

Change in the midst of Change



PROFESSIONAL
DEVELOPMENT
ACADEMY
WE MAKE LEADERS BETTER

Dr. Gordon E. Whitehead



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“This is a transformational leadership program that has proven to be the most scalable, cost effective, and efficient way to **make your leaders better.**”

— *The Late General Colin Powell*





Secure Your NACo Scholarship

For the NACo Leadership Academies

NACo CYBERSECURITY SIMULATIONS

Next Cohort

September 11th – 15th - Ransomware

Scholarship

**BOGO for the NACo Cybersecurity
Leadership Academy**

Simulation Overview

A reality-based simulation that prepares county risk leaders for cyberattacks by assessing counties' current state of readiness and identifying gaps.

NACo HIGH PERFORMANCE LEADERSHIP ACADEMY

Next Cohort

September 18th

Scholarship

Buy 5 seats for \$5,000

Program Overview

A 12-week program created to equip frontline county government professionals with practical leadership skills to deliver results for counties and communities.

NACo LEADING IN ANALYTICS ACADEMY

Next Cohort

October 23rd

Scholarship

Buy 5 seats for \$5,000

Program Overview

An 8-week program designed to provide insights, knowledge, and practical leadership skills to develop and manage effective analytics functions within any organization.



Claim your scholarship Today And email Luke Afeman at Lukea@pdaleadership.com or visit NACo.org/skills



Oregon State University

3 startups



GEORGE FOX UNIVERSITY



Professor



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leaders.com



After a
while you
just get
used to
change
😊



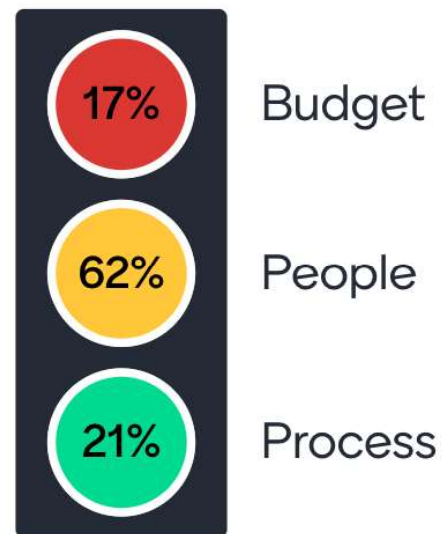
Pullups Anyone?



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 Mentimeter

Biggest Challenge You Face



“The most difficult thing is the **decision to act**. The rest is merely tenacity.”



Amelia Earhart

Perceiving Anomaly in History



Benjamin Thompson

Nathaniel Greene



Perceiving Anomaly in History



Benjamin Thompson

Nathaniel Greene



What did they see?

Perceiving **Anomaly** in History



Cornwallis



Howe



Washington

What did they see?

“You do not achieve anything without
trouble, ever.”



Margaret Thatcher



How can we **change** when everything
around us is **changing**?

How do we **change** when everything around
us is **changing**?

See the
Anomalies

Recognize
Paradigm Shifts

**Experience,
Tradition,
Training**

VS.

**Emergence
of a New Way**



Benjamin Thompson
Lacked faith in the cause



Nathaniel Greene
Saw the cause as an
opportunity

Perceiving Anomaly in Experience



Joseph Priestly

Antoine Lavoisier





- Discoveries are not a discrete event, but **a collection of observations of anomalies** to existing paradigms.
- New paradigms are not recognized because we do not always know what we are looking for.

Change is the law of life. And those who look only to the past or the present are certain to **miss the future.**"



John F. Kennedy





What were the anomalies?



What were the anomalies?



NETFLIX

What are the anomalies?



NETFLIX



What are the anomalies?



NETFLIX

Growing 4x Netflix.

Ad and subscription revenue.

**Interactivity. It's more than
entertainment.**

YouTube

A pair of black-rimmed glasses is resting on a stack of books. A red ribbon bookmark is visible on the left side of the books. The background is blurred, showing more books and a desk.

What anomalies are you facing?



What paradigms define you now?

Join at menti.com use code **8218 8809**



What Anomalies are You Facing?

61 Responses

Workforce	Remote public meeting opportunities	Client interactions- technology based
Budget cuts	Adjusting to to the needs of the newer generations.	Recruiting and onboarding
Transportation changes	Pipelines	Moving from analog to digital interfaces with public
Workforce shortage	Workforce	Changes in the workforce. A desire for teleworking with resistance at the administrative level
Online reservations and payments		
Dependable staff	Expanding a system with fixed income and increasing costs	Consistent threats to our system
Legislation	Fewer candidates available for vacancies	State mandates
Housing shortages	Gen Z leaving Iowa	Wind turbines
Lacknof face to face meetings	WorkforceBudget cuts	Resistance to change. Happy to stay static.
Aging workforce, budget, communication,	Succesion planning	Young people and work ethic
Client Interaction Aging Physical Structures	Flexibility on workdays	Legislative decisions
Workforce	Lack of work Force	State mandates
Legislation	Budget and Personal	Adjusting pay to meet mew demands

Law changes	Climate	Keeping up with digital demands on low budgets
Traditional leadership unable to recognize need for inovation and change.	Staff setting up their own little kingdoms. Protecting their duties not wanting a backup staff person known the material	Old people and work ethic
Legislation	Legislation	Diversified employment
Ownership of employee's career path. Being the best at your job.	Work Ethic- dedication	Work ethics and common sense
Workforce dwindling...keeping them engaged.	Post COVID revolution...	Keeping employees
Intergenerational communication	Entitled workforce	Self worth valued above community ethos
Buy in to desions made	County money decreasing, technology improving abs	Lack of leadership skills in people who are in management
		Lack of communication

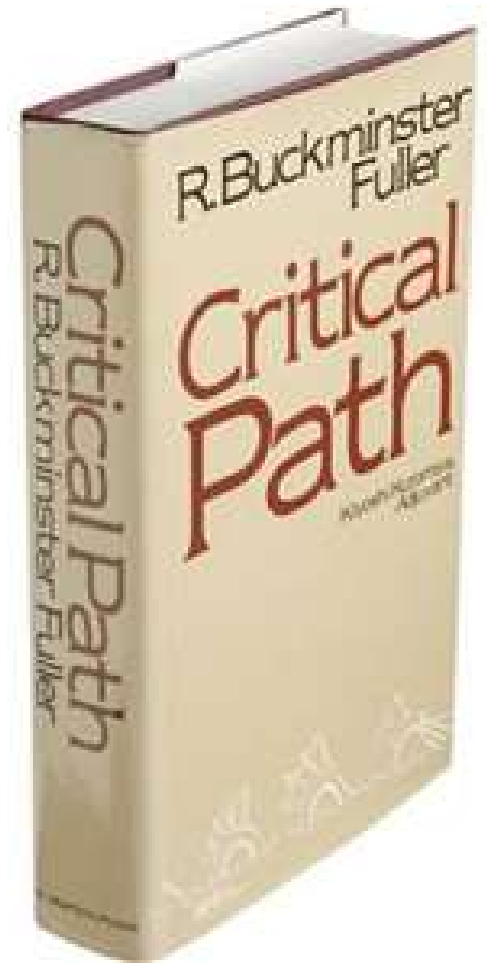
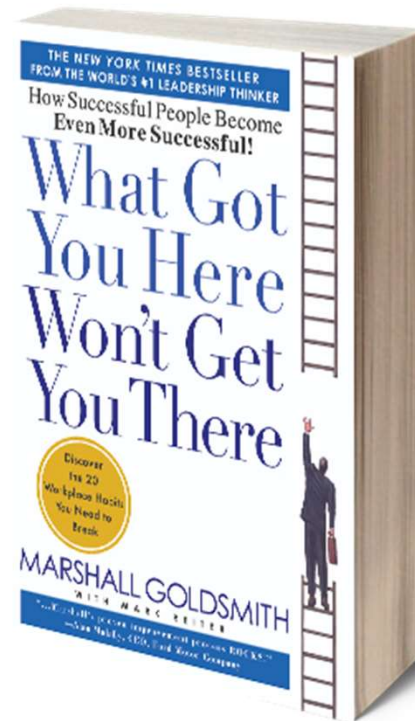
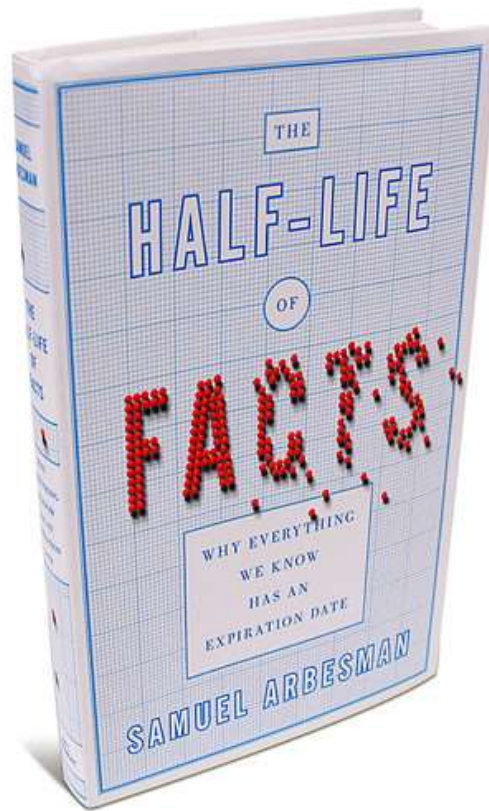
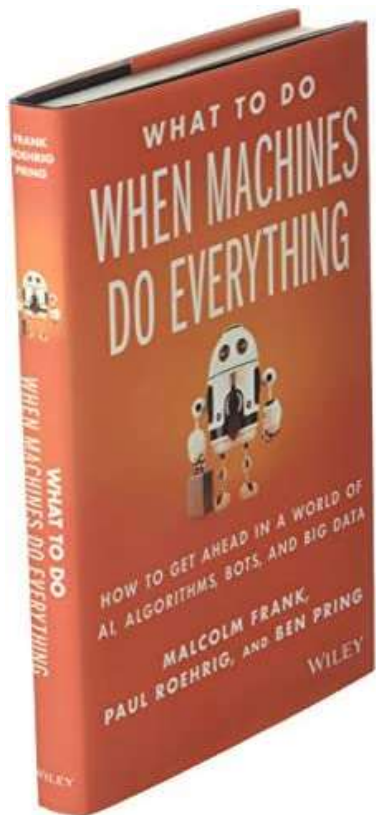
Early Digital Technologies

