



PLANNERS LEADING THE WAY

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TOPICS

- Judy will talk about **LEADING STAFF**
- Mike will talk about **LEADING WITHIN THE COMMUNITY**
- Carol will talk about **LEADING MULTI-DISCIPLINARY TEAMS**
- Kurt will talk about **LEADING IN THE PROFESSION**

I'm not bossy!
I have skills...leadership skills!!
Understand?



Be the kind
of leader
that you
would
follow.



WHAT IS LEADERSHIP?

Leadership is:

- Inspiring
- Acting
- Transforming

- FRAMING
- CONVENING
- FACILITATING

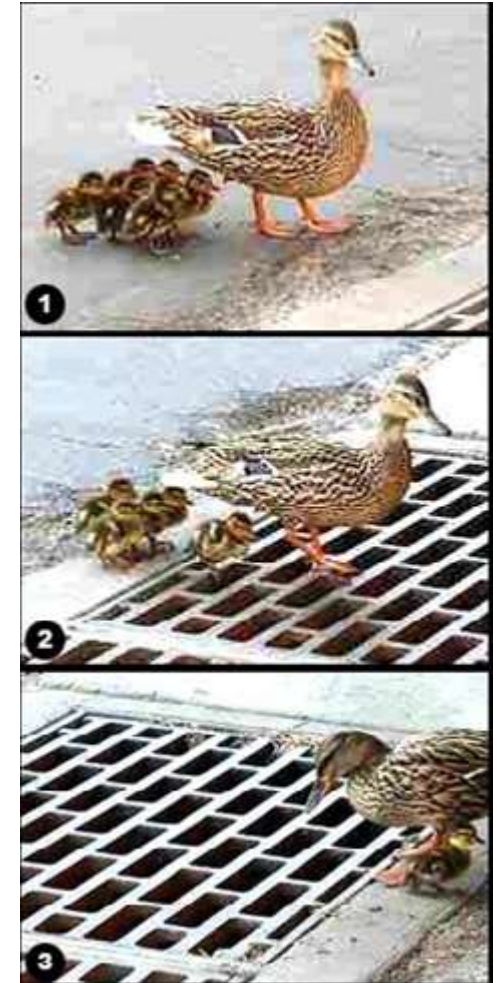
“Some of the most important innovations of coming decades will not be new technologies, but new ways of working together that are made possible by these new technologies.”



*Thomas Malone
Patrick J. McGovern Professor of Management
MIT Sloan School of Management*

Leadership Competencies

- Collaborative orientation
- Developer of people
- Learning agility
- Digital proficiency
- Global mindset including cultural agility
- Future focus
- Adaptability/change-orientation
- Innovative/creative champion
- Good communicator
- Question the status quo



**WHEN I TALK TO
MANAGERS, I GET THE
FEELING THAT THEY ARE
IMPORTANT.**

**WHEN I TALK TO LEADERS, I
GET THE FEELING THAT I AM
IMPORTANT.**

WHAT IS LEADERSHIP?

Leadership is NOT ADMINISTRATION

- Rules and regulations
- Record-keeping
- Creating and filling out forms

Be decisive.

**Right or wrong,
make a decision.**

**The road of life
is paved with
flat squirrels
who couldn't
make a decision.**

WHAT IS LEADERSHIP?

Leadership is NOT MANAGEMENT

- Planning and budgeting
- Organizing and staffing
- Aligning efforts
- Decision-making; problem-solving
- Controlling
- Creating and filling out forms

Why Planners Make Good Leaders

- We encourage collaboration and sharing
- We believe in engagement and involvement
- We know how to work as team players
- We are focused on the greater good
- We are more interested in results than power
- We have a global mindset
- We are future oriented



