

# Simplify – Balance – do More with Less



PROFESSIONAL  
DEVELOPMENT  
ACADEMY  

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WE MAKE LEADERS BETTER

Dr. Gordon E. Whitehead



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Oregon State University

3 startups



GEORGE FOX UNIVERSITY



Professor



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WE MAKE LEADERS BETTER

leaders.com

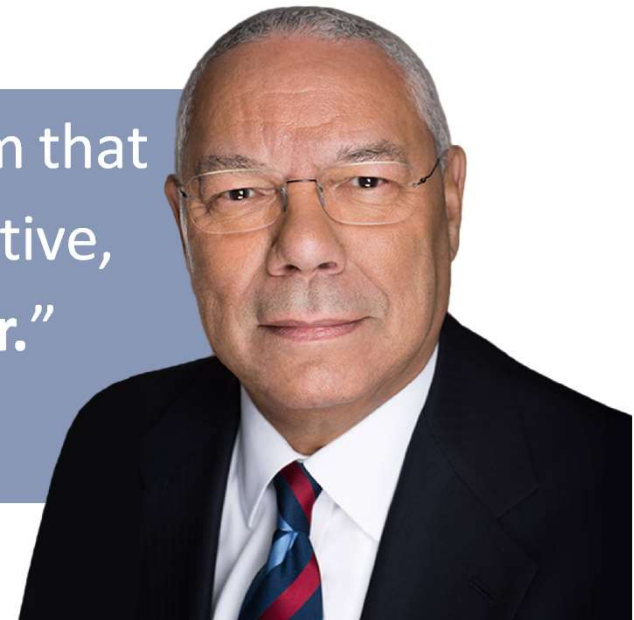






“This is a transformational leadership program that has proven to be the most scalable, cost effective, and efficient way to **make your leaders better.**”

— *The Late General Colin Powell*







# Secure Your NACo Scholarship

## For the NACo Leadership Academies

### NACo CYBERSECURITY SIMULATIONS

#### Next Cohort

September 11<sup>th</sup> – 15<sup>th</sup> - 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 18<sup>th</sup>

#### 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 23<sup>rd</sup>

#### 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.

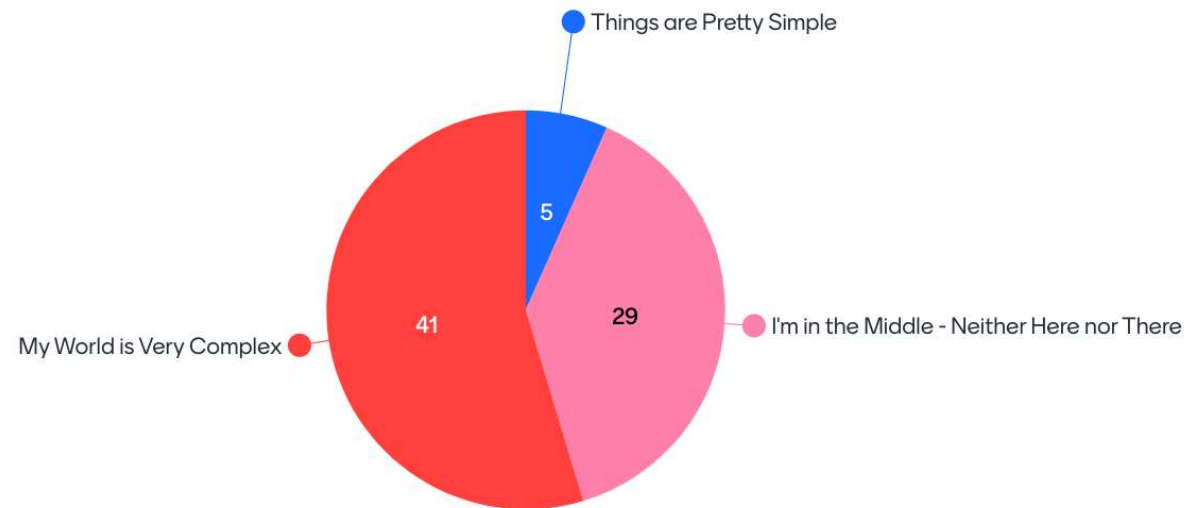
**> Claim your scholarship Today** And email Luke Afeman at [Lukea@pdaleadership.com](mailto:Lukea@pdaleadership.com) or visit [NACo.org/skills](https://NACo.org/skills)



Join at [menti.com](https://menti.com) use code 65413538

Mentimeter

# Complexity Feeling



75



Sometimes Complexity Comes From Within



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Newhart

What mistake is  
being made?





