Adaptive Leadership in a Disruptive World

2017 Fire Chiefs Leadership Seminar
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Newport Beach, CA

Dr. Frank Benest
frank@frankbenest.com
(650) 444-6261

Frank’s Personal Experience

- My house fire
- What did Frank learn from experience?

A Couple of Quotes

“It is neither the strongest of the species that survives, nor the most intelligent, but the one most responsive to change.”
A Couple of Quotes

“The illiterate of the 21st century will not be those who cannot read or write, but those who cannot learn, unlearn & relearn.”

Alvin Toffler, futurist

Overview

1. 3 Reactions to change
2. Drivers of disruption
3. The big challenges facing cities
4. Technical vs. adaptive challenges
5. Taking “smart risks”
6. Resources
7. “Just one commitment”

3 Reactions to Change

1. Embrace the change
2. Try to be neutral
3. Resist the change
Drivers of “Disruption”

“What are the mega-forces disrupting local government?”

Drivers of Disruption

- Permanent fiscal stress
- Structures, processes, & rules oriented toward static world
- Technology
- Demographic, generational, value & political shifts

Drivers of Disruption

- Problems are complex, difficult to solve, emotion-laden, & divisive
- Power is diffuse (“veto” power)
- No one institution can solve any problem
- Citizen mistrust in all institutions including govt
Leading in Disruptive World

- Leaders must cross boundaries & engage others as partners
- Tech skills become quickly obsolete
- Learn-how becomes as important as know-how
- Leaders must focus on experimenting, getting it “roughly right,” & fixing things up along the way
- Effective leaders will bounce back from defeat

“FIO”

“I LIKE IT. WHAT IS IT?”

“Are we learning as fast as the world is changing?”

Gary Hamel
The Big Challenges

In the next 5 years, what are 2-3 very big challenges facing your city gov’t that will involve the fire service in one way or another?

The Nature of the Challenges

- **Technical challenges** (“tame”) Solutions are known & can be addressed through management
- **Adaptive challenges** (“wicked”) Solutions are unknown, often involve value conflicts, & require leadership at all levels

The Essence of Leadership

“Leaders do not force people to follow—they invite them on a journey.” Charles Lauer
Risks in Uncertain Environment

- In my professional or personal life, what was a risk that was worth taking?
- What were a couple of key ingredients that helped me pull it off?

Taking “Smart Risks”

1. Consider risks only if they are important to you & are aligned with your values or passion
2. Calculate the costs of doing nothing (status quo option)
3. “Ready, fire, aim”
4. Use a respected sponsor
5. Spread the risk

Taking “Smart Risks” (con’t)

6. Tie change project to another initiative or investment already underway
7. Pilot everything
8. Take incremental steps & ramp up over time
9. Debrief experience as you go along
10. Seek guidance from your “dream team”
Resources

- William Bridges, *Transitions: Making Sense of Life Changes*
- Kevin Duggan & Frank Benest, “Navigating Through Transitions—Strategies to Help You Cope with New Realities,” *PM Magazine*
- Career Compass columns
  - “Taking Smart Risks”
  - “Bouncing Back from Defeat”
  - “Overcoming Deep-Seated Fears”

Resources

- ICMA Coaching Program
  - [www.icma.org/coaching](http://www.icma.org/coaching)
  - Webinars
  - One-to-one coaching + new training videos
  - Speed coaching
  - Career Compass columns

“Just One Thing”

- “What is just one thing I commit to do in order to better adapt to change?”
Thank you!

www.frankbenest.com
When managers think of transitions, they might recall their first manager job, when they moved to a new organization, or perhaps even an involuntary departure from a position.

In the first two cases, managers are generally excited about the opportunity even though they recognize that there will be challenges in establishing themselves. In these situations, managers are open to new challenges, experiences, relationships, learning, and growth.

In the case of an involuntary transition, while not usually feeling positive about the circumstances, managers clearly face a challenge in both adjusting to changed circumstances and developing a new direction.

Many Types of Transitions

Local government managers may not recognize that they also periodically experience other kinds of transitions in addition to job changes. These transitions can significantly affect them, both personally and professionally. Recognizing when these transitions occur and then developing and implementing effective strategies to navigate through them can be critical. Such transitions might occur when managers are experiencing some of these changes:

- A new governing body member (or members) whose election may have changed the dynamics of the board.
- A new department head.
- New political demands by a vocal neighborhood, business, or ethnic group.
- A natural or human disaster or a significant incident that totally disrupts the organization or the community.
- Increased media scrutiny and criticism.
- Changing financial condition for the organization.