Leading Staff

JUDY DANIEL, AICP

Don't Be This Boss



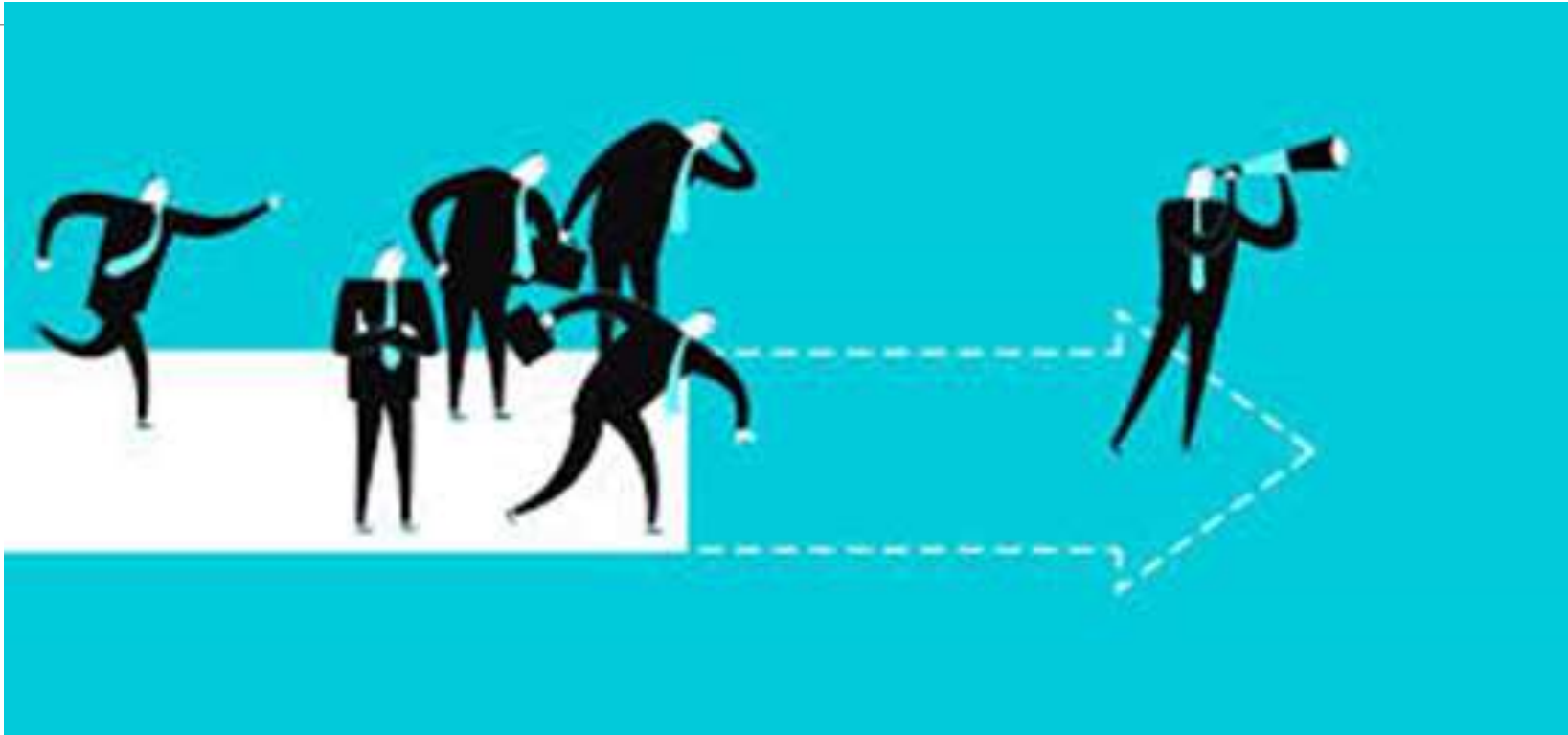
Leading Staff – Management Skillsets

Good managers are good leaders (and role models) for those they supervise. They need to be proficient on two levels:

- Managing Personnel Issues
- Managing Professional Tasks - Guiding others to successfully meet goals.

These are very different roles, and both difficult to learn for most new managers.

