

Leadership in the New Normal

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The New Normal

- Wall Street in shambles
- Record High Unemployment
- Housing Market Bottomed Out
- Crisis in Bell, Montebello, San Juan Capistrano, Vallejo, many others
- California government gridlocked and broke
- Married couples - new minority "families"
- Boomerang children

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The New Normal

- Adult children living with aging relatives are not always fit to be care-givers
- Young adults without medical benefits
- Unemployment and underemployment
- Business failures
- Reduced Sales Tax and Property Tax Revenues
- Reduced water and solid waste revenues

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The New Normal

- Redevelopment Agencies eliminated
- Budget Cuts all around
- Forced unpaid furloughs and layoffs
- Public demands for pension reform
- PERS assets lost 40% of value

“THE GREAT RECESSION”

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2012 - Recipe for

Public Criticism & Skepticism
Budget Cuts
Fear of layoffs
Discouragement
Depression
Low Employee Morale
Management Stress
Suicide

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Nevertheless,

The same principles that promise human thriving and enrichment in good times, also promise in hard times resilience, emotional maturity, personal contentment, and sustained productivity. And, these principles will position your organization for economic recovery.

Today, we examine principles for Leadership in the New Normal.

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**Leadership in the New Normal
- My Sources**

- Personal Reflection
- Surveys of Co-workers
- Literature Review

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**3 KEY FACTORS
Influencing Organizational Health
for You & Your Employees:**

I. With what **TEAM** do they belong?

II. For what **CAUSE** are they employed?

III. Of what **CHARACTER** is their **boss**?

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3 KEY FACTORS

For each of these three I will examine:

- What the experts say
- Identification of the Key Concept
- Practical Suggestions based on my research and experience

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I. With what TEAM do they belong?

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With what TEAM do they belong?

The Experts:

“Human capital is the No. 1 investment and No. 1 risk for most organizations. For a team to succeed, the selected individuals that comprise the team must be of good character, reliable and committed to individual and team success.”

Citygate Associates Management Consultants

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With what TEAM do they belong?

The Experts:

“As much as 60% of the turnover at non-exempt levels is the result of character related issues, such as relationship fractures, peer confrontation and self-absorption.”

The Saratoga Institute

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With what TEAM do they belong?

Key Concept:

PEOPLE NEED TO WORK IN A HEALTHY
TEAM CONTEXT.

EVEN THE MOST INDEPENDENT
PERSON FINDS VALUE & NECESSITY IN
BEING ASSOCIATED WITH A TEAM.

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With what TEAM do they belong?

Practical Suggestions:

1. Hire wisely – for character and talent, then train for skills and knowledge
2. Make membership difficult (ex: competitive selection)
3. Acknowledge new membership as eventful

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With what TEAM do they belong?

Practical Suggestions:

4. Delegate power and responsibility for results, not process
5. Align assignments with talent and passion
6. Encourage thoughtful experiments and redefine “failure”
7. Recognize and praise good character as well as good results

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With what TEAM do they belong?

Practical Suggestions:

8. Engineer and honor achievements
9. Recognize publicly and reprimand privately
10. Need your people and show it
11. Communicate: let your team know what's going on – the good and the bad
12. Invest in people and in their teams, not just in infrastructure!

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With what TEAM do they belong?

Practical Suggestions:

13. Correct bad behavior and help chronic problem employees to find success – elsewhere
14. Bring closure to projects and programs –celebrate, ceremony, recognition
15. You can't guarantee job security, but you can make them employable

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II. For what CAUSE are they employed?

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For what CAUSE are they employed?

The Experts:

Note Martin Luther King, Jr. said:

“I have a DREAM...”
not
“I have a Business Plan...”

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For what CAUSE are they employed?

The Experts:

“Some studies show that employment that can be recreated into a ‘calling’ (work that is seen as contributing to the greater good) is the most satisfying form of work because it is done for its own sake rather than for the material rewards it may bring.”

Business for the Common Good by Wong and Rae, 31

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For what CAUSE are they employed?