① APIs and ESBs	② Cloud (Public, Private, and Hybrid)	③ Content Management Systems	④ Data Management Systems
⑤ eCommerce Systems	⑥ EDI Systems	⑦ ERP Systems	⑧ Flash Disk
⑨ GPS	⑩ Identity Management	⑪ Internet/ Intranet	⑫ Notification Systems
⑬ PC and Mobile Computing	⑭ PCI Compliance Systems	⑮ QA/Test Systems	⑯ Sales & Marketing Track Systems
⑰ Search Systems	⑱ Security Systems	⑲ Server Farms (Blades)	⑳ Video Technology
㉑ WFH Collaboration Software	㉒ WHF Video Conferencing	㉓ WFH Voiceover IP	㉔ Wireless Broadband

Emerging Digital Technologies

① 3-D Printing	② 5G	③ Appliances	④ Artificial Intelligence
⑤ Autonomous Vehicles/Drones	⑥ Blockchain	⑦ Conversation Interfaces (chatbots)	⑧ Cybersecurity (on steroids)
⑨ Data Analytics	⑩ Digital Currencies	⑪ Disposable Devices	⑫ Edge Computing Technologies
⑬ Facial Recognition	⑭ Health-related Digital Devices	⑮ Instantaneous Worldwide Communications	⑯ Machine Learning
⑰ Neural Networks (artificial)	⑱ Privacy-Enhancing Technologies	⑲ RFID	⑳ Robotics/Nanobots
㉑ Sensors-Embedded and Connected	㉒ Virtual and Augmented Reality	㉓ Wearable Devices	㉔ Quantum Computing (furthest out)

“MOST of today’s jobs will not be here tomorrow.”





Personal Case of Changing Paradigm



Sunday

Release Info

Recognition

Meaningful Contact




What process changes do you think you could make to advance your business operations?

Power of Micro Adjustments



What micro changes
could you make to help
your organization or a
person in your
organization?

When there is
freedom to explore...



There is power to
score...



Empowerment = Authority + Resources

Innovation comes from Empowerment















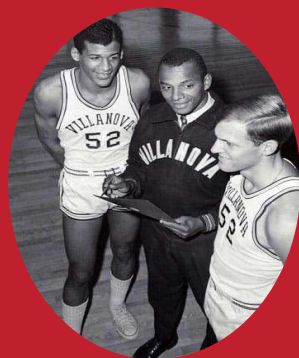






Create Change while everything is Changing ... i.e., **INNOVATE**

“The winners are the ones who will best respond to the **rhythms of change**, so that instead of being driven by changes, they lead it.”



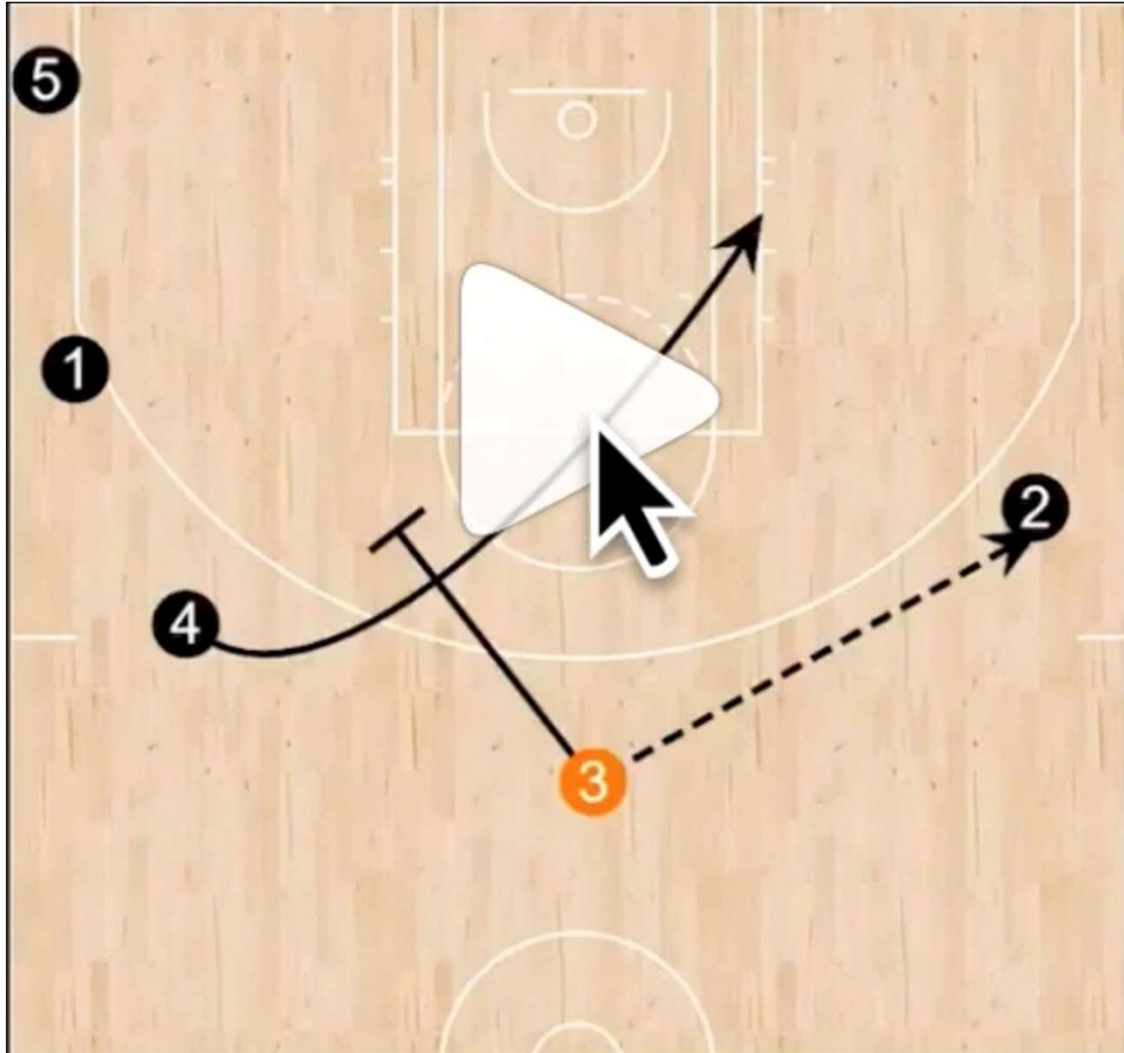
George Raveling, Hall of Fame Coach

A photograph of a basketball team huddle on a court. Several players in white jerseys with maroon trim and the word "MOUNTAIN" are gathered around two coaches in dark blue shirts. One player's jersey has the number 3, another has 5, and others have 13, 12, 4, and 2. The scene is set on a light-colored wooden floor with a basketball hoop visible in the background.

Every season and every
game starts with a plan.

Prepare the team to
adjust to “rhythms of
change.”

Technology has the potential to accelerate communication of ideas and increase potential for success and discovery of new opportunities.



