


VLGMA 2018 Summer Pre-Conference Workshop
COURAGE: STRATEGIES FOR STABILITY AMID CHAOS

**OUR SHARED VISION:
 WE ARE DELIVERING ON DEMOCRACY EVERY DAY**

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 Personal Vision: "Joy-Full Whatever Comes"
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COURAGE: STRATEGIES FOR STABILITY AMID CHAOS

- * Dealing with VUCA world of Volatile-Uncertain-Complex-Ambiguous Challenges?
- * Instead of reacting, employ a proactive COURAGE formula of thoughtful, integrated strategies for success for yourself and your team, despite the odds.
- * Affirm that You are in a Noble Calling where COURAGE means CARING-Connection, OPTIMIZING-Resilience, UPLIFTING-Inspiration, RENEWING-Growth, ACHIEVING-Results, GIVING-Freedom, ENLIVENING-Excellence.

COURAGE: STRATEGIES FOR STABILITY AMID CHAOS

ENJOY AN INTERACTIVE SESSION swapping common sense, tried-and-true advice with your peers on how to strive to THRIVE, not just survive, by being a Difference Maker for your community.

- CONNECTING : PRACTICE MOVE-ABILITY, RESPONSIBILITY NETWORKING CULTURE TODAY. Give you up to 6 chances to meet and go deep with your colleagues.
- GATHER OUR COLLECTIVE WISDOM – Write down your Peer Advice on 5x8 cards and I will email you today's Report Later! Sign your name if you like.

**LEADERSHIP in VUCA TIMES:
COURAGE TO PERFORM AT OUR BEST**

- Council-Manager Form of Good Government. Began in *Staunton, VA 1908*
- Vital Second Century of Responsive, Responsible Professional Local Government, what **Essential Skills** will WE need as **SERVANT LEADERS**?

<p>NOT</p> <p>Stable Sure Simple Clear</p>	<p>Volatile Uncertain Complex Ambiguous</p>	<p>} "the new normal"</p>
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COURAGE for OUR COMMUNITY – THRIVE-ALL AMID CHAOS

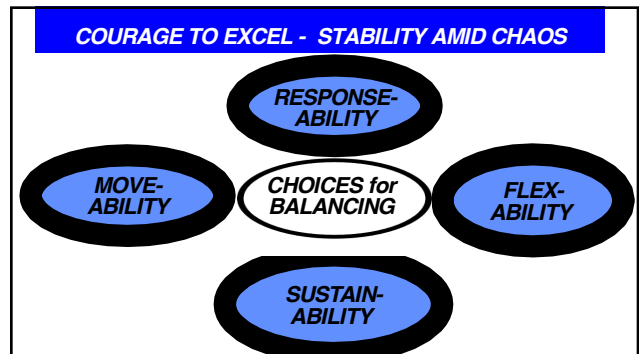
- **COURAGE** is...
A willingness to pursue
A Noble Goal or Purpose
Often related to one's identity
Despite risk, danger or fear.
- **THE COURAGE TO:**
- 1. **CHANGE** 2. **ENDURE** 3. **TAKE A STAND**
- 4. **FORGIVE** 5. **BE ONESELF** 6. **LOVE**
 - Love of Community, Country, Cause, Comrade
 - Love of Purpose and Meaning
 - Love of Justice and Mercy

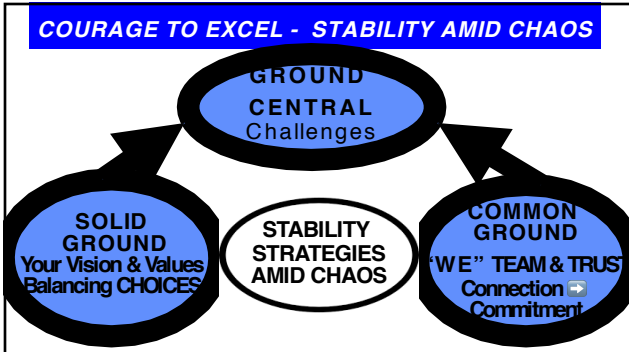
Dr. Arthur Schwartz (Air Force) Widener University, CA

**COURAGE TO EXCEL AND THRIVE:
STRATEGIES FOR STABILITY AMID CHAOS**

C	CARING:	CONNECTION
O	OPTIMIZING:	RESILIENCE
U	UPLIFTING:	INSPIRATION
R	RENEWING:	GROWTH
A	ACHIEVING:	RESULTS
G	GIVING:	FREEDOM
E	ENLIVENING:	EXCELLENCE

WHO are WE BEING as We are Doing Our Important Work under Chaotic, Complex Conditions?