All of these disruptive situations require a mindset that allows managers to recognize that they are in the midst of a transition and must find ways to adapt to the new political or organizational circumstances. Not fully appreciating the impact of a transition can undercut a person’s ability to lead or at worst, places a person at odds with new realities, thus putting the manager at risk—personally and professionally. The risk derives from being in a circumstance where you need to respond effectively to changing conditions, but a failure to fully appreciate and understand that a change has occurred results in an ineffective or delayed response.

While it is fundamental to our professional responsibilities that we adapt to changing circumstances, including a new policy direction, there can be a natural tendency to rationalize that continuing along the same path is the reasonable path to take.

Change vs. Transition

William Bridges, in the book Transitions: Making Sense of Life Changes, differentiates between change and transition. Change is situational—a new job, role, team, or community demand. Transition is the psychological process we go through in order to come to terms with the new situation. Change is external; transition is internal.

Change happens; so do transitions—with or without our consent. To effectively deal with transitions and adapt, we must first recognize the nature of the transition process.

One of the greatest potential barriers in effectively dealing with change is failing to fully appreciate when change is indeed occurring and its true impacts. In terms of processing change, denial can be the most challenging impediment to effectively...
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**TAKEAWAYS**

- Understand how the range of transitions can impact a manager’s professional success.
- Recognize when a transition is taking place in order to adapt.
- Learn to develop strategies to navigate the neutral zone between old and new realities.
dealing with change and the necessary transition that must follow.

Transitions often include a sense of loss. In fact, Bridges notes that transitions start with an ending. Then when we leave an organization for a new one, we have lost our team.

When a new governing board majority identifies a different policy agenda, there is a sense of loss when we are required to adapt to a new direction. New political demands require an ending to an old way of doing business.

Simply put, the first step in managing transition is letting go.

The second step, according to Bridges, is navigating the “neutral zone”: the limbo between the old reality and the new. It is the feeling that the old way of doing things or relating is gone and the new way is uncomfortable. It is an emotionally difficult place to be.

In response to finding ourselves in this psychological neutral zone, we can try to ignore it, rush through it, or escape from it. These reactions will mean that we will have difficulty making the change work for us and our team. If we recognize that we are struggling with a transition, we can use the neutral zone to find creative solutions to new demands and learn and grow.

**Strategies to Manage Transitions**

Once cognizant that there are many kinds of transitions (some of our own choosing and some forced on us), managers can more consciously use a set of strategies to successfully navigate them. These approaches include the following:

1. **Vent a little.** If we are feeling put upon and forced to change, it is acceptable to blow off some steam as long as it is with a trusted family member, friend, or colleague in a safe environment.

2. **Reflect.** Local government managers tend to be an action-oriented lot. Typically, we do not spend much time reflecting. To sense that we are experiencing a transition, we need to reflect and ask:

   - What is changing and what is the impact?
   - If I am feeling negative and put upon, why is that so?
   - What is causing me to be reactive and defensive?
   - How am I behaving with others?
   - Am I effectively responding to this change, or simply denying or resisting?

   Some colleagues have used various methods to promote self-reflection. One wrote in a journal when he was recovering from cancer treatment. Others have turned to spouses or counselors to reflect as they experience the neutral zone.

   Many of us simply schedule quiet time to reflect about feeling unsettled. Simply getting away from the work environment—to walk, jog, ride your bike, take a vacation, or attend a retreat or other professional development opportunity can get a person away from the immediate environment and provide time for reflection on what is happening.

3. **Use a new manager mindset.** The reason most managers succeed in a new job is because they are more or less prepared and approach it with a new manager mindset. As new managers, we typically:

   - Are open to the new experience.
   - Are curious.
   - Collect data.
   - Consider different perspectives and do not rush to judgment.
   - Want to learn.
   - Build relationships and rapport.
   - Engage people at all levels, internally and externally.
   - Develop a plan/strategy.
   - Implement our plan/strategy with energy and enthusiasm.
   - Assess, after a period of time, how the plan implementation is proceeding.

   This kind of mindset will help managers deal with other transitions as well.

4. **Approach transitions as opportunities for a fresh start.** As an established executive, managers may bemoan a possibly disruptive new councilmember or a new advocacy group demanding political change. We may hope that the established political agenda or ways of doing business will not undergo a dramatic shift, making it difficult for us or our team.

