

The Executive and Labor Leadership Team =
The "Success" in Succession

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*EVERYTHING RISES AND
FALLS ON LEADERSHIP*

Successful leaders understand
that in order to build and
maintain a high performing
department you must develop
other leaders, not just
followers

YOU CANNOT DO IT ALONE

The key to developing leaders is to find the best people you can, then invest time and effort into supporting them as they reach their full potential to include leadership.

YOU are the key to providing a climate where potential leaders can grow!

Nurturing Potential Leaders

- B – Believe in them
- E – Encourage them
- S – Share with them
- T – Trust them

Equipping Potential Leaders

- Answer these questions:
 - What is the statement of purpose for the organization?
 - What is the primary need of the organization?
 - What training is in place to meet that need?
 - What areas within the organization have the greatest growth potential?

Equipping Essentials:

- Develop a personal relationship w/ the people you equip.
- Share your dream. (All good leaders have a dream – all great leaders share it.)
- Ask for commitment. (This is where the rubber meets the road.) There's a big difference between interest and commitment.

Equipping Essentials:

- Set goals for growth
- Communicate the fundamentals

Developing Potential Leaders

To develop leaders is to invest in them for their personal growth.

It's hard work.

Creating a Climate for Future Leaders

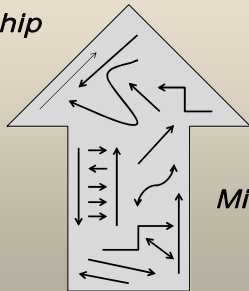
- Provide growth opportunities
- Lead with vision
- Convey the importance of a farm team
- Equip your potential leaders

Your commitment makes the difference

Succession is One of the Key Responsibilities of Leadership
(Ron Depree)

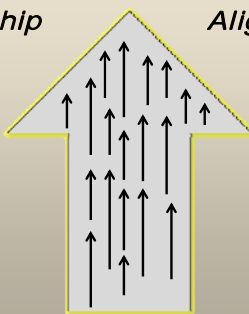
Collaboration Tools for the Executive - Labor Team

Leadership



Misalignment

Leadership



Alignment

Enlightened self-interest: the great motivator



Procedural
Fairness



Definition: Crucial
Conversation*

- A discussion between two or more people when one or more of the following conditions exists:
 - the stakes are high
 - opinions vary
 - emotions are strong

Lack of Conversation*

- People who refuse to engage in crucial conversations generally exhibit one of two behaviors:
- Silence (i.e., withdrawal)
- Violence (i.e., verbal abuse)

Underlying Beliefs*

- In order for people to engage in crucial conversations, they must believe two things about the other person:
- they share mutual goals
- they have mutual respect

Dialogue: The Secret to Success*

- Dialogue is the free flow of *meaning* between participants
- Sharing thoughts, beliefs, experiences, and feelings creates a *pool of shared meaning*
- By definition, people who disagree do not share the same pool

Learning Point*

- You must create an environment that makes people feel safe and respected in order for them to contribute to the shared pool of meaning

Create a Safe Environment*

- People feel unsafe when they believe one of two things:
 - You don't respect them as a human being (lack of mutual respect)
 - You don't care about their goals (lack of mutual purpose)

Path of Action



Source: *Crucial Conversations* by Patterson, Grenny, McMillan, & Switzler

Steps in a Successful Dialogue*

1. Stay focused on what you really want
2. Notice when safety is at risk
3. Create a safe environment
4. Stay in the dialogue
5. Make your case persuasively
6. Listen to others
7. Turn the conversation into results and action

Tips for Staying Focused

- Maintain self- and situational awareness
- Triage: ask yourself, "What do I *really* want here?"
- Keep the common goal or big picture in mind; answer the "So what?" question
- Choose healthy objectives vs. non-healthy objectives
- LISTEN actively and with a sense of curiosity
- Think creatively to develop additional options
- Create and use "AND" questions

Tips for Creating a Safe Environment*

- Step out of the conversation immediately:
 - Decide which condition of safety has been violated (mutual respect or mutual goals)
 - Apologize when appropriate
 - Clarify your meaning and/or assumptions when misunderstandings arise
 - Recall your mutual goal or purpose
 - Take a short break if necessary

Tips for Staying in the Dialogue*

- To gain control over crucial conversations, learn to take charge of your emotions
 - Only *you* can create your emotions
 - You can choose your reactions/emotions
 - You have two options with emotions:
 1. Act on them (i.e., manage them)
 2. Be acted on by them

Tips for Staying in the Dialogue* (2)

- Two ways to manage your emotions:
 1. Keep an open mind
 - Play an observer role
 - Be curious about what comes next
 2. Express a genuine desire to learn the truth

Tips for Staying in the Dialogue* (3)

- When you are stuck in silence or violence:
 - Retrace your path to action
 - Tell the rest of the story
 - What is my role in this situation?
 - What might cause a reasonable, rational person to act this way?
 - What do I really want?
 - What would I do *right now* if I really wanted my desired outcome?

Tips for Listening to Others*

- Listen patiently and with curiosity
- Use listening skills to help the other person re-trace his/her path to action
- Agree when you agree; compare your views when they seem to be different
- Focus on interests vs. positions

Tips for Turning the Conversation into Results and Action*

- Specify and agree on the decision rules in advance
- Finish clearly
 - Specify the deliverables clearly
 - Identify who does what by when
 - Follow up
 - Hold people accountable for their commitments

* Reference

- The information in slides designated with an asterisk (*) is based on the following source:
 - Patterson, Kelly, Grenny, Joseph, McMillan, Ron, & Seitzler, Al (2002). *Crucial Conversations: Tools for Talking When Stakes are High*. NY: McGraw-Hill.

Succession Plan Implementation

WHY?

- *Continuation of Quality Service*

- Community safety via risk management
- Leadership development
- Ability to meet future needs

WHY?

- *Foster Ownership in the Future*

- Follow clear vision and values
- Shared expectations among team
- Joint buy-in to the evolving mission
- Meet individual's expectations, internal drivers

HOW?

- **Set Team Expectations**

- From the top down and bottom up
- Clear pathway to leadership development
- Promotional preparation

HOW?

- **Develop a Specific Plan**

- What do we need our people to know?
- What do our people believe they need to know?
- What do we need to know from our people?

HOW?

- **Collaboration!**

- Labor and Executive Team trust
- *Actual belief* in the vision and values
- Participatory process and feedback
- *Value to the individual , not just to the organization (WIIFM?)*

SUCSESSES

- **Comprehensive Plan Implemented**

- Training courses, formal education
 - Beyond local area; state and national level
- Position Task Books
- Living document

SUCSESSES

- **Development of Future Leaders**

- Company and Chief Officers (28%)
- Engineers (24%)

SUCSESSES

- **Systematic Process**

- Succession plan drives training decisions
- Training decisions based on performance evaluation objectives
- Performance evaluation objectives derived from succession plan

SUCCESES

- *Systematic Process*

- Zero-based budgeting*
- Critical evaluation of training needs based on \$\$ available
- Formal buy-in to succession process from city manager and council (budget approval)

SUCCESES

Our people actually are preparing for the future!

CHALLENGES

- *Trust among Executive and Labor leaders*
- *Open, participative process*
- *Actually sitting down and devising a plan*
- *Support of decision-makers*

WHY Succession Management?

https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action?language=en#t-446046

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THANK YOU

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