



SELLING YOUR OWN MAGIC THROUGH THE POWER OF THE POSITION

LEADERSHIP STYLES

PROMOTING THE MUNICIPAL CLERK IN YOUR COMMUNITY

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WHAT IS POWER? DO WE REALLY KNOW?

- Is it Force?
- Money?
- Influence?
- Freedom?
- Government?
- Do I have power over you?

WHAT IS POWER OVER?

- If you have power, do you have power over others?
- How do you have power over others?
- Is power over others forcing others to do something -----
- Through authority? Reward? Intimidation? Manipulation?

THINK “POWER WITH” INSTEAD

- Power with is about getting things done –
- In concert with others
- Creating alliances
- Embracing differences
- Finding common ground
- Working collaboratively
- Building relationships and bridges

SOLVING PROBLEMS VIA “POWER WITH”

- Keep inquiries open about problems – encourage questions, differing opinions.
- Build honest communication with your team. Take time to reflect together.
- Invite more participation than usual – open up the debate to everyone.
- Learn to disagree while being agreeable and resolve conflict reasonably and respectfully.

TYPES OF POWER

- FORMAL POWER – COERCIVE

- Coercive power is conveyed through the threat of punishment -- fear of losing one's job, being demoted, receiving a poor performance review, having prime projects taken away, etc. This power can be obtained through threatening others. For example, a vice president of sales who threatens sales representatives to meet their goals or be replaced. A military dictator has coercive power.
- Do municipal clerks have coercive power? Are we subject to coercive power?

TYPES OF POWER

- **FORMAL POWER – REWARD**

- Reward power is conveyed through rewarding individuals for compliance with one's wishes – financially or otherwise. This may be done through giving bonuses, raises, a promotion, extra time off, etc. For example, the supervisor who rewards employees for meeting objectives set for a project. Or, a parent has reward power over a child.
- Does a municipal clerk have reward power? Are we the recipients of reward power?

TYPES OF POWER

- **FORMAL POWER – LEGITIMATE**

- Legitimate power comes from having a position of power in an organization, such as being the boss or key member of a leadership team. This power comes when employees in the organization recognize the authority of the individual. For example, the CEO who determines the overall direction of the company and the resources needed.
- Do municipal clerks have legitimate power? Are we the subjects of legitimate power?

TYPES OF POWER

- PERSONAL POWER – EXPERT

- Expert power comes from one's experience, skills or knowledge. As we gain experience in particular areas, and become leaders in those areas, we begin to gather expert power that can be utilized to get others to help us meet our goals. Your good judgment is respected and relied upon. For example, a project manager who is an expert at solving particularly challenging problems to ensure a project stays on track. Or, a specialist physician has expert power.
- Do municipal clerks have expert power? Are we influenced by others' expert power?

TYPES OF POWER

- PERSONAL POWER – REFERENT

- Referent power comes from being trusted and respected. We can gain referent power when others trust what we do and respect us for how we handle situations. Also, a person with referent power is strongly liked and admired by others and often exerts a charming influence. For example, the HR executive who is known for ensuring employees are treated fairly and coming to the rescue of those who are not. A celebrity has referent power.
- Do municipal clerks have referent power? Do we seek mentors with referent power?

GROWING OUR POWER

- Learn all you can – above and beyond the necessary – about your field.
- Have mentors both inside and outside your own organization.
- Communicate well in writing and by speaking effectively before others.
- Be media savvy.
- Promote yourself and your profession.

LEADERSHIP STYLES

- REACTIVE
- PROACTIVE
- SITUATIONAL
- EXPERT
- EMERGENT
- CONTINGENT

REACTIVE LEADERSHIP

- Urgency in your workplace?
- Do you react quickly to problems?
- Do you find solutions to problems quickly?
- Are you always in “fire fighting” mode?
- Needs to have and use own answers.
- Is tell oriented.

REACTIVE LEADERSHIP

- Makes decisions by self
- Pushes for results
- Reacts to change
- Teaches team to expect direction
- Is concerned about self first
- Produces reports first

REACTIVE LEADERSHIP

- Is afraid of losing control.
- Focuses on finding and fixing problems.
- Quick to punish for mistakes.
- Uses rules to make decisions.

PROACTIVE LEADERSHIP

- Do you have time to contemplate all the issues to a problem?
- Do you focus on the big picture?
- Are you more focused on achieving performance objectives?
- Understands the power of and uses the team in solving problems.
- Is coaching oriented.
- Requests that team members make decisions.