The Experts:

“Engaged employees are more productive, more profitable, more customer-focused, safer, and more likely to withstand temptations to leave.”

Gallup Poll on employee engagement

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For what CAUSE are they employed?

The Experts:

“Employees want to do something that matters, beyond simply bringing home a paycheck. Effective leaders create an environment in which a complex balance is achieved where employees can buy in to the mission of the company and see their work as a difference-making calling, but not to the extent that work consumes them or becomes their identity.”

Business for the Common Good by Wong and Rae, 208

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For what CAUSE are they employed?

The Experts:

“Work gives meaning to life: It is the form in which we make ourselves useful to others...It shares in weaving civilization, which is the form in which others make themselves useful to us...We do work *for* money... But we work *at* investing ourselves in goods and services useful to others. Work endows life with meaning because of what work is, not because of what work earns.

Work: The Meaning of Your Life, by Lester DeKoster, 26-28, 50

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For what CAUSE are they employed?

The Experts:

“Management pioneers must find ways to infuse mundane business activities with deeper, soul-stirring ideals, such as honor, truth, love, justice, and beauty. These timeless virtues have long inspired human beings to extraordinary accomplishment and can no longer be relegated to the fringes of management.”

“Moon Shots for Management” by Gary Hamel
Harvard Business Review, February, 2009

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For what CAUSE are they employed?

Key Concept:

PEOPLE WOULD RATHER WORK FOR A CAUSE THAN FOR A COMPANY OR A PAYCHECK. WHAT CAUSE ARE YOUR EMPLOYEES WORKING FOR?

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For what CAUSE are they employed?

Practical Suggestions:

Show how the

little picture

contributes to the

BIG PICTURE

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For what CAUSE are they employed?

Practical Suggestions:

Relate assignments to

- Social
- Environmental
- Economic

benefits.

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For what CAUSE are they employed?

Practical Suggestions:

“Sustainability in public works means pursuing a balanced approach for a vibrant community today and tomorrow, and it is accomplished by the efficient delivery of services and infrastructure in an environmentally and socially responsible way that ensures the best economic choice in the long term. Sustainability, based on the elements of the Triple Bottom Line – environment, economics and community – is a way of looking at the public works mission holistically and systematically ...”

From APWA Principles of Sustainability

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For what CAUSE are they employed?

Practical Suggestions:

- Most government services are related to social or environmental benefits: public safety, health, social welfare, environmental protection.
- Customer focus is also helpful.

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For what CAUSE are they employed?

Clerical Example:

“We protect public health and the environment by providing water, sewer, and solid waste management & recycling services. We ensure businesses can access customers by maintaining a reliable transportation system. I provide admin support to the engineering Division.”

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For what CAUSE are they employed?

Practical Suggestions:

- No water – people die of thirst in about 3 days
- No sewers – people die of water-borne disease
- No traffic operations – everything takes longer
- No street maintenance – store shelves empty
- No garbage service – city stinks, diseases spread
- No permits or inspectors – facilities are not safe

Public Works provides services without which a community/city could not exist or thrive.

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For what CAUSE are they employed?

Practical Suggestions:

As the boss, you should regularly articulate what the job is, why it is important, and who cares.

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III. Of what CHARACTER is their boss?

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Of what CHARACTER is the boss?

The Experts:

“Leadership is the potent combination of character and strategy. But if you must be without one, be without strategy.”

General Norman Schwartzkopf

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Of what CHARACTER is the boss?

The Experts:

“All of the corporate standards of ethics don’t mean anything unless the persons in the corporation perceive the top people to abide by them when the gong is really tough.”

J. Irwin Miller, CEO, Cummins Engine

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Of what CHARACTER is the boss?

The Experts:

“Many leaders have the drive and competence to lead. But too often, organizations elevate people who lack the integrity. Such leaders seldom last, for the simple reason that without all three, especially the moral compass, it is difficult to engage followers to sustain results.”

Warren Bennis, Leader to Leader Institute

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Of what CHARACTER is the boss?