Leading Staff – Management Skills



Keep the Focus on the Critical Objectives

Leading Staff – Management Skills

Often, planners who become managers have no training in this skill set. They are promoted or hired for their planning knowledge and success.

Dealing with the "human" side of leadership can be anything from a bit of a strain to a hard and painful learning curve.

It requires learning the "rules" for human resources management as well as providing professional guidance for the people you are to supervise – from administrative assistants up to other professionals.

Leading Staff – Human Resources Regulations



Compliance Can Get Complicated

Leading Staff- Human Resources Regulations

Have an in-depth conversation with either the human resources manager or with you manager and the human resources manager.

Learn how employees are to be evaluated (formal or informal methods, disciplined/helped to improve, and pay scales set is vital. This can vary substantially in different types and sizes of organizations.

Read the personnel files for any employees who he/she has begun to supervise. Even for people you know, there may be surprises.

Leading Staff – Human Resources Requirements

HUMAN RESOURCE POLICIES

- Human Resource Policies are established by an organization, to support administrative functions, performance management, employee relations and resource planning.
- Human resource policies are the formal rules and guidelines that company put in place to hire, train, assess, and reward the members of their workforce.



The Rules Keep Changing

Leading Staff – Human Resources Rules

As a new manager you will be supervising people you “inherited” and later, people you hire. Behavioral are a difficult reality.

Behavioral challenges are more likely to be from those who were there before you became supervisor. Tread very carefully in those waters.

Hiring is critically important, as you will be looking for people who are both professionally competent, and who do not become potential behavioral challenges.

Leading Staff – Professional Growth



Leadership is Always a Challenge

Leading Staff – Professional Growth

Managing your staff in professional tasks is easier than the human resources tasks, it is often both exciting and frustrating. You may:

- Have to lead them into new roles dictated from “above”.
- Have to lead them into a reorganization you have determined is necessary.
- Get the opportunity to help them learn new tools for better productivity.
- Need to challenge many of them to accept these changes.

Leading Staff – Professional Growth



Effective Leadership = Creative Involvement

Leading Staff – Professional Growth

Consider yourself as an educator in this role of change manager:

Explain what is exciting or useful about the new task or new methodology.

Show the steps to learn the task or method.

Establish measurable steps to reflect progress.

Offer encouragement and assistance as needed.

Leading Staff – Professional Growth



All Staff Members Contribute to Successes

Leading Staff – Professional Growth

As an educator you should:

Have regular, but fairly brief, meetings to discuss current projects, upcoming projects, new initiatives from the supervisors above you, upcoming events.

Have regular informal conversations with each person you supervise to check on how they are feeling about their work or other issues.

Hold occasional “worksessions” on larger topics, such as new initiatives to draw the entire staff into advance planning.

Leading Staff in Tough Times



Help People Avoid Burnout

Leading Staff in Tough Times

Too Much Growth Too Fast vs. No Growth. Both are difficult jobs.

If you are a manager long enough you are likely to face times when you have become understaffed for the amount of work coming in. If you are either not given funds to hire more people, or you cannot find the right people for the work, your staff is going to feel overwhelmed.

In these instances, work with your supervisors(s) and HR to set realistic expectations.

Leading Staff in Tough Times



Be the Calm and Steady Hand at the Helm

Leading Staff in Tough Times

Too Much Growth Too Fast vs. No Growth

Alternatively, if your workload is down significantly, and budgets are tight, you are likely to face having to cut positions. This is very demoralizing for those who lose their jobs and those who remain.

If you must reduce positions, work with HR to see how much help is to be offered to assist people in finding a new position in your organization or elsewhere, and how much time they have to make that transition.

Leading Staff Through Tough Times

Leading in Tough Times – Too Much Growth Too Fast vs. No Growth

For those who remain, this may also mean that they have to take on new tasks that had been done by others, so they will face both a learning curve and emotional disruptions.

Work with HR on offering counseling to both those who must leave and those who are staying.