---

**Newhart**

What would you  
do?





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## Newhart

How could the disaster have been avoided?





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 Mentimeter

# Your Newhart Moment?

Waiting for responses ...



GO TO  
**menti.com**  
ENTER THE CODE  
**6541 3538**  
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# Principle 1: Lead with Perspective



“Perpetual **optimism** is a **force multiplier**”

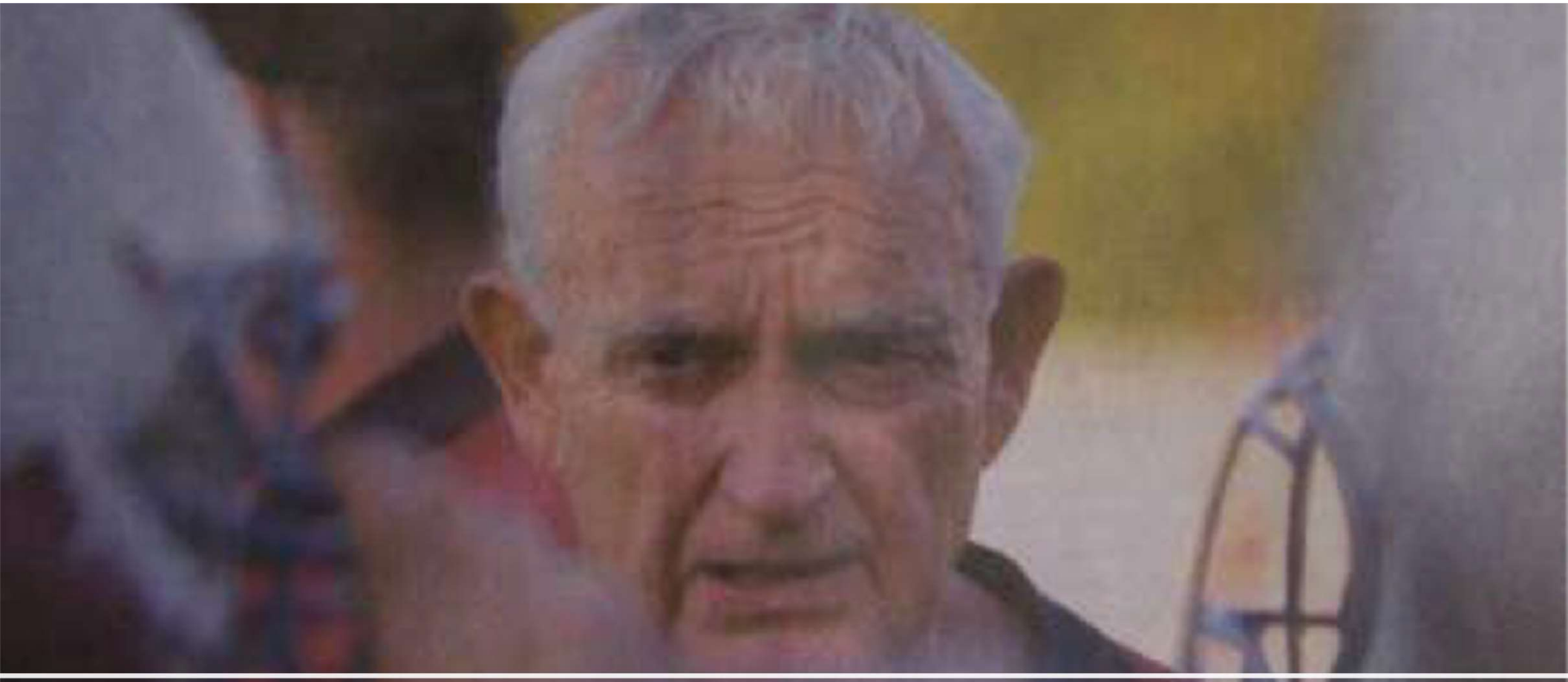


Colin Powell



**RULE 13**  
PERPETUAL OPTIMISM  
IS A FORCE MULTIPLIER.





What kind of leader will you **CHOOSE** to be?