   If the transition is approached as an opportunity for a fresh start, however, managers can focus on building positive relationships and rapport. While a transition may be difficult and may not always be positive, it can be a reinvigorating challenge that can become a source of professional and personal growth.

5. **Engage in conversation.** As the poet David Whyte suggested at a presentation to the 2000 annual conference of the City Managers Department, League of California Cities, leadership is the art of conversation. In the midst of
transitions, managers need to engage people internally and externally in open-ended conversations, welcome different perspectives and interests, and question long-held assumptions as they adapt to change.

You might, for instance, be a police chief in a community that has quickly undergone demographic change. With the arrival of a number of Spanish-speaking immigrants, the community is experiencing a day-worker challenge in the downtown area. Established residents and merchants are demanding action to rid the downtown of the day workers.

Some councilmembers are beginning to consider a new ordinance to ban the solicitation of work from street corners. As police chief, the manager turns the problem over to you.

While your first reaction is to target special enforcement, you wonder if that is the right approach. After some soul-searching, you engage merchants, neighborhood and church leaders, and new immigrant group members in a series of conversations to explore possible responses. These efforts eventually lead to a pilot day-worker center operated by a local church.

6. Avoid isolation. During uncomfortable transitions, we may isolate ourselves. Social support is one of the keys to dealing with the emotions of transition.

We need to find the opportunity to share with trusted colleagues, informal coaches, friends, and family members the challenges of our situation, concerns and doubts, some possible solutions, and then get feedback.

7. Focus on learning. If we reconceptualize the challenge as an opportunity for learning, the transition can be a time of creativity and growth. Learning activities might include:
   • Conducting a review of the literature.
   • Talking to colleagues.
   • Interviewing experts.
   • Engaging non-subject matter experts from different disciplines in brainstorming different approaches.
   • Trying out a pilot response, which we fine-tune based on initial experiences.

   Given your busy life, you may not have the time to do all of the above; however, one or more of these learning strategies may help you gain perspective and insight.

   As we go through the transition, we must continually debrief: What is going well? What is not going well? How do we feel? What are we learning?

8. Share the burden. Even if we understand that we are going through a transition, we do not have to do all the relationship building, creative problem solving, and learning ourselves. As we engage internal staff and outside stakeholders, we can share the learning and leadership work.

Helping Others Cope
As managers experience transition and try to personally cope with it, they as leaders need to help others cope with transition, too. Since colleagues may be struggling with the new realities of layoffs, organizational restructuring, different reporting relationships, or outside political demands, they will certainly need emotional and other kinds of support.

As leaders, managers can help colleagues by encouraging conversations that over time:
   • Provide a safe environment to vent.
   • Acknowledge feelings of loss and any sense of unfairness or resentment.
   • Encourage, ultimately, a search for opportunity, experimentation, and learning in response to change.

Shaping the Change
If we recognize transitions in their many forms, acknowledge the loss involved, and work through the emotional neutral zone between the old and new reality, then we have the chance to help shape the change.

We will likely be able to effectively cope with the transitions that inevitably occur in our professional lives if we:
   • Understand the various types of transitions that can impact us professionally and personally.
   • Are alert to when they occur.
   • Learn to accept the new reality.
   • Develop and implement strategies with energy and enthusiasm.
   • Periodically review and adjust strategies based on the results we are experiencing.

Properly handled, transitions give managers the opportunity to confront challenges and adversity, re-engage, learn, and renew themselves and their team.

ENDNOTES

KEVIN DUGGAN, ICMA-CM, is the ICMA West Coast director and a former city manager, Mountain View, California (kduggan@icma.org). FRANK BENEST, PH.D., ICMA-CM, is an ICMA senior adviser and the former city manager of Palo Alto, California (frank@frankbenest.com).
Career Compass No. 58:

Overcoming Deep-Seated Fears

by Dr. Frank Benest

October 24, 2017

I’m a lieutenant in an urban police department in the midwest. Our department is being criticized (and in some cases abused) by those in the community who say that police treat people of color differently than white residents. While some claims are certainly overblown and unfair, I do feel that we need to improve a whole host of approaches, including whom we recruit for police positions, training, policing protocols and procedures, discipline, and communication and engagement with different neighborhoods and groups.

Given the culture of my police department, it will take courageous leadership to move towards these changes. I’m committed to police service and want to make it better. We cannot be effective if there is a big disconnect between police and the people we serve.