Leading Staff Through Transitions



Accept That There Will Be Some Chaos

Leading Staff Through Transitions

Leading a Transition in the Organization

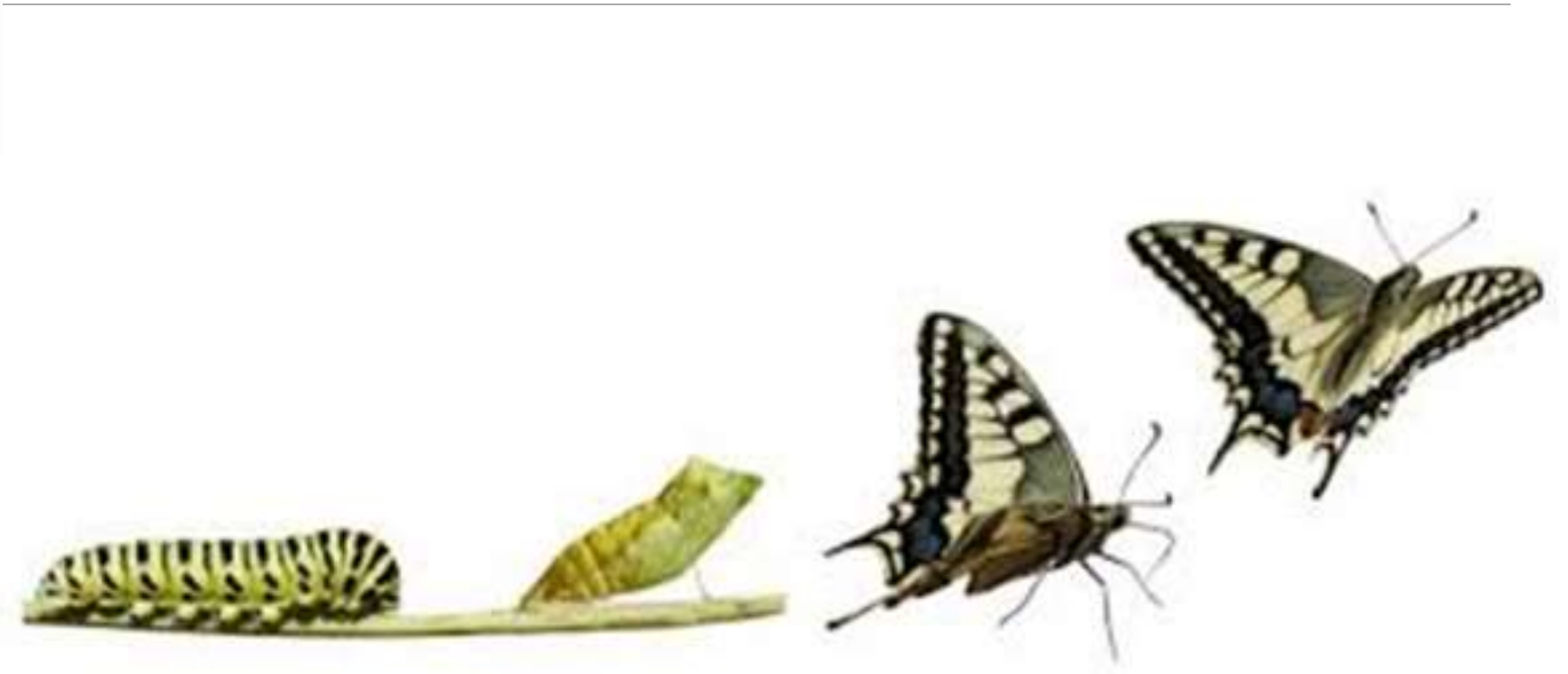
You may have to guide those who resist changes in methods, processes, technology, etc. You will also have to guide those who want to jump on every new type of technology.

Generally the longer someone has done a thing a certain way, and the closer they are to retiring, the more they will resist changes.

And generally, the younger a professional planner is, the more eager they are to start using the newest gadgets and technology available.

