of CSMFO
 - Baby Boomers
 - Gen X
 - Gen Y
 - Gen Z

Assessment Tool Exercise

MULTIPLE GENERATIONS @ WORK

				
TRADITIONALISTS Pre-1945	BOOMERS 1946-1965	GEN X 1966-1977	MILLENNIAL 1978-1995	GEN 2020 After 1995
Experienced: Great Depression, WWI and II, GI Bill	Experienced: Television, Moon Landing, Watergate, Vietnam War	Experienced: MTV, Nintendo, PC's	Experienced: Natural disasters, diversity, mobile technology	Experienced: Economic downturn, Global Warming
Work is: An obligation	Work is: Expected	Work is: A difficult challenge	Work is: A means to an end	Work is: Constantly evolving
Aspiration: Home ownership	Aspiration: Job security	Aspiration: Work-life balance; independence	Aspiration: Freedom and flexibility	Aspiration: Structure and stability
Changing Jobs: Stay for life	Changing Jobs: Loyal to employer; connecting to values	Changing Jobs: If necessary for compensation	Changing Jobs: Is expected	Changing Jobs: Constantly
Career Paths: Slow and steady	Career Paths: Upward mobility	Career Paths: Need to know options now	Career Paths: Switch frequently and fast	Career Paths: Career "multitaskers"

Generational Video

<https://www.youtube.com/watch?v=iWbX2o80DoA&t=9s>



Make Decisions Now to Benefit Future Generations

- Current leadership needs to make decisions that will benefit the leadership of tomorrow
- Only one to ensure this happens is to get involved and make your voice be heard

Investing Proactively into the Next Generation

- How should the leadership invest in your future?
- What have you seen in the current leadership that you like?
- If you could ask the leadership one question, what would that be?

Lead in the Present, Think about the Future

- Current leaders were once in your shoes
- Hardest part is taking that first leap forward

Leave a Legacy to be Proud of

- Use this session as a stepping-stone into your path to CSMFO and leadership
- CSMFO will be your springboard into shaping your career
- Use tools provided at the annual conference and chapter meetings as everyday tips

Section Discussion and Q&A



Wrap Up

What did we learn?

- We need to assess our organization and team before building the best
- We build the best by finding people that believe in our WHY
- The next generation of leaders are built by the leaders of today



Thank You!!

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