Multiple Views

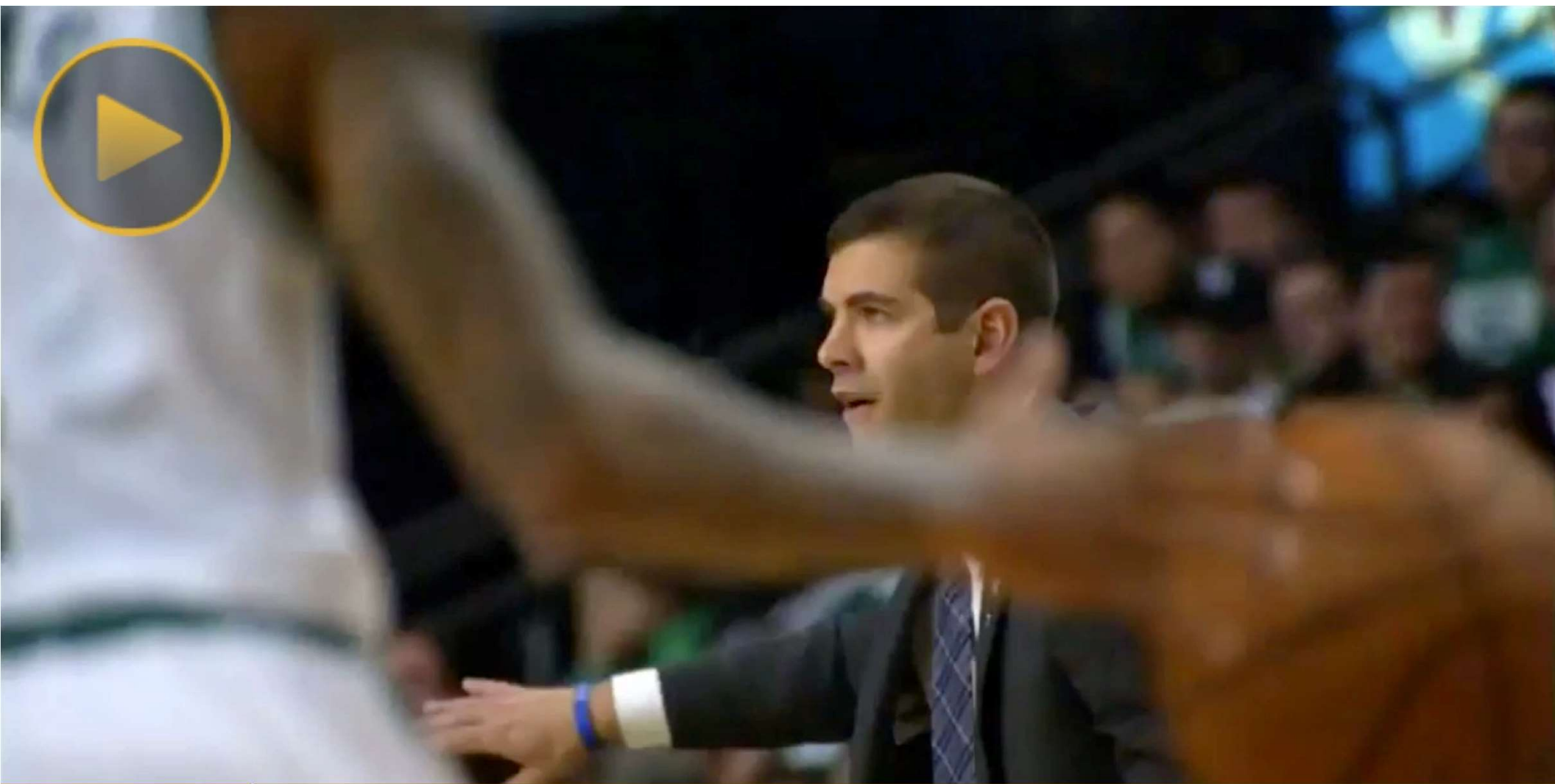
Short Time

Visualization

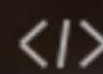
Practice Utility

Playbook Pressure





0:27 2:51



How a Coach Works



1. Assess

2. Objective



3. Plan

4. Adjust

Micro-Drills

Spotting Weakness to Create Strength



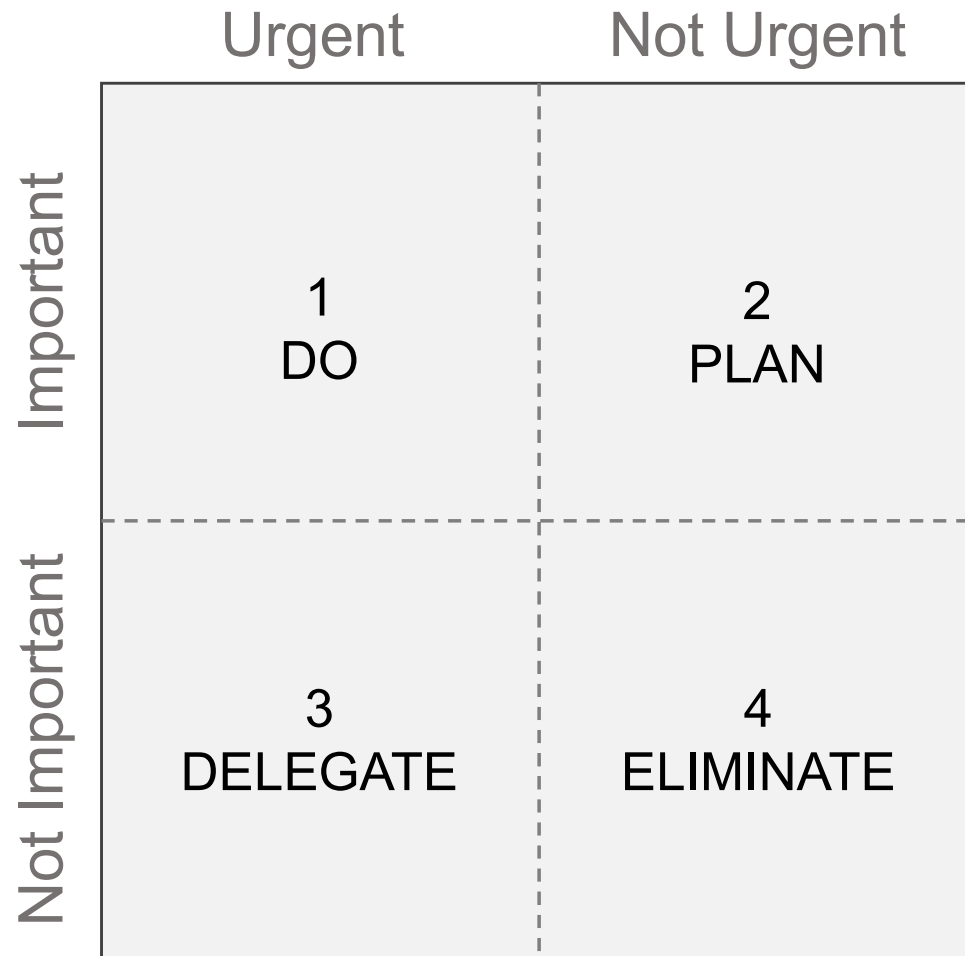
Applied Activity: You're the Coach

1. What is your assessment?
2. What is the objective?
3. Where are the gaps?
4. What's the plan to overcome the gaps?

“Change based on principle is progress. Constant change without principle becomes chaos.”

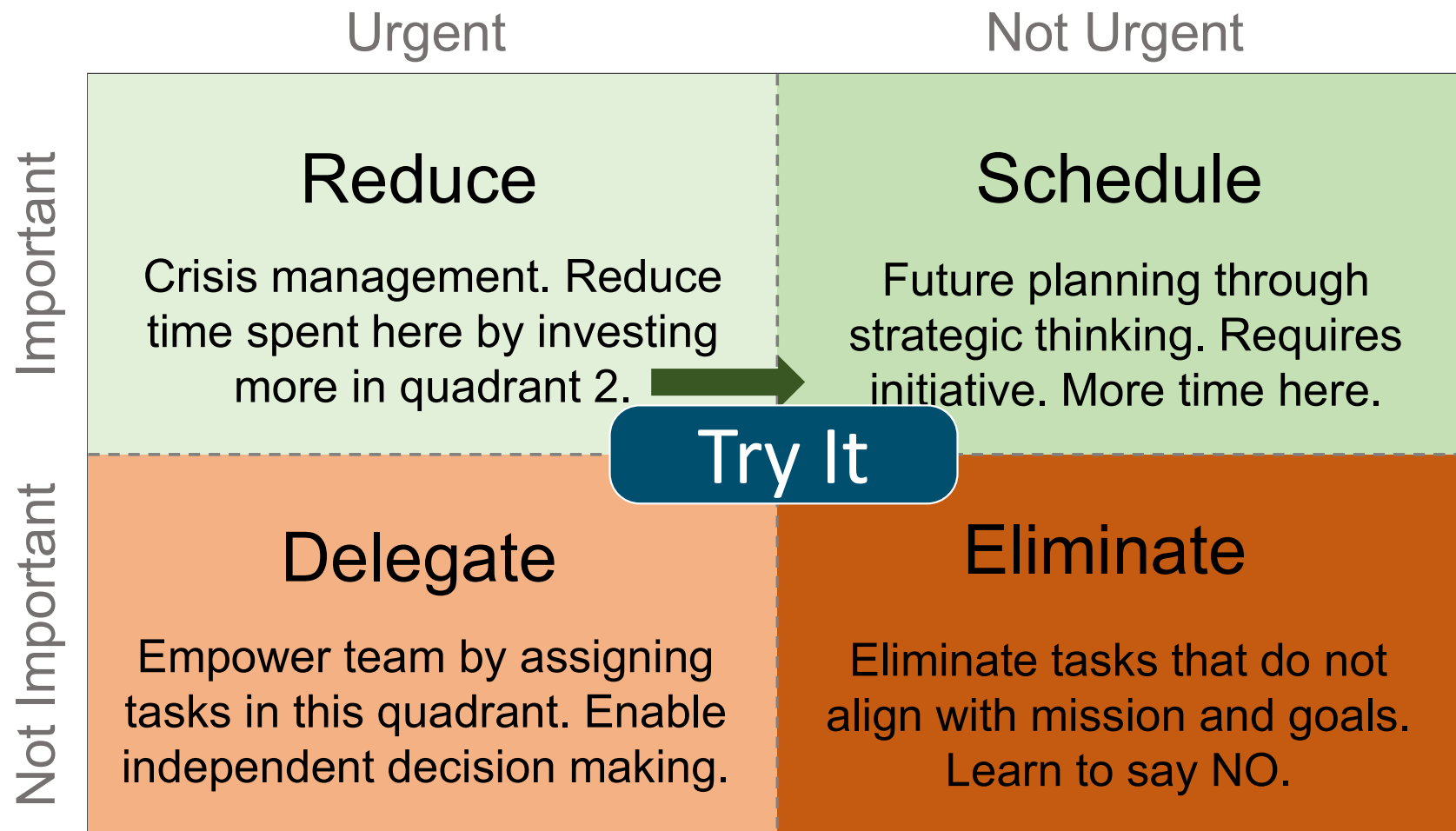


Dwight D. Eisenhower



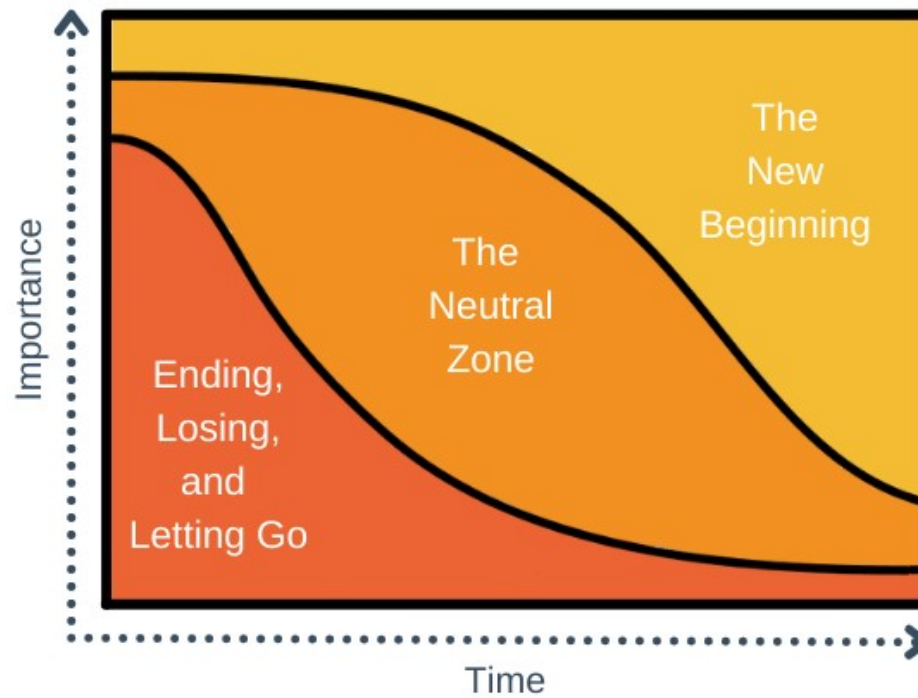
Eisenhower Matrix

Leading change by managing the urgent and important.



