Winning Change:
The Synergy of Communication and Self-Leadership

Colorado City County Management Association Conference April 2024

Amber Blake CONSULTING

CCCMA

Overview

The Current Leadership Landscape

Leadership Edge

Current Trends

Generative Leadership

Transforming Leadership

Today's Workplace Is Different

You are busier, and
the problems you are trying to solve are more complex

Changes in Resources (human and financial)

COVID-19 has impacted the workplace
(changes are here to stay)

Attracting and retaining people is more challenging

Technology changes
(AI, how does this help or put organizations at risk)

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Leadership Edge

What do we mean by **Leadership Edge**?

- ✓ Self Management
- ✓ Mindset and Approach to Change
- ✓ Communication – Leading change
- ✓ Building Resilience
  (For you, your team, and your organization)

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Maintaining Your Leadership Edge

- Getting stuck vs. letting go
- Our friend **ego.** The challenge of ego needing to look good – keep it all together
- Aren't leaders supposed to have all the answers and know what to do in times of uncertainty & significant change?
- Who do we talk to about our challenges?

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Mindful Moment

- What have you noticed about this shift in the leadership landscape?
- How does this shift impact what your team/organization needs?
- How is your leadership impacting your team and your organization?
- What can you do to maintain your leadership edge?

Trends

GLS 2023 State of Local Government Leadership Pipeline Study

Organizational culture ranked as a top priority for attracting candidates, yet only 33% reported a strong workplace culture.

Maintaining optimal staffing levels is an attraction and retention issue.

Only 25% of respondents reported their leadership pipeline as Good or Excellent, yet only 29% have a budget to develop their leaders.

SHRM

SHRM Poll shows managers believe training is beneficial to attract (83%) and retain (86%)talent, and nearly half of surveyed employees (48%) agree that training opportunities were a factor in choosing their current organization.

SHRM poll shows 76% of employees agree that they are more likely to stay with an organization that offers continuous training.

Current Trends

Companies recognize the need to upskill and reskill employees, with 82 % planning to invest in learning and training on the job. -*World Economic Forums Future of Jobs 2023 Report*

77% of executive leaders say the availability of key skills as the biggest business threat. –*PriceWaterhouseCoopers*

95% of employees said they were looking or plan to look for a new job this year. *-Monster "New Year New Career" report*

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What are the biggest (internal) challenges facing your organization?

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Elements of Generative Leadership

Reimagining and reinventing the organization	Inspiring and enriching human experience	Executing and innovating through supercharged teams
Vision: Bold yet sustainable; define and seize opportunities to solve the wicked problems	**Purpose Driven:** Foster a sense of belonging to something bigger than oneself	**Super Teaming:** Align across and beyond your organization, use technology to enable them; Enlist the right technology so that people can focus on doing the things that only humans can do
Transparency: Be clear, open, and fact-based in all communications; listen across the organization	**Recognition:** Inspire people to believe they can do the remarkable and that their contribution matters	**Resilience:** Adapt as you go, make space for recharge and recovery
Prioritization: Streamline and simplify big goals so everyone can align behind them	**Care:** Connect deeply, empathize, and give without expectation	**People empowerment:** Cede decision-making as much as you can
Stakeholder Inclusion: Insist on having and hearing diverse voices and balance impact on all stakeholders	**Empathetic listening:** Be present and listen without an agenda	**Courage:** Make and own the tough decisions, sometimes in the absence of consensus
Reflection: Deliberately pause and intentionally entertain opposing views before acting	**People coaching and development:** Coach and provide feedback to help others disco er and realize their potential	**Role modeling:** Help solve problem, be open, curious, and humble, seek out and act on feedback
Creativity: Foster and reward imagination.	**Celebration:** Celebrate success and progress rather than perfection	**Experimentation:** Cultivate learning from risk-taking and trial and error.

Sources: BCG and BVA Group leadership survey, October 2020 and July 2021; BCG analysis.

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Leadership Qualities Employees Value the Most Relate to the Heart

Rank		Rank	
1	Recognition	6	People empowerment
2	People coaching and development	7	Creativity
3	Empathetic listening	8	Courage
4	Care	9	Resilience
5	Super teaming	10	Reflection

= head = heart = hands

Sources: BCG and BVA Group leadership survey, October 2020 and July 2021; BCG analysis.