I’d like to help start a conversation with the command staff about what we need to do. While there are likely a few colleagues who may agree with my concerns, I know there will be pushback and resistance, not just from the command staff but the rank and file. I’m sort of stuck. I don’t know what to do. Can you help?
DR. BENEST: I congratulate you for recognizing the need for change. You are correct that any change-for-the-better must start in conversation with others. As David Whyte has said, “leadership is the art of conversation.” However, I sense that what is holding you back is fear.

A LITTLE FEAR IS A GOOD THING

A modicum of fear is a good thing. Those who have no fear are wildly over-confident, out of touch, or both (See Dan Rockwell's Leadership Freak blog post “5 Lies About Self-Confidence”, Sept. 4, 2016).

A little fear gives us pause before acting and hopefully minimizes any wild gambles. This pause provides time to think things through and to do adequate planning.

SIGNIFICANT FEAR IS A BAD THING

Too much fear, however, inhibits creative thinking and problem-solving, limits learning, and incapacitates us. Fear shuts us down.

LEADERS NEED TO ACT

Authentic leaders (as opposed to managers) are compelled to exert positive influence and act with others to make things better. Fears get in the way and we are immobilized. We then cannot fulfill our leadership role.

WHAT DO WE FEAR?

We all fear something. To fear is part of the human condition. If someone suggests that he or she does not have any fears, that person is lying to you.

Many kinds of situations generate personal fears. For instance, we may . . .

- Be asked to speak publicly to a large group of professional colleagues
- Feel the need to advocate for an unpopular solution
- See and want to stop an unethical action or an injustice
- Have a contrary opinion when the group has already made up its mind
- Want to lead a change project that may be opposed internally or externally
- Be offered an opportunity for which we feel somehow inadequate
- Need to do something outside our comfort zone, such as meet new people at a social or professional event

In these kinds of situations, what are our deep-seated fears? If we probe into our psyches, our underlying fears may include:

- “I will fail”
- “I will be shown to be a fraud”
- “People will oppose my idea (or me) and I will not be liked”
- “I will lose credibility and won’t be able to lead on other issues in the future”
- “I will be personally rejected by others”
- “I won’t be promoted”
• “I will be fired”
• “I will be embarrassed or humiliated or isolated”

WHAT DID OUR MOTHERS SAY ABOUT FEAR?

Again, we need to overcome our fears if we are to act like leaders (and have a fulfilling life). How we deal with fear often is connected to what we were taught by our parents.

Some of us had mothers who drummed in to us “Be careful!” Thus, we tend to tend to be overly cautious and avoid taking courageous action (see Dan Rockwell's Leadership Freak blog post "6 Ways to Deal with Blamethrowing" May 26, 2016).

However, some of us were fortunate to have mothers who encouraged courageous behavior. For instance, the mother of U.S. Senator Cory Booker told him as a young boy, “What would you do if you could not fail? Then do it!”

I was fortunate that my mom Rosy encouraged me as a young man to be courageous. When I was fearful of taking some action, Rosy would ask me: “Frank, what is the worst that can happen? How likely is that to occur? If you can live with the worst case, go for it!” Rosy taught me that courageous people have fears, but they acknowledge their fears, and then act anyway.

WHAT ARE SOME STRATEGIES FOR OVERCOMING FEARS?

If we can face our fears, we can minimize their debilitating effects. Less fear means more courage to act. Here are some approaches to addressing our fears.

1. **Look inside and have a conversation with yourself**

   Ask yourself: “Deep down, what do I really fear?” Typically, you may respond, “I don’t know. I’m not sure. It just doesn’t feel right.”

   You need to dig a bit deeper into your psyche. By digging deeper, you may conclude that “I fear people will resist my idea and they won’t follow me.” However, you need to still probe deeper into your soul until you acknowledge that you may truly fear rejection, ridicule, or just not being good enough.

   Serious self-reflection (perhaps with the help of a trusted colleague, friend or coach) will assist you in identifying, naming, and acknowledging a deep-seated fear. Undefined, unacknowledged fear is perhaps the greatest barrier to courageous action.

2. **Ask yourself if courageous action is meaningful to you**

   People will take “smart risks” (see Career Compass No. 18: “Taking Smart Risks”) if the action has great meaning for them and is aligned with their values (see Career Compass No. 57: “Leading By Living Your Values”). If the action is not that meaningful for you and doesn’t energize you, why would you struggle to overcome your fears?
3. **Calculate the costs of the status quo**

Most of us calculate the costs of taking a new action. However, we typically do not assess the costs of the status quo option.