Change and Transition

Bridges Transition Model



A Case in How Not to Just Do It



\$300M change

A bunch of people **unproductive** immediately

Why is change harder now than ever?

**How can we plan and lead sustaining
positive change?**

“Social change is brought about by those who
dare and act, who can **think**
unconventionally and who can **court**
unpopularity.”



Indira Ghandi

What factors are creating
the conditions for
change?

Factors Of Change

List all factors of change

1. List each factor, which may include: New Mandates, Available Technology, Shifts in Customer Demographics, Product or Service Demands, Employee Expectations, Competitors or Partner Scenarios
2. Align what is known and what is expected to occur over a 10-year timeline (or longer if possible)
3. Along the timeline, place key mile markers about what will occur that will cause change

Factors

New Mandates, Legal or Regulatory Changes	Mile marker, situational analysis, expectations of change	Mile marker, situational analysis, expectations of change	Mile marker, situational analysis, expectations of change	Mile marker, situational analysis, expectations of change	...
Current Technology, Innovations, other possibilities	Mile marker, situational analysis, expectations of change	Mile marker, situational analysis, expectations of change	Mile marker, situational analysis, expectations of change	Mile marker, situational analysis, expectations of change	...
Shifting Customer Demographics and Expectations	Mile marker, situational analysis, expectations of change	Mile marker, situational analysis, expectations of change	Mile marker, situational analysis, expectations of change	Mile marker, situational analysis, expectations of change	...
Employee Skills, Expectations, Accommodations	Mile marker, situational analysis, expectations of change	Mile marker, situational analysis, expectations of change	Mile marker, situational analysis, expectations of change	Mile marker, situational analysis, expectations of change	...
Product and Service Offering (Existing and Emerging)	Mile marker, situational analysis, expectations of change	Mile marker, situational analysis, expectations of change	Mile marker, situational analysis, expectations of change	Mile marker, situational analysis, expectations of change	...
...					

Year 0/Now
Time
Year 10/Future

Ranking Factors of Change



Factor Discussion - Legal Mandates or Regulatory Changes

44 Responses

Unfunded mandates from the state

8 votes

Legislators not understanding the impact of bills they pass.

8 votes

Funding restricted but mandates remain

7 votes

State level mandates that don't meet local need

4 votes

Legislation changes with the political makeup of the executive and legislative branches

3 votes

Unfunded legal mandates.

3 votes

State pre-emption of local action

2 votes

Constantly Changing Mandates

2 votes

More government regulation.

2 votes

Employee Skills, Expectations, Accomodations

56 Responses

Pay keeping pace with private sector

5 votes

Work week (days, hours, remote, hybrid)