The Experts:

“How leaders treat employees matters greatly. In studies that attempt to examine the primary influences on job satisfaction, the quality of relationship with one’s supervisor and core job characteristics ... are reported to be as important, if not more so, than pay and compensation.”

Business for the Common Good by Wong and Rae, 210
citing the research of Fried and Ferris

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Of what CHARACTER is the boss?

In my own experience, I have been most happy in my job when my work has significance in service of the community and when I’m working for an organization and leaders who value honesty, personal integrity, and human dignity.

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Of what CHARACTER is the boss?

One of the most common reasons people quit their jobs is their boss. Numerous studies and opinion polls have reached this conclusion.

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Of what CHARACTER is the boss?

The Experts:

“If you want a team that’s loyal, creative and willing to follow you to the ends of the earth, adhere to the Golden Rule: “Do to others as you would have them do to you” (Lk 6.31). Simply put yourself in their shoes. When you would expect to be praised, praise. If there’s a problem you would want help with, lend a hand. If you would expect a pay hike, give it. No matter what the situation, stop and think how I would like someone to treat me.”

Dave Ramsey email newsletter 1/31/12

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Of what CHARACTER is the boss?

The Experts:

“How you treat your employees and customers tells me more about your values than anything posted on your walls. How you manage your direct and indirect reports becomes dinner conversation with their families and friends each night.”

S. Chris Edmonds, Corporate Culture e-book

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Of what CHARACTER is the boss?

The Experts:

“Character traits are great predictors of future actions in both stressful and non-stressful circumstances.”

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Of what CHARACTER is the boss?

The Experts:

“You can decide who you want to be and get about the business of becoming that person.”

Dave Ramsey email newsletter 1/31/12

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Of what CHARACTER is the boss?

The Experts:

“You may be able to get away with something by avoiding the legal/institutional/social consequences, but one thing you cannot get away with is the character you are becoming with every choice you make.”

Dallas Willard, USC Philosophy Professor

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Of what CHARACTER is the boss?

The Experts:

“Sir, I choose to treat you as a gentleman, not because you are, but because I am.”

Anonymous

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Of what CHARACTER is the boss?

The Experts:

“The good man brings good things out of the good stored up in his heart, and the evil man brings evil things out of the evil stored up in his heart.”

Jesus of Nazareth, Mt 12.35

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Of what CHARACTER is the boss?

The Experts:

In order to become a good person, we must know what a good person is. “The morally good person, I would say, is a person who is effectively intent upon advancing the various goods of human life with which they are effectively in contact. Moral goodness is a matter of the organization of human dispositions and will into a system called “character”. “Character” refers to the settled dispositions to act in certain interrelated ways, given relevant circumstances. Character is expressed in what one does without thinking, as well as to what one does after acting without thinking. The actions which come from character will usually persist when the individual is unobserved, as well as when the consequences of the action are not what the agent would prefer.”

Dallas Willard, USC Philosophy Professor

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Of what CHARACTER is the boss?

The Experts:

Pelsner paraphrase:

The person of good character seeks what is good for the people around him/her regardless of whether anyone is watching, and even if the outcome is not his/her personal preference. Good character simply involves good will toward others.

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Of what CHARACTER is the boss?

The Experts:

“...with diligent study, thoughts can be developed in a given direction. If we stay the course and repeat these thoughts enough times, a habit is formed. Character development is the result of the study of character qualities and the application of different response thoughts, which repeated enough times, form a habit.”

Citygate Associates Management Consultants

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Of what CHARACTER is the boss?

Key Concept:

PEOPLE WANT TO WORK FOR SOMEONE OF GOOD CHARACTER AND WE CAN CHOOSE TO BECOME THAT PERSON. ORGANIZATIONS THAT ARE LED BY SOMEONE WITH GOOD CHARACTER, AND WHICH HIRE AND ENCOURAGE GOOD CHARACTER, ARE BETTER PLACES TO WORK AND MORE PRODUCTIVE/PROFITABLE IN BOTH PROSPEROUS AND HARD TIMES.

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Of what CHARACTER is the boss?