In your situation, ask yourself—

- “Am I really willing to accept the current situation without trying to make it better?”
- “What are the costs to the Police Department? To the community? To fellow officers? To me?”

If the costs of the status quo option are high for you and others, you may be compelled to overcome your fears and act anyway.

4. **Acknowledge your bank account of credibility**

If you are a good lieutenant who achieves desired results and works well with others, you have a positive “bank account” of trust and credibility. As you lead projects, support others and make contributions, you are continuously making deposits and adding to your bank account.

Let’s say that you have accumulated over time $100,000 of trust and credibility in your so-called bank account. If you take some action that meets resistance, you may have to take a withdrawal of $10,000.

The problem is that we fear any withdrawals from our bank accounts. The reason that we build up the bank account is so we can survive a withdrawal. $90,000 left in the bank account is still a large bank account. If you have built a significant account over time, don’t fear a withdrawal if it is for a worthy effort which may fail.

5. **Think through some pertinent questions**

Before jumping into action, ask yourself (and any involved team members) the following questions:

- How important to me is doing something to improve the situation?
- Is the action aligned with my values?
- Do I have the resources (including time), or can I get the resources?
- Is the timing suitable?
- Will I learn a lot, or grow a lot?
- Have I identified roadblocks? Can I overcome them?
- Can I slowly generate support inside and outside?
- What are the conversations inside and outside that I need to initiate?
- Who are potential supporters and what are their values and interests?

6. **Learn from your past successes in confronting fear**

To help you take action, it is often helpful to reflect on a past experience when you were fearful but managed to act anyway. In your case, it could have been a time when you put your life in jeopardy when you were policing the streets; or dreaded speaking to an audience; or suggested to your team that the group opinion was flawed or ill-advised; or spoke out against a slur of some kind.
Debrief the previous experience—

- What did you fear deep-down?
- What did you do?
- How did you deal with your anxiety or minimize the fear?

To overcome fear and take action, you must leverage the capabilities that you already have inside yourself. By acknowledging these proven capabilities, you will surprise yourself (see Andy Molinski, hbr.org, “You Are More Resilient Than You Give Yourself Credit For”, Jan 25, 2017).

7. **Focus on what you can do**

Even if a particular action may require decisions or resources from top management, you should identify and focus on other actions that you can in fact take. For instance, you can . . .

- Start several conversations with other Police Department members about beneficial changes and incorporate some of their ideas into your thinking
- Do some informal research into what other Police Departments are doing to address the challenge
- Share some of the research at your PD management staff meetings
- Talk to the Police Chief and offer to lead a committee addressing some aspect of the problem

As UCLA basketball coach John Wooden once said, “Do not let what you cannot do interfere with what you can do.”

8. **Use supportive colleagues, friends or coaches**

To identify and acknowledge the need to act as well as your fear of acting, you must often talk out loud about what you are feeling. The easiest way is to have an honest conversation in a safe environment with someone whom you trust. A supportive colleague, friend, family member or coach can listen, ask questions, and even suggest some approaches to confront your anxiety, take a forward step, or minimize any potential fall-out.

If you approach a like-minded colleague in the PD, you can share your fears but take the first step together. Your colleague becomes a partner and helps you become accountable to your values and the do-able actions that you are compelled to take.

9. **Do a “pre-mortem”**

To learn from a difficult experience, we often do a post-mortem. We ask ourselves (and team-mates):

- What went well?
- What did not go so well?
- What did I (we) learn for the future?

However, before taking any action, it is often a good idea to do a “pre-mortem.” In a pre-mortem, we ask ourselves and others:

- What are all the things that can go possibly wrong if we take this course of action?
• How do we re-engineer the proposed course of action to avoid all the things that may go wrong or minimize the problems that may occur?

The pre-mortem helps us think through our effort so we avoid some missteps.

10. Take a small step or two to start the journey

Assuming you are compelled to act because of your values, I suggest that you take a small step or two (for example, start a conversation with a few peers in the department). These “little bets” (see Peter Sims’ book Little Bets—How Breakthrough Ideas Emerge from Small Discoveries, 2011) will help you reduce fear, and they can be ramped up over time. Plus, little bets tend to be reversible if you discover too much opposition.

Typically, one or two steps lead to other steps and you begin to build momentum. View your initial actions as the first steps in a journey. In a “journey,” you may know the general direction but not the precise destination.