4 votes

Flexible scheduling

2 votes

Funding continuing education & development

2 votes

Flex-work schedule

2 votes

Work schedules

2 votes

Work life balance

1 vote

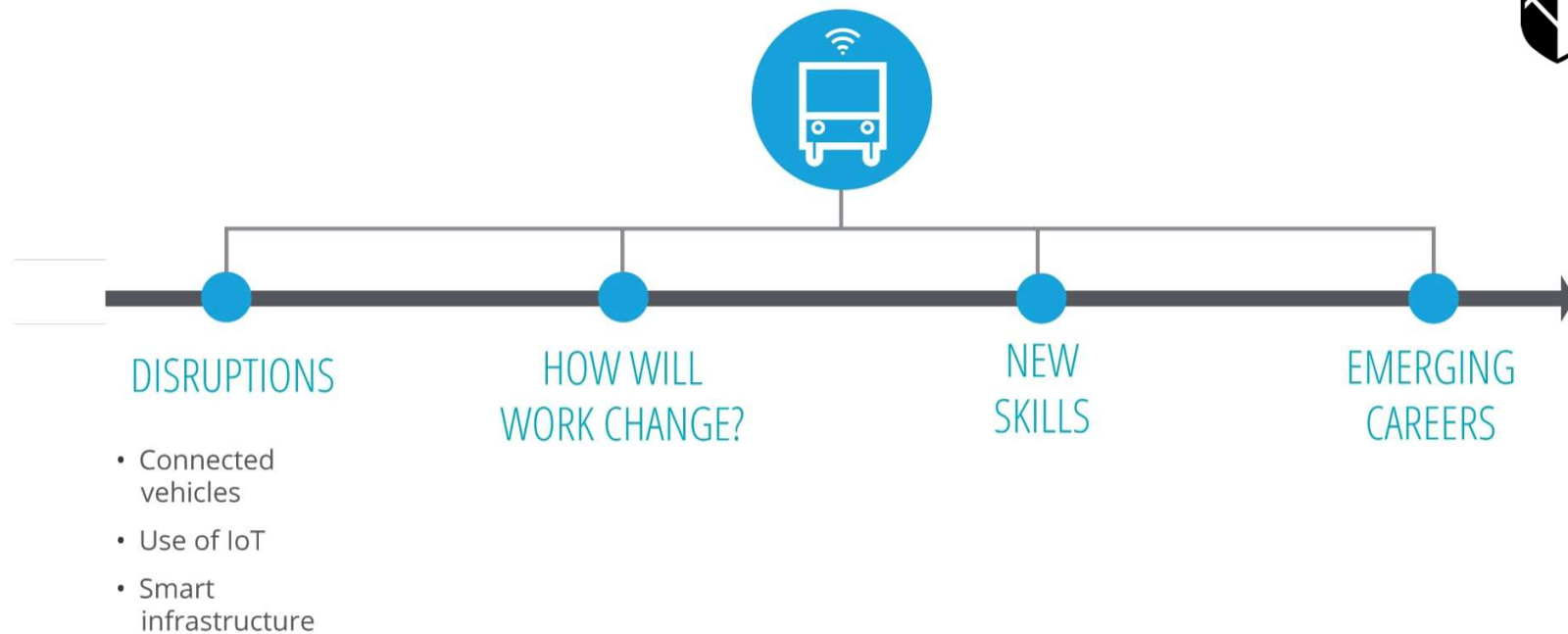
Work schedule flexibility

1 vote

Making longevity more attractive, less turnover

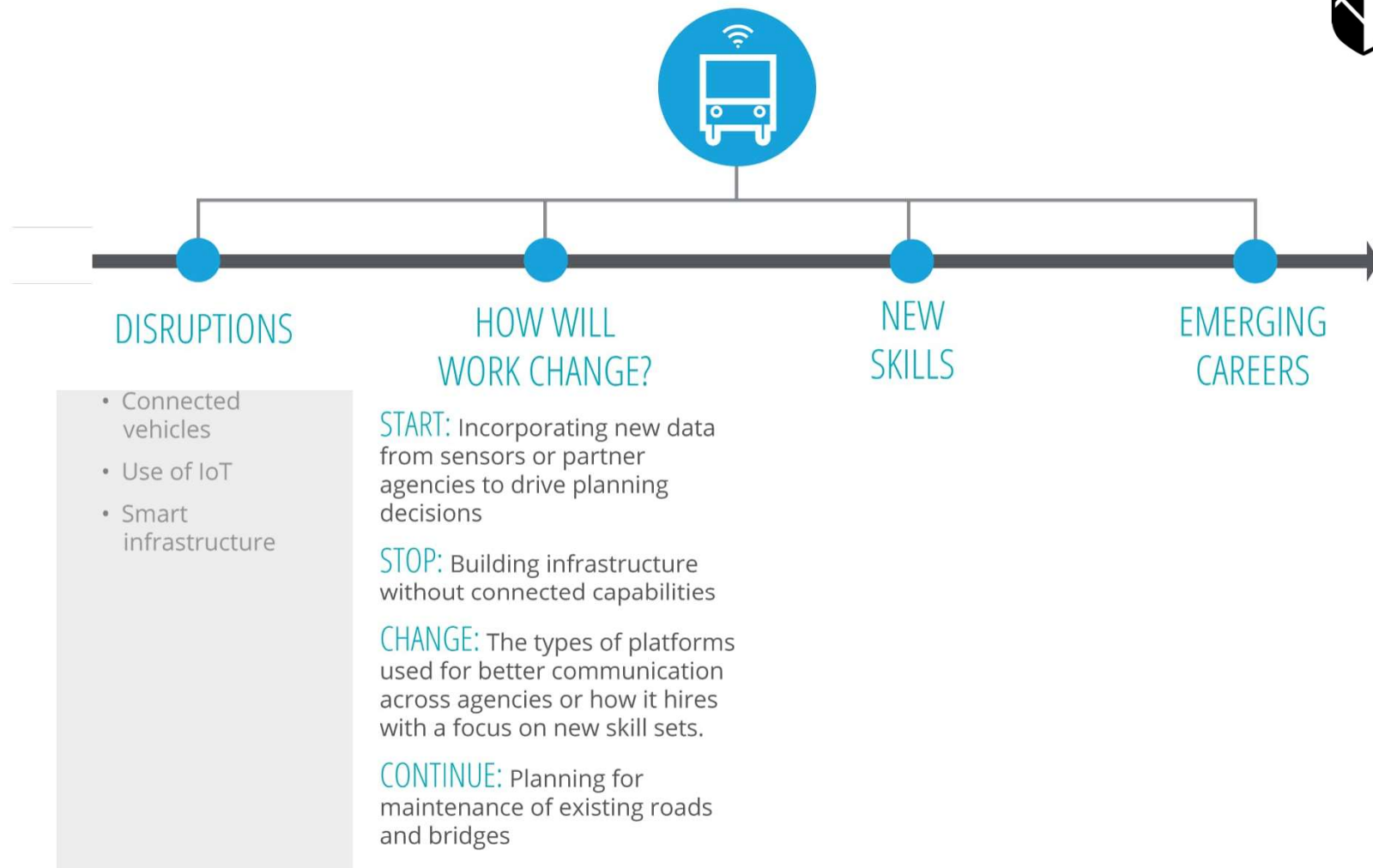
1 vote

How disruptors and data could change transportation work



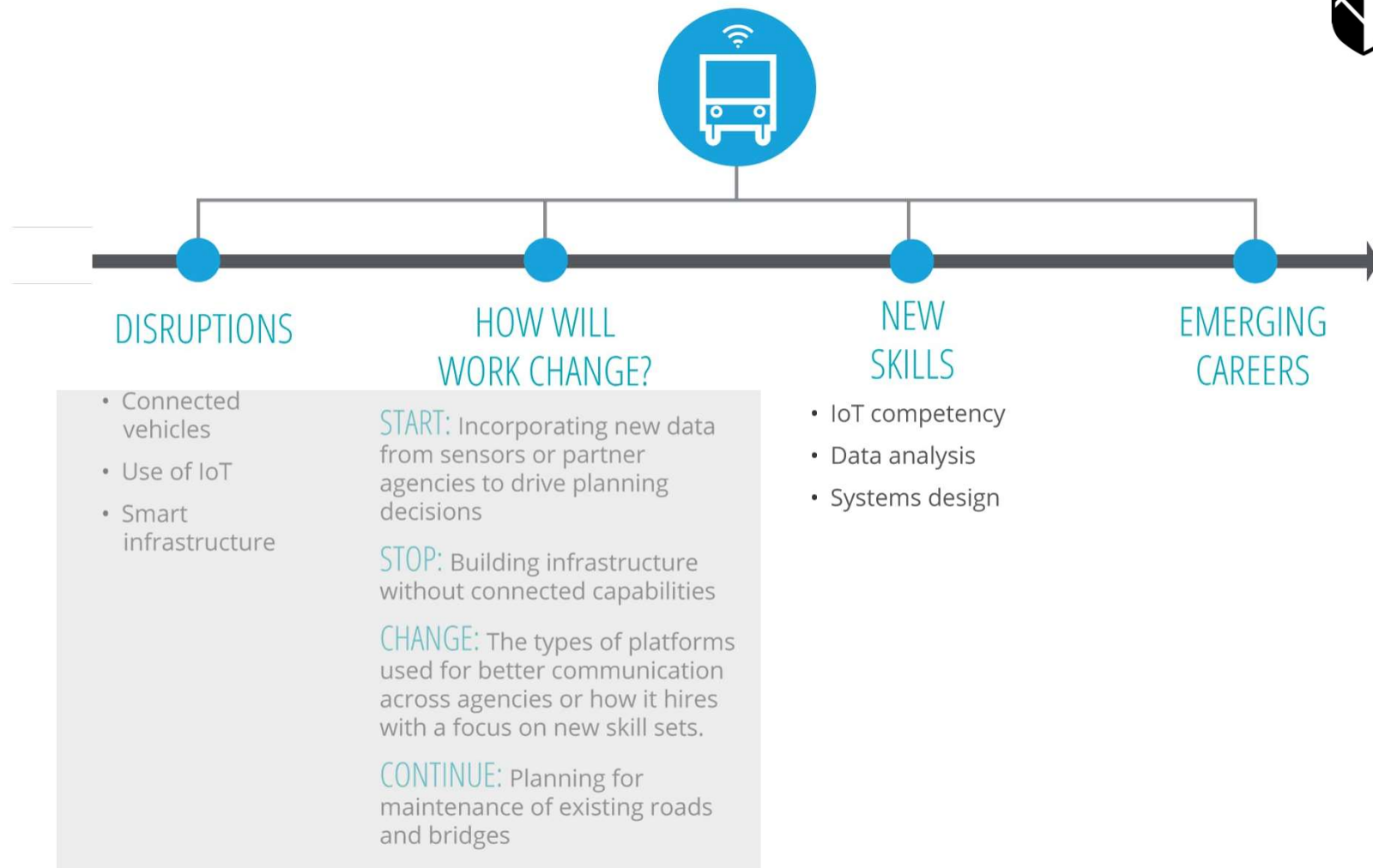
Source: The Deloitte Center for Government Insights.

How disruptors and data could change transportation work



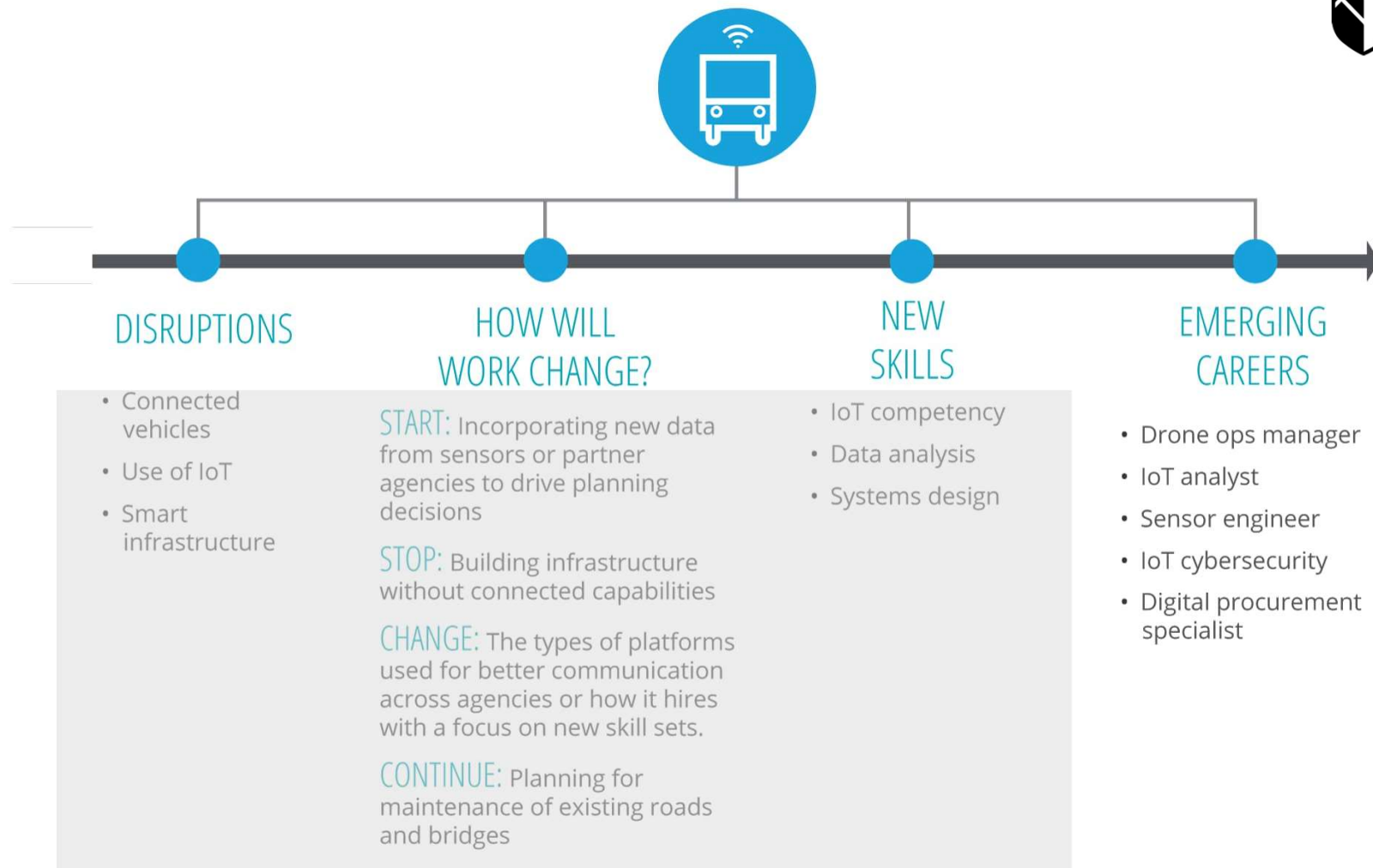
Source: The Deloitte Center for Government Insights.

How disruptors and data could change transportation work



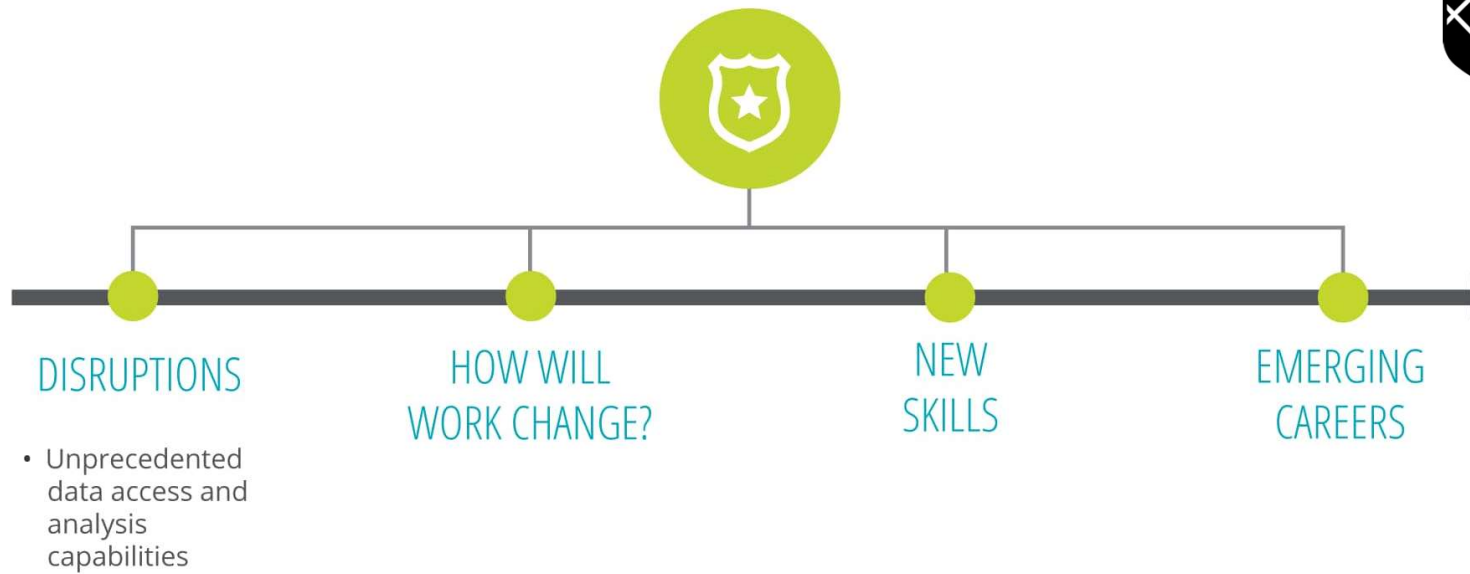
Source: The Deloitte Center for Government Insights.