Practical Suggestions:

HOW TO DEVELOP GOOD CHARACTER:

GOOD THINKING & GOOD CHOICES PRODUCE GOOD BEHAVIOR, AND WHEN REPEATED PRODUCES GOOD HABITS, WHICH EVENTUALLY FORMS GOOD CHARACTER.

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Of what CHARACTER is the boss?

Practical Suggestions:

In other words, your small choices add up to a lifestyle choice that forms your character which significantly influences the performance of the people in your organization.

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Of what CHARACTER is the boss?

Practical Suggestions :

Choose to become a person of good character by practicing good character traits. Study the meaning of virtue-words and their opposites (vices) and then make a decision to practice them until they become your automatic response to situations.

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Of what CHARACTER is the boss?

Practical Suggestions :

Honesty•Diligence•Loyalty•Humility•Endurance
•Discretion•Patience•Compassion•Sensitivity•
Flexibility•Caution•Tolerance•Gentleness
•Attentiveness•Initiative•Creativeness•Self-
control•Hospitality•Dependability•Helpfulness•
Alertness•Joyfulness•Thankfulness•Courage (to
do good)•Integrity (to think and practice virtues,
not vice)•Faith (that outcomes will follow
principles put into practice)•Wisdom

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Of what CHARACTER is the boss?

Practical Suggestions :

- Whenever you speak, speak only the truth, yet with discretion and wisdom
- Pursue transparency in government
- Offer safety to learn through experimentation – redefine “failure”
- Lead by example
- Exercise servant leadership – offer to help and pitch in without being asked

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Of what CHARACTER is the boss?

Practical Suggestions :

- During times of change, give away more control, encourage creativity and experimentation
- When you agree, say “you’re right” rather than “I agree”
- Ask for opinions and really listen – seek to understand before seeking to be understood

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Of what CHARACTER is the boss?

Practical Suggestions :

- Ask for help and seek advice:
“Plans fail for lack of counsel, but with many advisors they succeed” Prov 15.22
- Consider recruiting a personal Board of Advisors

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Of what CHARACTER is the boss?

Practical Suggestions :

- Maintain competency and demand it in others – knowledge and skill give you authority to act publicly (PE, etc.)
- Say “thank you” and really mean it
- Do a subordinate’s job for a day; schedule a ride-along; watch “Undercover Boss” for ideas
- Hire a character consultant, not just a management consultant.

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Of what CHARACTER is the boss?

Practical Suggestions :

- Get beyond the management flavor of the month expressed in the latest best seller. Learn that a deeper, more fundamental truth is that character development produces lasting results while behavior modification w/o character growth is temporary at best.
- Have fun in the work place – don’t take yourself too seriously (but always take seriously your customers and your mission)
- Allow flexibility for life (your own and others)

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Concluding Remarks

The hierarchy of business relationships integrates the team/cause/character view of leadership.

- Supervisor
- Coach
- Business Partner

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Concluding Remarks

Relationship: "Supervisor"
Operating principle: Laws, rules, regulations, codes, policies
Comments: High maintenance. Rules are necessary to establish boundaries; baseline for fairness. Assign specific tasks and monitor continuously.

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Concluding Remarks

Relationship: "Coach"
Operating principle: Principles and values
Comments: Medium maintenance. Teach and measure performance by application of principals and values related to larger goals. Give broad assignments and coach for results.

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Concluding Remarks

Relationship: "Business Partner"
Operating Principle: Relationships based on mutual trust, shared values, vision.
Comments: Build good working relationships. Agree on broad objectives. "Subordinates" as "partners" do the managing and coaching so you have more time. Low Maintenance.

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Concluding Remarks

Building a healthy and productive organization is a process, a way of life, a choice – in good times and hard times.

**Be committed to the principles
and the results will come.**

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Concluding Remarks

To lead your employees in the new normal, and to prepare for the coming recovery:
Develop an effective
TEAM
Tell them how they contribute to a higher
CAUSE
Become a person of good
CHARACTER

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THE END

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The New Normal

How did we get here?
National crisis of ethics

- Corporate accounting scandals
- Institutional greed
- Individual moral failures

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