BUILDING YOUR LEADERSHIP MUSCLE: THINKING DIFFERENTLY ABOUT YOUR PATH FORWARD

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MY STORY
Sharing my personal career path, how I developed my skill sets, challenges faced and successes, and lessons learned.

CORE COMPETENCIES
My thoughts on the sets of proficiencies and abilities that helped me to move up in my career.

3 R’s
Roles, relationships, and responsibilities.

#ICMA2019
My Personal Story and Experience

• My career path (from start to current)
  ➤ 23 ½ years in public service
  ➤ Started as the Finance Director for a 5,000 person city
  ➤ Currently the Assistant City Manager for a 1 million person city

• How I developed my skill sets
  ➤ Identifying leaders I admired – watching, learning, and practicing what they do
  ➤ Attend training and education constantly – never stop learning

• Challenges faced
  ➤ Having the patience – it takes time to move up in your career
  ➤ Getting to comfortable in any one position
  ➤ Balancing the demands of work and maintaining a life outside of work
My Personal Story and Experience (cont’d)

• My perspective on the City Manager/Assistant City Manager relationship
  ➤ Support, participate, help to lead, and hire people that support the management vision and mission
  ➤ Keep the City Manager informed so that there are no surprises
  ➤ Foster a work atmosphere and culture of service which help to avoid crisis situations
  ➤ Assist with community engagement and keep informed of community issues and concerns

• Lessons learned
  ➤ Too many to list, but I'll go over a few

• What has helped me to become successful in my career
  ➤ Being authentically kind and respectful to people
  ➤ Listening with sincerity and with the intent to help
“Let us all be the leaders we wish we had.”
- Simon Sinek

Core Competencies

- Write logically, succinctly, and cohesively in a business-minded and easy to read style
  - Applies to anything you write (emails, memos, reports, presentations, sticky notes too!)
- Give talks/presentations to groups, crowds, public, media, etc.
- Take on added responsibilities and help others with no expectation of immediate compensation
- Stay above the fray
- Implement solutions that aren’t yours
- Be a Project Manager who is solutions-oriented versus task-oriented
- Be responsive and respectful to everyone
3 R’s

**ROLES**
- Develop technical strengths which align with the core responsibilities of your role
- Develop interpersonal strengths that are required for management positions
- In your role, “how” you perform your role gets discussed more than your work product
- Know and respect other people’s roles and boundaries

**RELATIONSHIPS**
- Make as many of them as you can, especially in the community you serve
- Get out of the office and meet up for coffee, breakfast, lunch, social setting
- Work towards establishing trust so that you are contacted when problems occur

**RESPONSIBILITIES**
- Don’t use your job description in a way that limits your assignments
- Be as accurate as you can possibly be in your work product
- Be as informed as possible about the work for which you are responsible
THANK YOU

Questions?