How disruptors and data could change transportation work



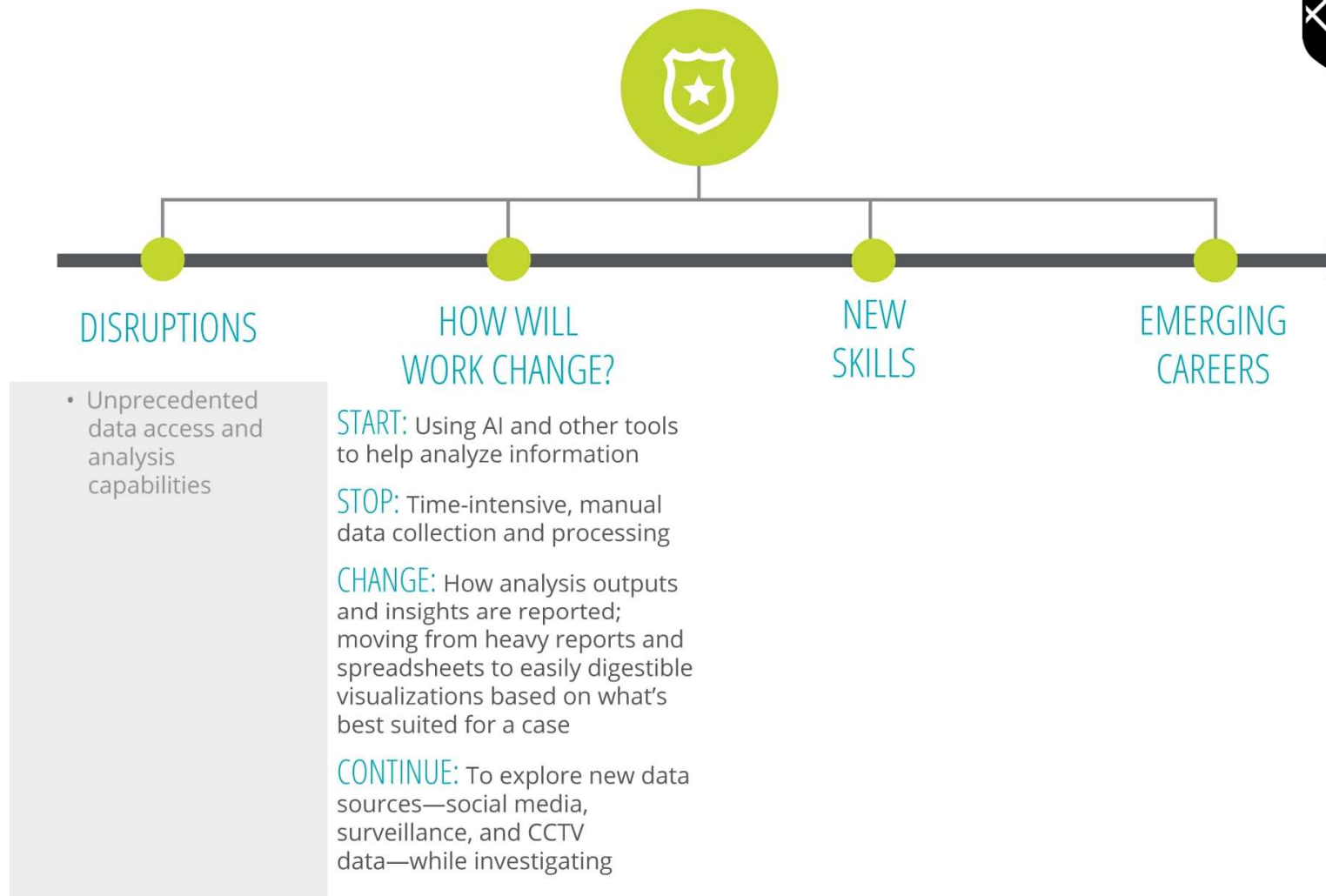
Source: The Deloitte Center for Government Insights.

How disruptors and data could change law enforcement work



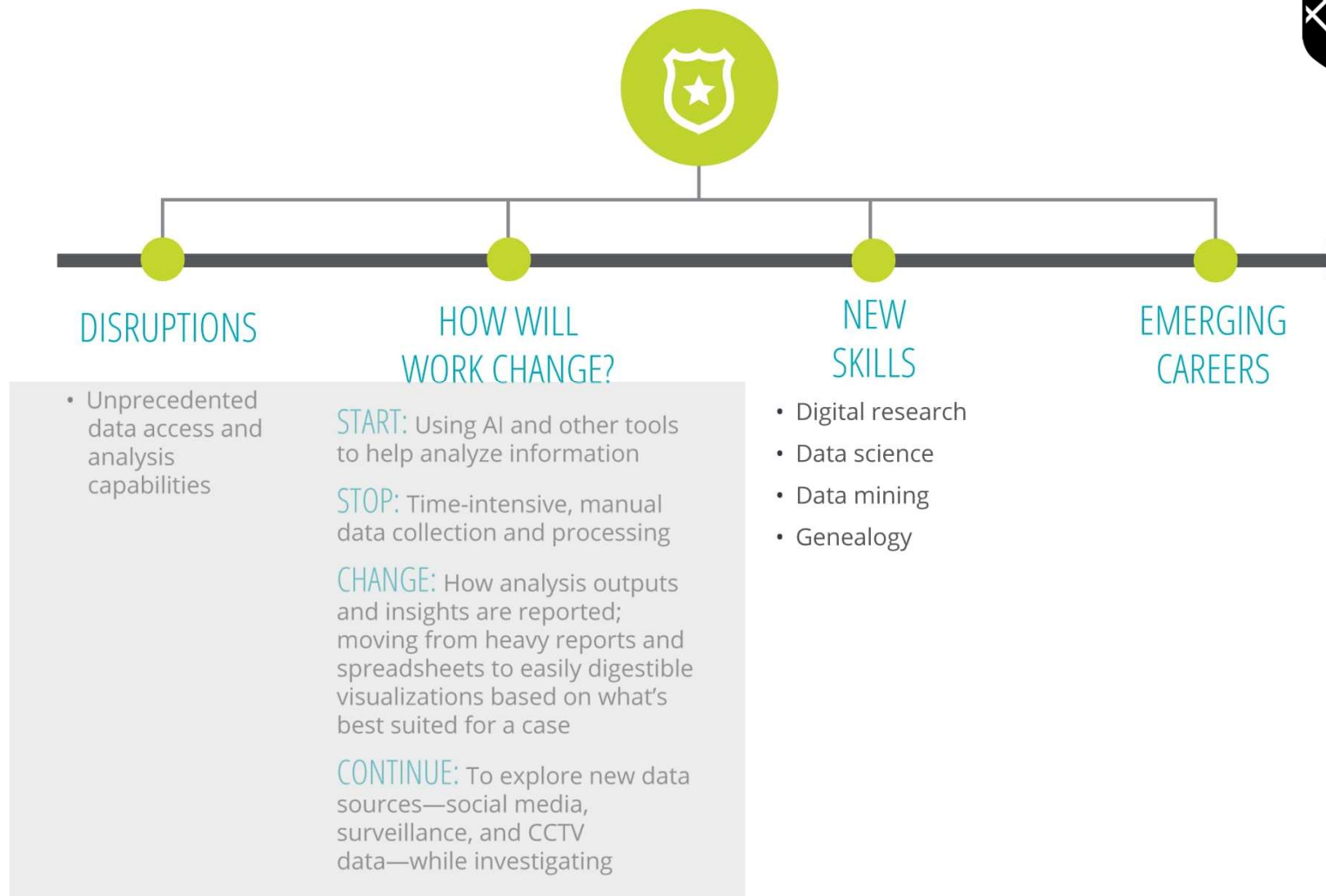
Source: The Deloitte Center for Government Insights.

How disruptors and data could change law enforcement work



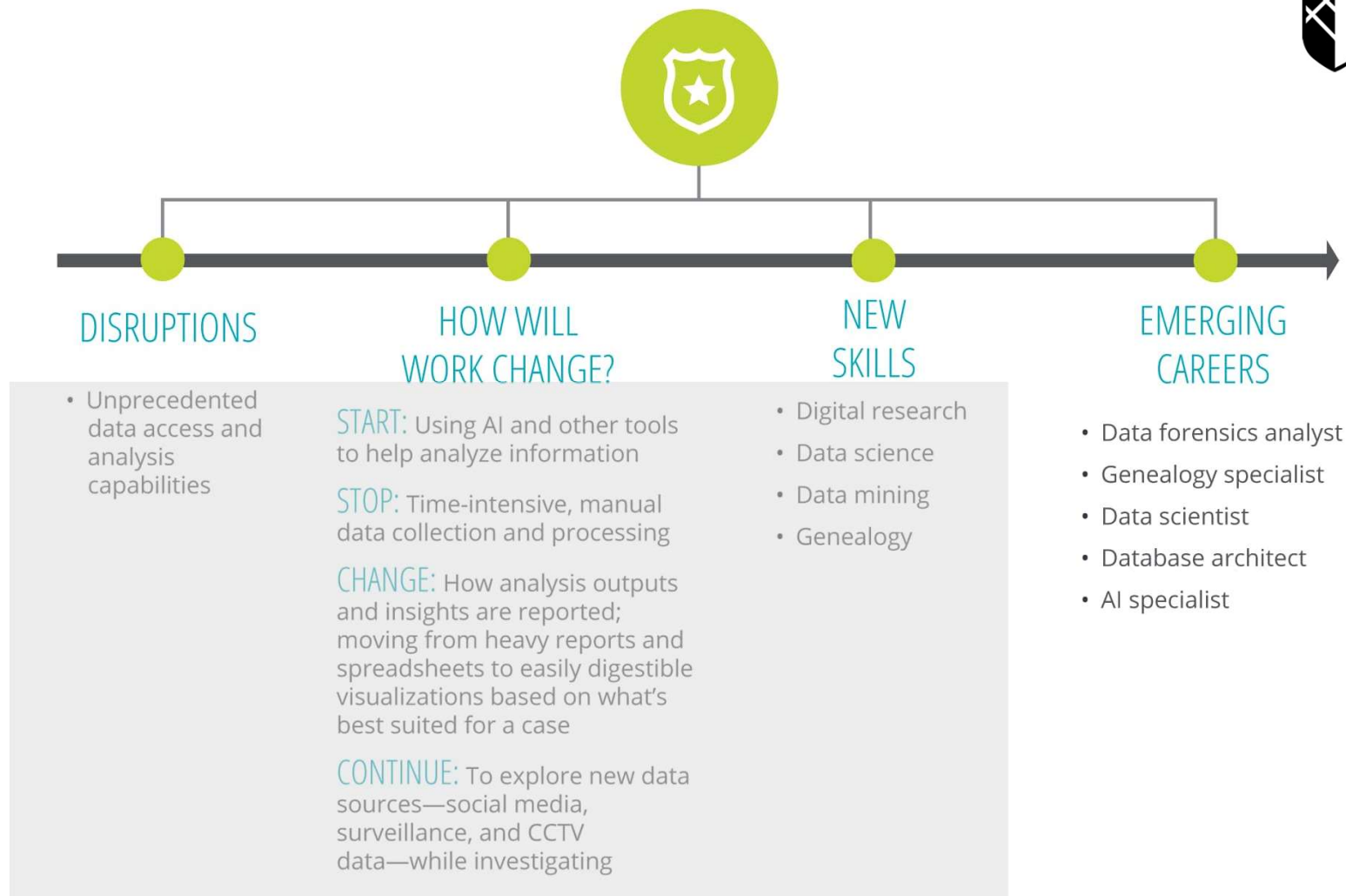
Source: The Deloitte Center for Government Insights.