John. Coleman HBR.ORG
MUST BE Both/And:
Seek to Learn & Grow

CONSISTENT LEADER:
 Work Hard, Show Up on time
 Goal Setter & Achiever
 Diligent Planner
 Persistence & Grit

AGILE LEADER:
 Pivot when needed
 Intellectually Curious
 Ready to learn from others
 Communicative, Collaborative
 Ready to Change

Strategic Leaders Must Be Agile and Consistent at the Same Time

High	Unfocused	Strategic
Low	Unreliable and uninspired	Rigid
	Low	High
	CONSISTENCY	

BEING A STURDY BUTTERFLY FOR GOOD
CONTENDING WITH THE EFFECT OF CHAOS
"HORNET EFFECT" WE FACE TODAY

In chaos theory, the **BUTTERFLY EFFECT** is the sensitive dependence on initial conditions in which a **SMALL CHANGE** in one state of a deterministic nonlinear system can result in **LARGE DIFFERENCES** in a later state.

Deborah Roberts – "HORNET EFFECT"

- Maurice Jones, Charlottesville City Manager**
"A City in Crisis, Summer of Hate"
VLGMA 2018 Winter Conference
- Local Government Colleagues and Friends Lifted Me Up at Very Difficult Time
 - Perfect Storm: Ground Zero of Race War of Hate versus Tolerance
 - Trust but Verify with Police Command Staff, Ask the Right Questions
 - Communicate, Communicate - Reach Out to Find What Other Citizens Think
 - Ensure Your Council is United and Understands Their Role
 - Train for the Best, Prepare for the Worst

LEADERSHIP IN TURBULENT TIMES: PRINCIPLES

- Life is uncertain and cyclical
 - Meaning is what motivates people
 - Courage comes from the heart
 - We are all interconnected with life
 - We can rely on human goodness
 - We need peace of mind, not dependent on circumstances
 - Life is a consistent teacher
 - As public leaders, we are playing a pivotal part in something more purposeful than we can ever imagine
- SOURCE: Margaret J. Wheatley, *Finding our Way – Leadership for Uncertain Times*, Berrett-Koehler Publishers, 2005

Douglas Smith, Center for the Constitution, James Madison's Montpelier, VLGMA 2018 Winter Conference

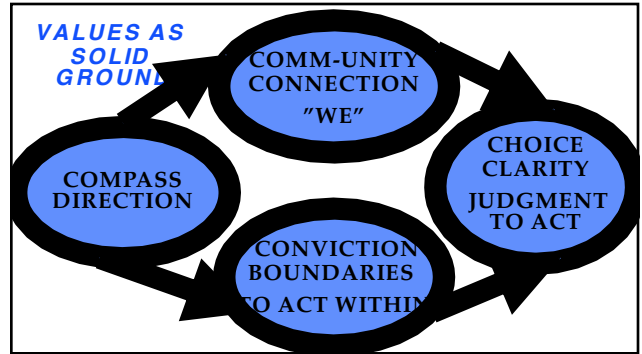
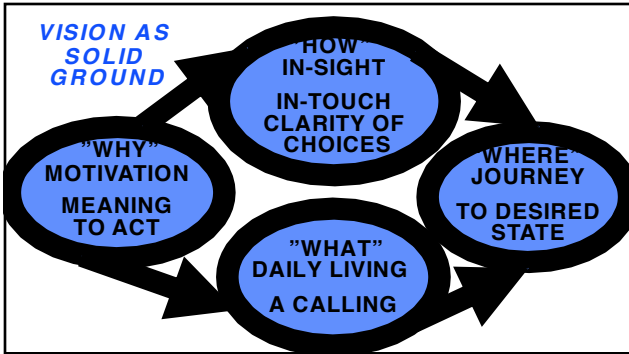
TODAY'S CRUCIBLE OF LOCAL GOVERNMENT: MODERNIZE, COMPROMISE, COME TOGETHER

- Embrace your Fate, Really Love What You Do
- The Struggle for Freedom Never Ends, so Your Work Never Ends
- Courage is Being Resolved and Knowing When to Hold Back as well as Act, not Boldness
- Be True to the Values of Your Community – Listen for Expectations and Lean into Diversity
- Get Comfortable with Uncomfortable, Complicated Conversations

BLIND ADVENTURER ERIK WIHENMAYER SPEAKS ON HAVING A NO BARRIERS LIFE AND RAYANING THE GRAND CANYON

- Trying to bust through a totally chaotic environment?
- HOW TO LIVE A NO BARRIERS LIFE: It is one thing to create a vision, another thing entirely to totally BELIEVE IN YOUR VISION SO STRONGLY YOU ARE ABLE TO SUMMON UP THE COURAGE, THE DISCIPLINE AND THE FOCUS TO LIVE WITHIN ITS FRAMEWORK.
- Exciting and torturous aspect of life when we become a Pioneer and reach out beyond convention and we discover those unexpected ways to do what others see as impossible, improbable, or unlikely, but what we believe in our hearts is wholly possible.
- When we hit a Barrier, it is SIMPLY A MATTER OF HAVING THE COURAGE AND OPEN MIND TO TRY SOMETHING NEW.