So, take one step NOW. Delay magnifies fear. Courage emerges as you move forward, not before (see Dan Rockwell's Leadership Freak blog post “How to Find Advantage in Office Politics”, June 7, 2017).

11. Practice a growth mindset

People with “fixed mindsets” fear challenge because they may stumble or fail in some way. Those with fixed mindsets desire to avoid criticism and therefore take few risks. They give-up easily when challenged. They want to do the same things over and over again because that reinforces their sense of competency.

Those with “growth mindsets” embrace sensible risk-taking because they see challenge and “stretching” as paths to growth. They see effort as the path to mastery and persist in the face of setbacks. They view mistakes as necessary to learning. Those with growth mindsets acknowledge criticism and learn from it. They thus achieve and contribute more. (See Carol Dweck’s book Mindsets: The New Psychology of Success, 2006)

If you take leadership to help improve police service by doing what you can do within your realm, it may be difficult and you may be criticized. You may stumble along the way. However, you will do what you are compelled to do, learn and grow, and make a significant contribution.

DISCOVERING YOUR COURAGEOUS SELF

Leadership is about taking ownership of a problem or challenge, putting yourself in the fray, and exerting positive influence in moving forward. Given their values and commitments, leaders are compelled to act with others.

If you are scared, you need to name the fear and embrace it. Then you can prepare yourself and take a few steps forward. Seventy percent ready is good enough, unless it’s a life or death situation (see Dan Rockwell’s Leadership Freak blog post “Don’t Believe Your Momma”, May 26, 2017). Over time, you will strengthen your courage muscle.
Remember, everyone is fearful, even courageous people. Pema Chadron, American Buddhist nun, once remarked “We usually think that brave people have no fear. The truth is that they are intimate with fear.”

To take courageous action, you must believe that you can do something meaningful and that your action will make a difference.

Taking responsibility and well-thought-out action in the face of adversity will actually engender respect from others and enhance your career possibilities. More importantly, you will discover your better self. “It is always our own self that we find at the end of a (difficult) journey” (Ella Maillart, Swiss writer).

Acting courageously will enhance your life. As suggested by the French poet Anais Nin, “Life shrinks or expands in proportion to one’s courage.”

Sponsored by the ICMA Coaching Program, Career Compass is a monthly column from ICMA focused on career issues for local government professional staff. Dr. Frank Benest is ICMA's liaison for Next Generation Initiatives and resides in Palo Alto, California. If you have a career question you would like addressed in a future Career Compass, e-mail careers@icma.org or contact Frank directly at frank@frankbenest.com. Read past columns at icma.org/careercompass.
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Coaching offers value for people at any stage in their careers. As in sports, coaching helps even the best players do better. Why? Because everyone can benefit from sharing best practices and gaining perspectives from others who can help them see their situation and opportunities from a fresh perspective. That’s why we organize the Coaching program webinars to serve as whole team learning experiences. It’s also why the Speed Coaching and 1-1 Coaching models provide a structure for advice at multiple stages in a career.

ICMA SPEED COACHING

ICMA holds a speed coaching event each year at our annual conference. Participants get career and resume tips in a lively and always popular workshop. Speed Coaching is also great for state association conferences, professional gatherings, and local area managers meeting. You can find resources and guidelines to organize your Speed Coaching Event at icma.org/speedcoaching.

NEW THIS YEAR

➤ ICMA’s CoachConnect: Find the coach best suited for you faster. Members and non-members of ICMA at any stage of their career can find a coach to help them with their career, a community issue they want a second opinion on, or even the work-life balance challenges of the profession. Learn more at coachconnect.icma.org

➤ ICMA Credentialed Manager Program Credit: Coaching webinars now qualify for ICMA’s Credentialed Manager credits. The six webinars address 12 of the 18 ICMA practice areas. Each webinar registration link notes the relevant practices.

➤ New Talent Development Resources: To assist you in creating a rewarding new chapter in your talent story, we are providing a downloadable copy of the “Take Charge of Your Talent Participant Guide” – ICMA special edition, that’s complimentary for participants in the ICMA Coaching Program

Subscribe to the free email list for program updates at icma.org/coaching.

Note: requires an icma.org site login (complimentary).

For more information please contact
Don Maruska, ICMA Coaching Program, ICMAcoaching@donmaruska.com or 805-772-4667, or Rob Carty, Director of Career Services at ICMA, rcarty@icma.org

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