How disruptors and data could change law enforcement work



Source: The Deloitte Center for Government Insights.

How disruptors and data could change law enforcement work



Source: The Deloitte Center for Government Insights.



JOHN DEERE

01
PRODUCT



We sell
a tractor

02
SMART
PRODUCT



We sell a
product that
generates
useful info

03
SMART,
CONNECTED,
PRODUCT



We sell
a product
that makes
employees
better at
their jobs

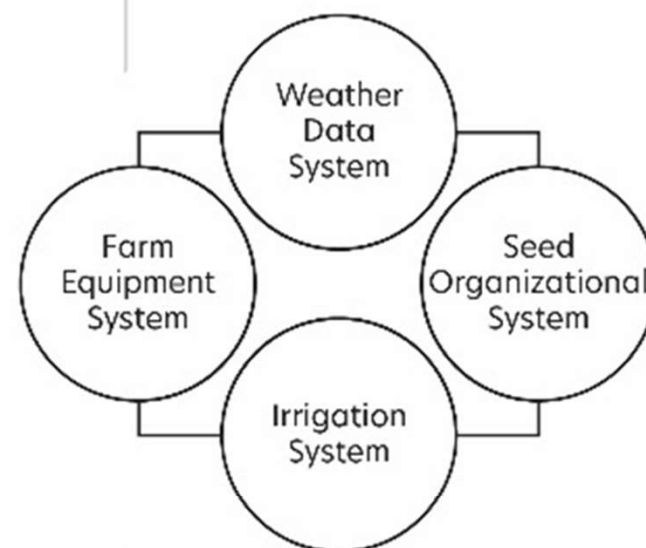
04
PRODUCT
SYSTEM



We sell industrial products
that work with other smart
products to create a more
efficient farm environment



05
SYSTEM
OF SYSTEM



We optimize farm operations
and supply chains and are
the primary source of farm data
for sellers, brokers, and brands

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Ranking Factors of Change

- 1st | New Mandates, Legal or Regulatory Changes
- 2nd | Current Technology, Innovations, Other
- 3rd | Shifting Customer Demographics & Expectations
- 4th | Employee Skills, Expectations, Accommodations
- 5th | Product and Service Offering





The 80/20 Rule in Practice

Vital Tasks

20% Attention

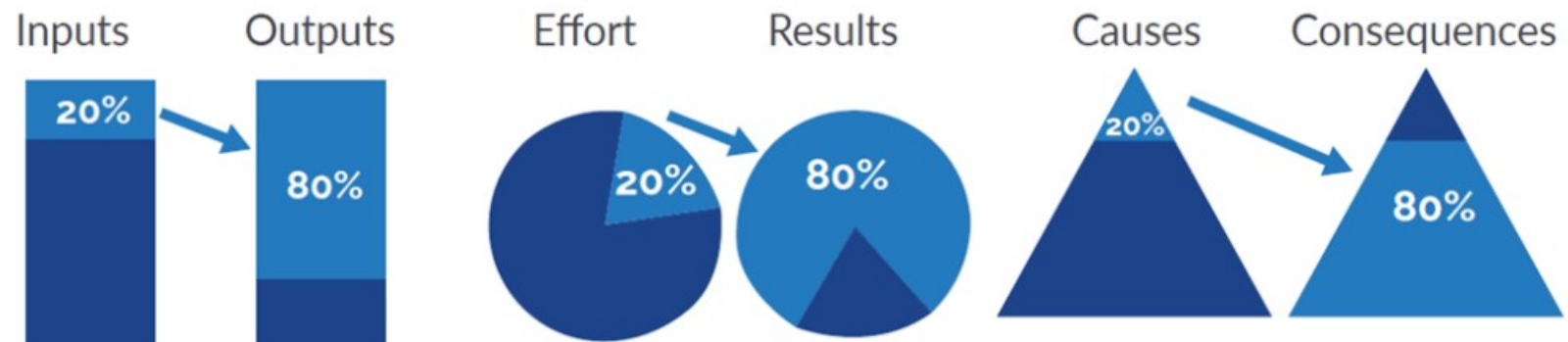
80% Outcome

These are the few vital tasks you've determined are the most important to your success.

You choose to focus 20% of your time and attention to getting these done the right way.

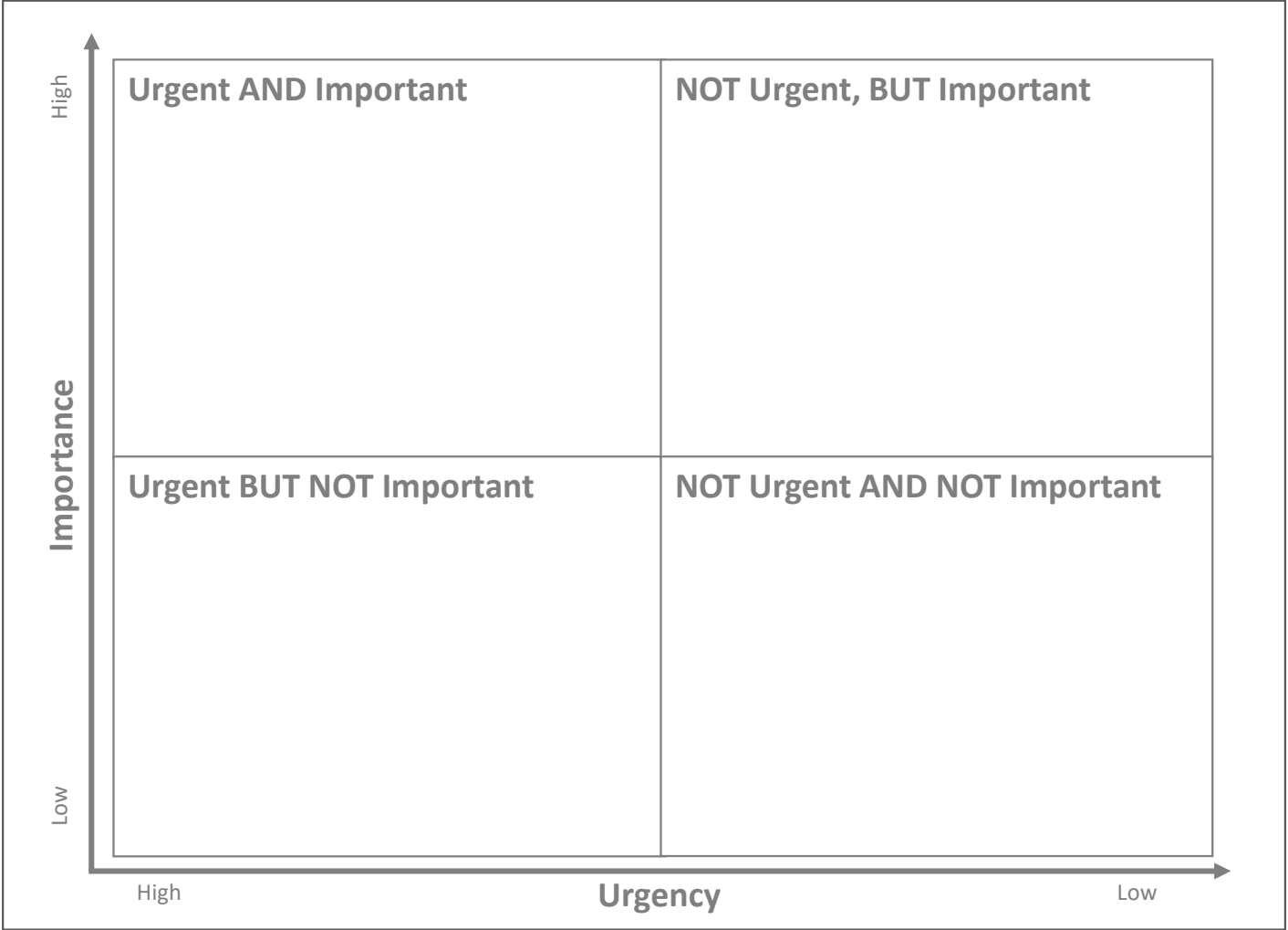
Because of their importance, these few vital tasks produce 80% of your success.