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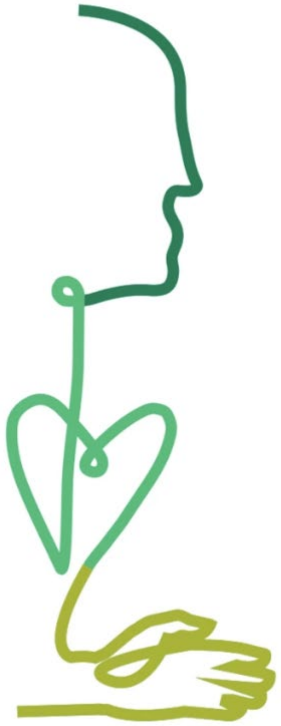
Where the research shows leaders are falling short



Overall

Head
Reimagining and reinventing the business to serve all stakeholders

29%

Creativity (22%)
Self-reflection (21%)
Transparency (20%)

Heart
Inspiring and enriching the human experience

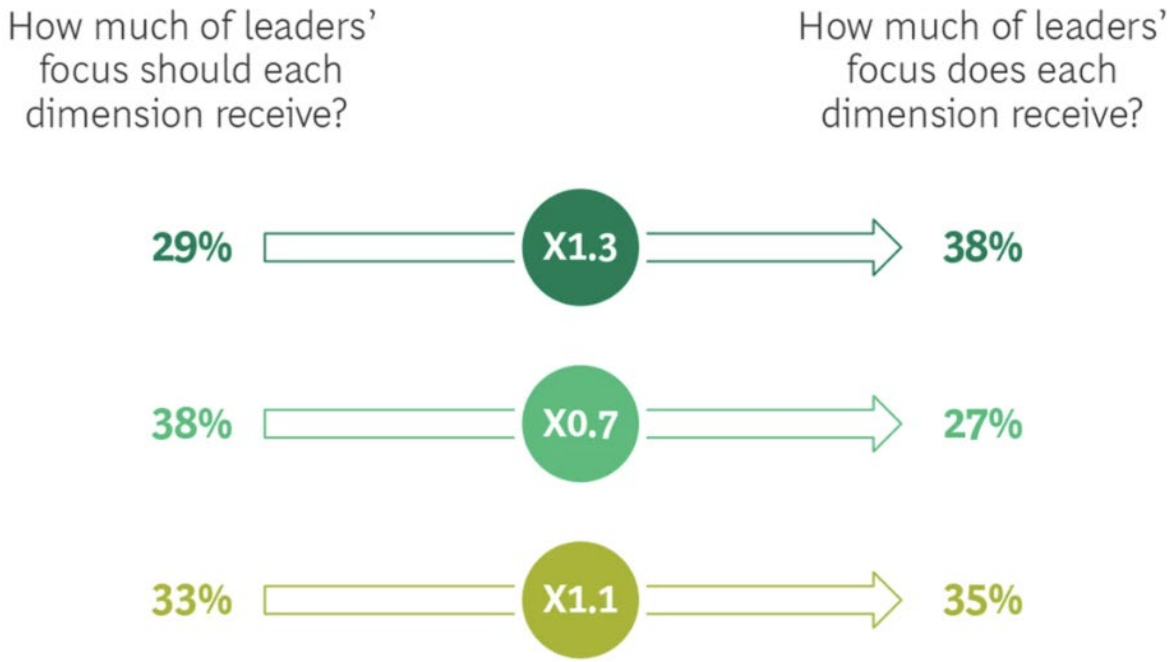
38%

Recognition (30%)
People coaching and development (28%)
Empathetic listening (28%)

Hands
Executing and innovating through supercharged teams

33%

Super teaming (23%)
People empowerment (23%)
Courage (22%)



Sources: BCG and BVA Group leadership survey, October 2020 and July 2021; BCG analysis.

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Transforming Leadership

- Why is this important?
- How to do this?
  - Develop a leadership vision
  - Create your leadership roadmap
  - Determine the skills and tools you need
  - Setup/revive your support system

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Mindful Moment

- How can you transform your leadership?
- What support(s) do you need?
- Identify one action you will take next week that will move you towards transforming your leadership.

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Thank you & Feedback

- Executive Forum on June 20, 11-12 am
  Topic: Three things public sector leaders can do in the next 60 days to strengthen the leadership pipeline

- I'm happy to provide an encore session if you have leaders who could not attend

Amber Blake CONSULTING

Amber Blake
amber@amberblakeconsulting.com
www.amberblakeconsulting.com
970-799-2074