PROACTIVE LEADERSHIP

- Shares a vision so compelling the team wants to move towards it.
- Foresees and influences change.
- Teaches team to be self-reliant.
- Models team work and concern for the greater good.
- Creates and communicates values first.

PROACTIVE LEADERSHIP

- Knows giving up control yields the best outcomes.
- Focuses on achieving performance outcomes.
- Helps team to learn from errors.
- Uses principles to make decisions.

SITUATIONAL LEADERSHIP

- Situational leadership is a leadership style that refers to when the leader or manager of an organization must adjust his style to fit the development level of the followers he is trying to influence. With situational leadership, it is up to the leader to change his style, not the follower(s) to adapt to the leader's style. In situational leadership, the style may change continually to meet the needs of others in the organization based on the situation.

EMERGENT LEADERSHIP

- **Emergent leadership** is a type of **leadership** in which a group member is not appointed or elected to the **leadership** role; rather, **leadership** develops over time as a result of the group's interaction. The person assigned to a leadership position does not always become the real leader in a particular setting. It is *emergent* leaders that are most respected and most followed. This type of leadership is not assigned by position, but emerges over a period of time through communication, persistence and personality.

ASSIGNED OR POSITIONAL LEADERSHIP

- Assigned leadership is based on being appointed to a position within the organizational structure. An assigned leader is a formal leadership designation in an organization. Shift manager, assistant manager, general manager, district manager, regional manager, **vice president, president and chief executive officer** are all examples of formally assigned leadership roles, as are city manager, city clerk, etc.

CONTINGENT LEADERSHIP

- Contingency leadership is a philosophy that a **manager's leadership style** is contingent on the surrounding environment. Three basic factors of this leadership style include relationships, task structure and positional power. Other factors may be subsidiary to these initial three, although this will depend on the situations found within a business. Relationships deal with the interactions between leaders and team members, project clarity or guidelines, and the authority given to a leader to promote or punish workers. Under contingency leadership, leaders do not conform to the situation; companies will match leaders to situations.

LEADERSHIP STYLES

- Which do city clerks exhibit?
- When?

TEN SIGNS YOU MIGHT BE A LEADER*

- 1. You expect setbacks.
- 2. You believe everyone wants to be their best.
- 3. You seek differing opinions and perspectives.
- 4. You enjoy removing hurdles.
- 5. Results and trust are more important than control.
- 6. You care about “the rest of their lives”.

- 7. You get excited about other people's talent.
- 8. You understand the goal is to help them succeed.
- 9. You get "ownership".
- 10. You understand the power of appreciation.

- **by David Sturt and Todd Nordstrom in Forbes Leadership*

Reactive vs Proactive: The Mindset Difference

Reactive Leader		Proactive Leader
Needs to have and use own answers		Understands the power of and uses team in solving problems
Is tell oriented		Is coaching oriented
Makes decisions by self		Requests that team members make decisions
Pushes for results		Shares a vision so compelling the team wants to move towards it
Reacts to change		Foresees and influences change
Teaches team to expect direction		Teaches team to be self-reliant
Is concerned about self first		Models team work and concern for greater good
Produces reports first		Creates and communicates values first
Is afraid of losing control		Knows giving up control yields the best outcomes
Focuses on finding and fixing problems		Focuses on achieving performance outcomes
Quick to punish for mistakes		Helps team to learn from errors
Uses rules to make decisions		Uses principles to make decisions

0	1	2	3	4	5	6	7	8	9	10
Least like me						Most like me				

Use the scale above to determine which is your most prominent. Assign each category above a value based on 0 being the least like you and 10 the most like you. Add up each side and the highest number indicates your tendency towards being a reactive or proactive leader.

WORKSHEET

WORK PLAN TO PROMOTE THE MUNICIPAL CLERK'S OFFICE IN MY COMMUNITY

Years in municipal clerk profession:

Years in current position:

Years in current municipality:

In your community, what is the perception of the municipal clerk's office and profession now?

What do I want the public and other city officials to know?

What is my game plan to educate and promote my profession and office?

Follow steps below:

TAKING STOCK (ASSESSMENT)

What patterns or themes contribute to the misperception about my office and profession?

What have my peak experiences taught me about the importance of my position?

What have been my most significant accomplishments?

Do a SSWOT – a Self Strengths/Weaknesses/Opportunities/Threats analysis:

Identify key competencies I have mastered that will be beneficial in my efforts to promote myself and the clerk’s office. What are my most significant strengths and how can I capitalize on those strengths?