STATIC/FIXED	STABILITY STRATEGIES AMID CHAOS	NEW REALITY	FLUID/ADAPTING
<ul style="list-style-type: none"> • ORDER & COMMAND • CONTROL-ABLE • CERTAINTY • KNOWING • LINEAR • TAKING & OWNING • PREDICTABLE • REACTION • PERMANENCE 	<ul style="list-style-type: none"> • BALANCING • RESPONSE-ABLE • QUESTIONING & CHOICES • LEARNING • NON-LINEAR CIRCULATING • GIVING & CONNECTING • SURPRISING • ANTICIPATING • TRANSITIONING & TRANSFORMING 		



SOLID GROUND: WHAT ARE MY CORE VALUES? MY VISION?

MY VISION:
Delivering on Democracy Every Day

MY MISSION:
BE Joy-Full Whatever Comes

MY IDENTITY:
Servant Leader

LIVING EVERY DAY:
WHAT ARE YOUR VISION, YOUR MISSION, YOUR VALUES?

Laedere' = People on a Journey

SOLID GROUND: MY CORE VALUES? MY VISION?

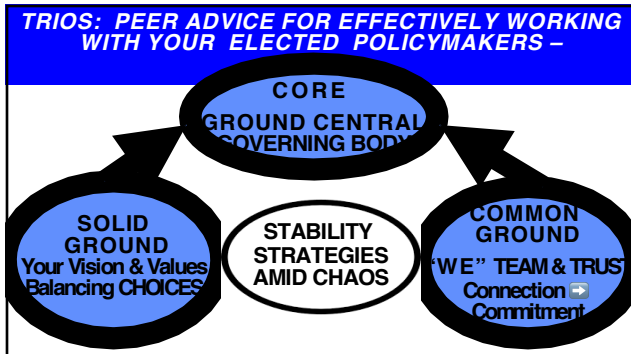
MY VISION:

MY MISSION:

MY IDENTITY:

LIVING THEM IN THE MOMENT, EVERY DAY:

Laedere' = People on a Journey



CULTIVATE... Daring Greatly	PRUNE...
<ul style="list-style-type: none"> ■ Creativity & Spontaneity ■ Play and Rest ■ Calm and Stillness ■ Meaningful Work ■ Lightness, Humor ■ Authenticity ■ Self Compassion ■ A Resilient Spirit and Forgiveness ■ Gratitude and Joy ■ Intuition, Trust, Faith 	<ul style="list-style-type: none"> ■ Comparison ■ Exhaustion as a Status Symbol and Productivity as Self-Worth ■ Anxiety as a Life Style ■ Self Doubt and "Supposed to" ■ Being Cool and "Always in Control" ■ Worrying about what people think ■ Perfectionism ■ Numbness, Self Pity, Defensiveness ■ Scarcity & Fear of the Unknown ■ The Need for Certainty Defensiveness

VUCA COURAGE: STABILITY STRATEGIES AMID CHAOS: SOLID GROUND OF VISION DRIVEN & VALUES BASED

REALISTIC – Face the world as it is – **DON'T GIVE UP**
PASSION – Changes linked to our dreams for the future, our deepest interests in life, our values, and our beliefs.
VISION – ~~GIVE INFO~~: Clear focus and purpose – A Compelling vision that imagines the world as it could be by challenging old assumptions.
ACTION to make a possibility the new reality via
DISCIPLINE – Learning, Engaging, and Practicing every day – the Courage to fully **SHOW-UP** in our world

**VUCA COURAGE: STABILITY STRATEGIES AMID CHAOS:
SOLID GROUND OF BEING VISION DRIVEN & VALUES BASED**

MUST Engage Our Heads and Our Hearts

Vision CLEAR FOCUS AND PURPOSE –
Focus Inward - Your Inner Voice and
Authentic Self

Discipline PRACTICE, SKILLFUL DEVELOP

Passion Your “WHY” – MEANING & VALUES –
“Stand Firm” Courage

Comm-Unity FOCUS OUTWARD – Connect and
Make a Difference on IMPORTANT
HEART OF WHAT MATTERS

**YOUR IDENTITY: LOCAL GOVERNMENT MANAGERS
COURAGEOUS & RESILIENT PEOPLE**

“Characters” with Character & Integrity
Responsible Stabilizers, Problem Solvers

Public Servants with an Inner “Fire in the Belly”

Community Builders – Help each other, Bring
people together

Pioneers for a Better Future - Innovators, Life Long
Learners – “We are Not Finished Beings