Real life is somewhere between these two positions. Some need more help adjusting and learning, and some need to learn budget realities.

Leading Staff Through Transitions



Remember - In Chaos is Opportunity

Leading Staff Through Transitions

Leading a Transition When You are Leaving:

Try to arrange a graceful and productive transition when you leave your position – due to a new job, retirement, or a promotion.

Consider a succession plan every year. Is there anyone who could easily take on your job, even temporarily?

Even if you are just promoted within an organization, it will be to your credit if the work where you are can continue without too much disruption.

Management Leadership for Planners



Be the Boss You Always Wanted

Planning Leadership

As a supervisor you have the opportunity to:

Help young planners become more comfortable with the daily realities of the profession, while retaining their enthusiasm.

Help mature employees learn new skills that will let them be more productive while feeling that their experience is appreciated.

Help troubled employees improve and become assets to the organization, or to find alternative employment they prefer.

Have a department or division that provides great and measurable service to the organization and/or community.



Leading Within the Community

MICHAEL BLUE, FAICP

Understand the Planner's Role: Power v. Authority

Power

- Power is the ability to get something accomplished
- Power is value neutral
- Power is the ability to have others do what they have to do.
- Leadership is an application of Power

Authority

- Authority is the title on a business card
- Authority comes with predefined status
- Authority without power is not leadership

Leadership in the Community – Role of the Planner

- Municipal employee
- Informs citizens about purpose and process of good planning
- Guides applicant and public regarding codes and process
- Works with both supporters and objectors; fair and consistent
- *Explains* the request; applicant *advocates* for request
- Stays current on latest planning principals and laws

Leadership in the Community – Who the Planner Works With

- Planning Commission
 - Public facing development process
- City Council
 - Many non planning and development responsibilities
- Other Boards and Commissions
 - Technical or Policy actions and implication
- The Public
 - Have a range of concerns
- Other Agencies
 - Communities, counties, schools, parks

Leadership in the Community – Showing the Value of Planning

- Understand the challenge for citizens and officials in being future focused
- Share context: the breadth and depth of issues and impacts
- Process is important, but highlight outcomes
- Give elected officials the information and confidence to act
- Take what you do seriously, not yourself
- Embrace conflict (when that's a good idea!)

Leading Multi-disciplinary Teams

CAROL RHEA, FAICP



#1
BE
CONFIDENT



Whatever
you do
today, do it
with all the
confidence
of a four-
year-old in
a Batman
costume



I STOOD THERE ALL DAY

LYING BASTARDS

#2
SHOW TRUST
AND RESPECT

#3
COORDINATE
AND
COOPERATE



Leading in APA



KURT CHRISTIANSEN, FAICP

WHY SHOULD WE BE LEADERS OR VOLUNTEER?



WHAT ARE THE BENEFITS?



American Planning Association - Leadership



American Planning Association



CONNECT, MAKE FRIENDS!



APA Leadership Benefits

What you can get out of involvement with APA:

- Expand your professional network, make lifelong friendships
- Build communication skills
- Build facilitation, negotiation, and leadership skills
- Broaden your planning perspective by working with national and international thought leaders
- Give something back to the profession
- Influence the direction of APA and the planning movement.



THERE ARE MANY LEADERSHIP OPPORTUNITIES

- National
- Chapters
- Divisions
- Sections
- Committees
- Task Forces

YOU DON'T NEED A TITLE
TO BE A LEADER IN APA



Advocacy

Planners' Advocacy Network

- More than 8,000 members
- Exclusive Training Webinars
- Advocate's Toolbox
- Sent 1,100+ messages to Congress in the past year



American Planning Association

Making Great Communities Happen

Join the Planners' Advocacy Network at planning.org

STAND UP FOR PLANNING

APA Ambassadors Program

Volunteer activities led by APA members

Goal of increasing awareness and understanding of the power and value of planning and the planning profession.

Reaching audiences of diverse racial, ethnic and cultural backgrounds