Identify key competencies I should focus on for improvement. Do I have other development needs? How will I increase my proficiency in those areas?

Are there any obstacles preventing success?

ONE WORD EXERCISE

When I think of my duties, responsibilities and the role I play within my city organization, I would describe myself as (name an object):

Why did I pick that word?

FOUR AREAS TO TARGET TO PROMOTE THE CLERK'S OFFICE

1. BEHAVIORS/CHARACTERISTICS OF THE PROFESSIONAL MUNICIPAL CLERK

Ideas and activities I can implement:

Opportunities to promote my office and profession:

Areas for me to concentrate on:

Timeline: List some specific goals and target dates to implement this strategy.

2. ACTIVITIES INTERNAL TO YOUR CITY

Ideas and activities I can implement:

Opportunities to promote my office and profession:

Areas for me to concentrate on:

Timeline: List some specific goals and target dates to implement this strategy.

3. USE OF MEDIA, SOCIAL MEDIA AND EXTERNAL ORGANIZATIONS

Ideas and activities I can implement:

Opportunities to promote my office and profession:

Areas for me to concentrate on:

Timeline: List some specific goals and target dates to implement this strategy.

4. PROMOTE YOURSELF AS A LEADER IN YOUR COMMUNITY

Ideas and activities I can implement:

Opportunities to promote my office and profession:

Areas for me to concentrate on:

Timeline: List some specific goals and target dates to implement this strategy.

EDUCATION/CERTIFICATION:

What have I accomplished?

What do I still need to accomplish?

Resources I can use:

Next step:

Timeline:

TAKING RISKS

How do you feel about risk? Are you a risk taker? Why? Why not?

List one example when you took a risk and it turned out badly:

List one example when you took a risk and it turned out well:

What is my risk quotient (1 being lowest and 10 being highest)?

Risk Quotient = (Self confidence + Vision) ÷ Need for Safety

RQ = (S + V) ÷ NS

Score of 20 = Risk? Don't know the meaning of the word!! Bring it on!

Score of 2 = Don't rock the boat, baby!!!

Score of 0.2 = Kick 'em! Is he breathing?

What experiences have contributed to your RQ score?

What would you have to give up to make what you want happen?

What is the worst case scenario?

What could you do to make it less risky?

Formal Power – Coercive

Coercive power is conveyed through fear of losing one's job, being demoted, receiving a poor performance review, having prime projects taken away, etc. This power is obtained through threatening others. For example, a vice president of sales who threatens sales reps to meet their goals or be replaced.

Answer these questions:

Does a municipal clerk have coercive power? If so, how does she obtain coercive power and how can she use it? Is a municipal clerk subjected to coercive power? How and what could be the outcome? Give examples.

Formal Power – Reward

Reward power is conveyed through rewarding individuals for compliance with one's wishes. This may be done through giving bonuses, raises, a promotion, extra time off, etc. For example, the supervisor who rewards employees for meeting objectives set for a project.

Answer these questions:

Does a municipal clerk have reward power? If so, how does she obtain reward power and how can she use it? Is a municipal clerk subjected to reward power? How and what could be the outcome? Give examples.

Formal Power – Legitimate

Legitimate power comes from having a position of power in an organization, such as being the boss or key member of a leadership team. This power comes when employees in the organization recognize the authority of the individual. For example, the CEO who determines the overall direction of the company and the resources needed for the company.

Answer these questions:

Does a municipal clerk have legitimate power? If so, how does she obtain legitimate power and how can she use it? Is a municipal clerk subjected to legitimate power? How and what could be the outcome? Give examples.

Personal Power – Expert

Expert power comes from one's experiences, skills or knowledge. As we gain experience in particular areas, and become leaders in those areas, we begin to gather expert power that can be utilized to get others to help us meet our goals. For example, a project manager who is an expert at solving particularly challenging problems to ensure a project stay on track.

Answer these questions:

Does a municipal clerk have expert power? If so, how does she obtain expert power and how can she use it? Is a municipal clerk subjected to expert power? How and what could be the outcome? Give examples.

Personal Power – Referent

Referent power comes from being trusted and respected. We can gain referent power when others trust what we do and respect us for how we handle situations. For example, the HR executive who is known for ensuring employees are treated fairly and coming to the rescue of those who are not.

Answer these questions:

Does a municipal clerk have referent power? If so, how does she obtain referent power and how can she use it? Is a municipal clerk subjected to referent power? How and what could be the outcome? Give examples.