FOCUS



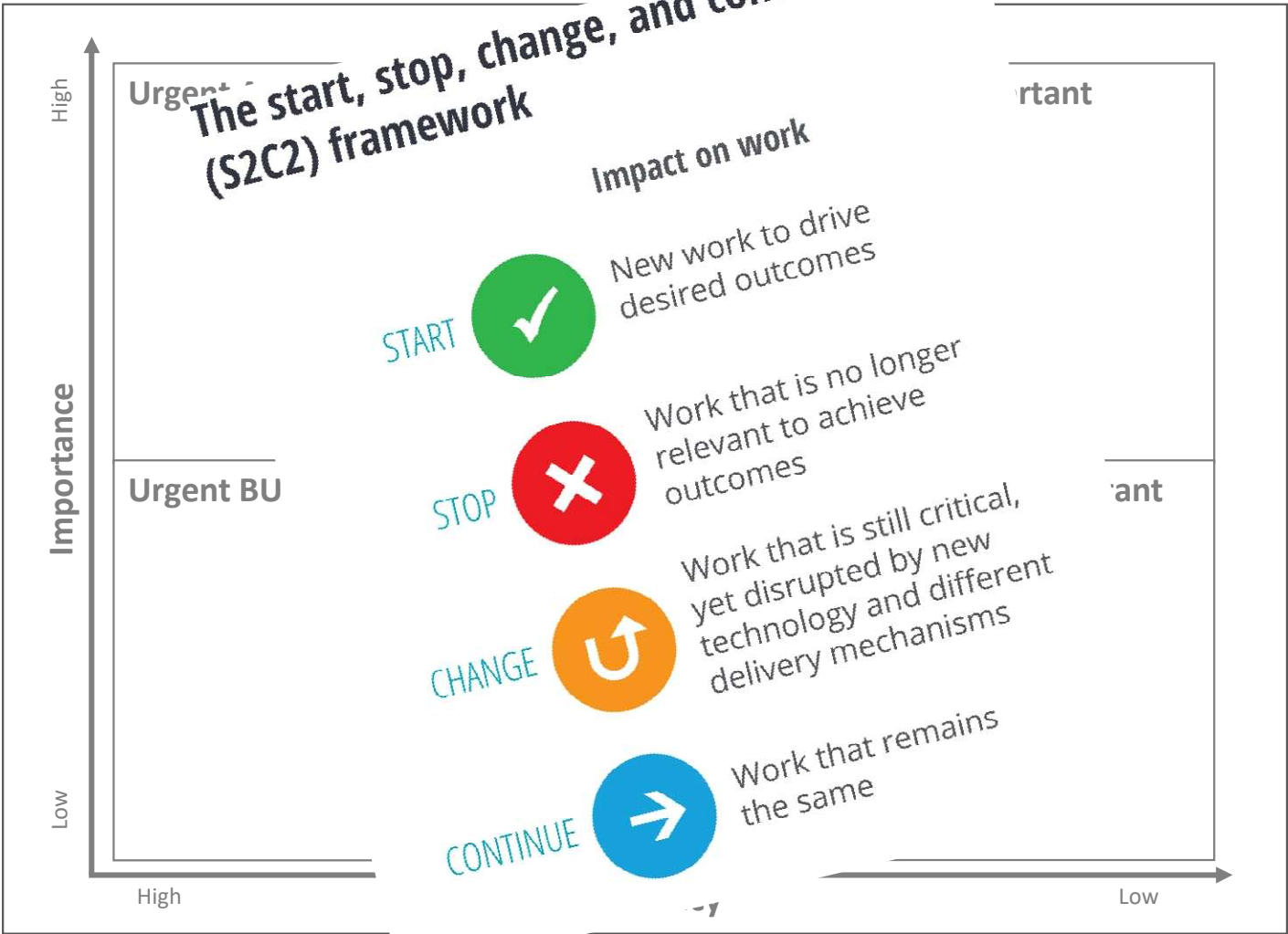
The Eisenhower Matrix: Making Decisions On What Is Important And Urgent

- List all activities/projects
- 1. Add all activities/projects
 - 2. Rank each activity/project according to importance
 - 3. Place each activity/project in one of the quadrants to the right according to urgency



The Eisenhower Matrix: Making Decisions On What Is Important And Urgent

- List all activities/projects
1. Add all activities/projects
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Factors Of Change

- List all factors of change
1. List each factor, which may include: New Mandates, Available Technology, Shifts in Customer Demographics, Product or Service Demands, Employee Expectations, Competitors or Partner Scenarios
 2. Align what is likely to change

Factors

New Mandates, Legal or Regulatory Changes	Mile marker, situational analysis, expectations of change	Mile marker, situational analysis, expectations of change	Mile marker, situational analysis, expectations of change	Mile marker, situational analysis, expectations of change	
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...	Mile marker, situational analysis, expectations of change	Mile marker, situational analysis, expectations of change	Mile marker, situational analysis, expectations of change	Mile marker, situational analysis, expectations of change	...
Product and Service Offering (Existing and Emerging)	Mile marker, situational analysis, expectations of change	Mile marker, situational analysis, expectations of change	Mile marker, situational analysis, expectations of change	Mile marker, situational analysis, expectations of change	...
...					
Time					
Year 0/Now				Year 10/Future	

Evaluate the 80/20 Principle for each factor



Consistencies that
Propel us Forward as
a Leader, a Team,
and an Enterprise



Activity: MVC

- What is the Minimum Viable Consistency?
 - 3-minute timer
 - Write down your MVCs
 - Place on board
 - 3-minute timer
 - As a group organize into categories
 - Discussion

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 Mentimeter

Minimum Viable Consistencies

Waiting for responses ...



Activity for Your Team: Blockers

What blocks your success?

- 3-minute timer
Write down blockers on a sticky note
Place on board
- 3-minute timer
As a group organize into categories
- Discussion

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Blockers

Waiting for responses ...



“None of us can change our yesterdays but
all of us can **change our tomorrows.**”



Colin Powell

Leadership Self-
Assessment
Tool



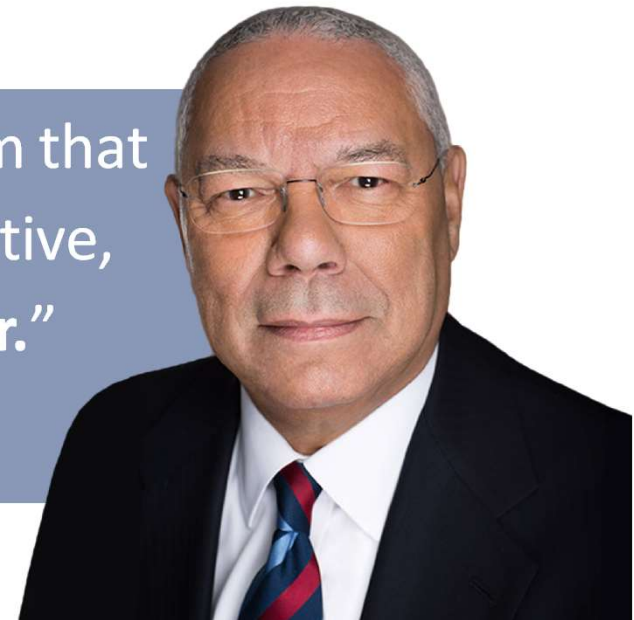
How to change when everything is changing...

1. Notice Anomalies and understand their meaning.
2. Look for paradigm shifts that create opportunity.
3. Leverage technology to accelerate understanding.
4. Apply leadership – it's about people.



“This is a transformational leadership program that has proven to be the most scalable, cost effective, and efficient way to **make your leaders better.**”

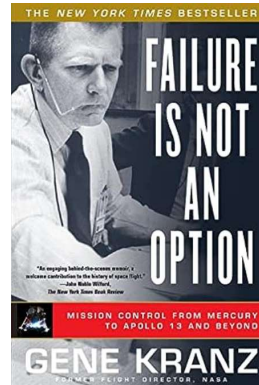
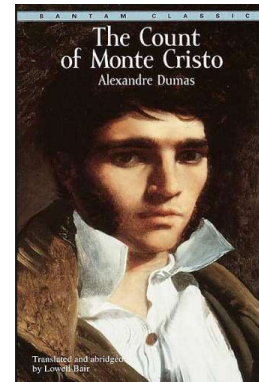
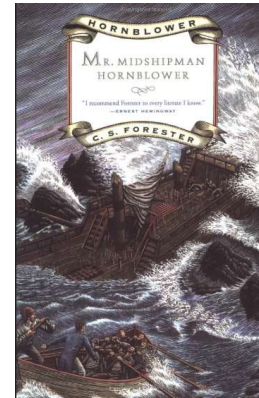
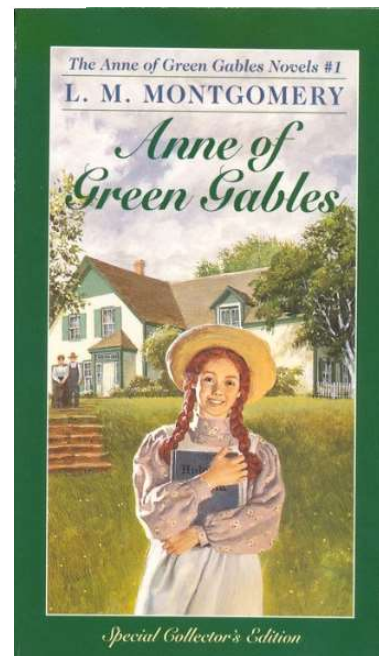
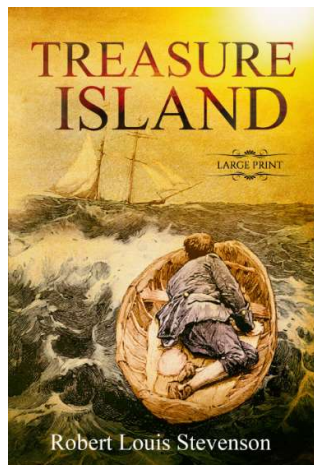
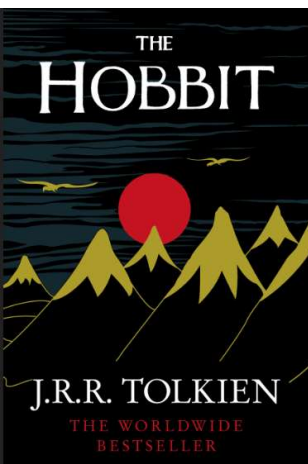
— *The Late General Colin Powell*





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WE MAKE LEADERS BETTER



from
Semper Fi

to
Just Do It

From the Marines to Nike and beyond
- A lifetime of leadership distilled
into six simple fundamentals
every leader should know.

Gordon Whitehead

Change in the midst of Change



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