## Principle 2: Personal Productivity



“In good weather the mule pulled the car a mile in a little less than twenty minutes, unless the stops were too long; but when the trolley-car came, doing its mile in five minutes and better, it would wait for nobody. Nor could its passengers have endured such a thing, because **the faster they were carried the less time they had to spare!**”

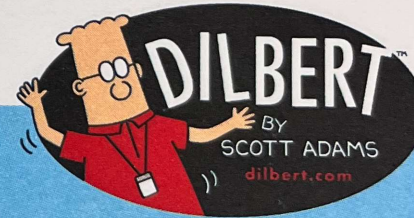


Booth Tarkington  
The Magnificent Ambersons

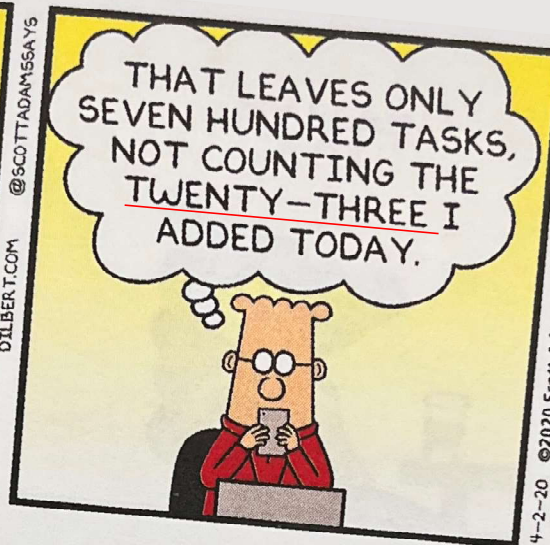


MONDAY

APRIL 3



DILBERT.COM @SCOTTADAMSSAYS



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Life is short.  
Do stuff  
that matters

SEP 18

| S  | M  | T | W | T | F | S |
|----|----|---|---|---|---|---|
| 30 |    |   |   |   |   |   |
| 2  | 3  | 4 | 5 | 6 |   | 1 |
| 9  | 10 |   |   |   |   |   |





Schedule  
Workouts  
Reading  
Leading





Activity

Top 10

Top 3

What's Blocking You



“Learn to differentiate between **what is truly** important and what can be dealt with at another time.”



Mia Hamm



**Step 1:**  
**Pick a high-value task**

**Step 2:**  
**15-minute timer**

**Step 3**  
**Work...work...work...**





## Backlog

Thing 1

Thing 2

Thing 3

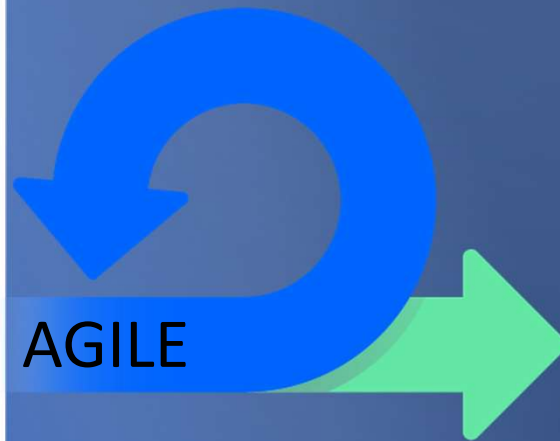
Thing 4

Thing 5

Thing 6

Thing 7

## Personal Sprint



Focus A

Focus B

Focus C



NOT IMPORTANT    IMPORTANT

URGENT

NOT URGENT

1  
DO

2  
PLAN

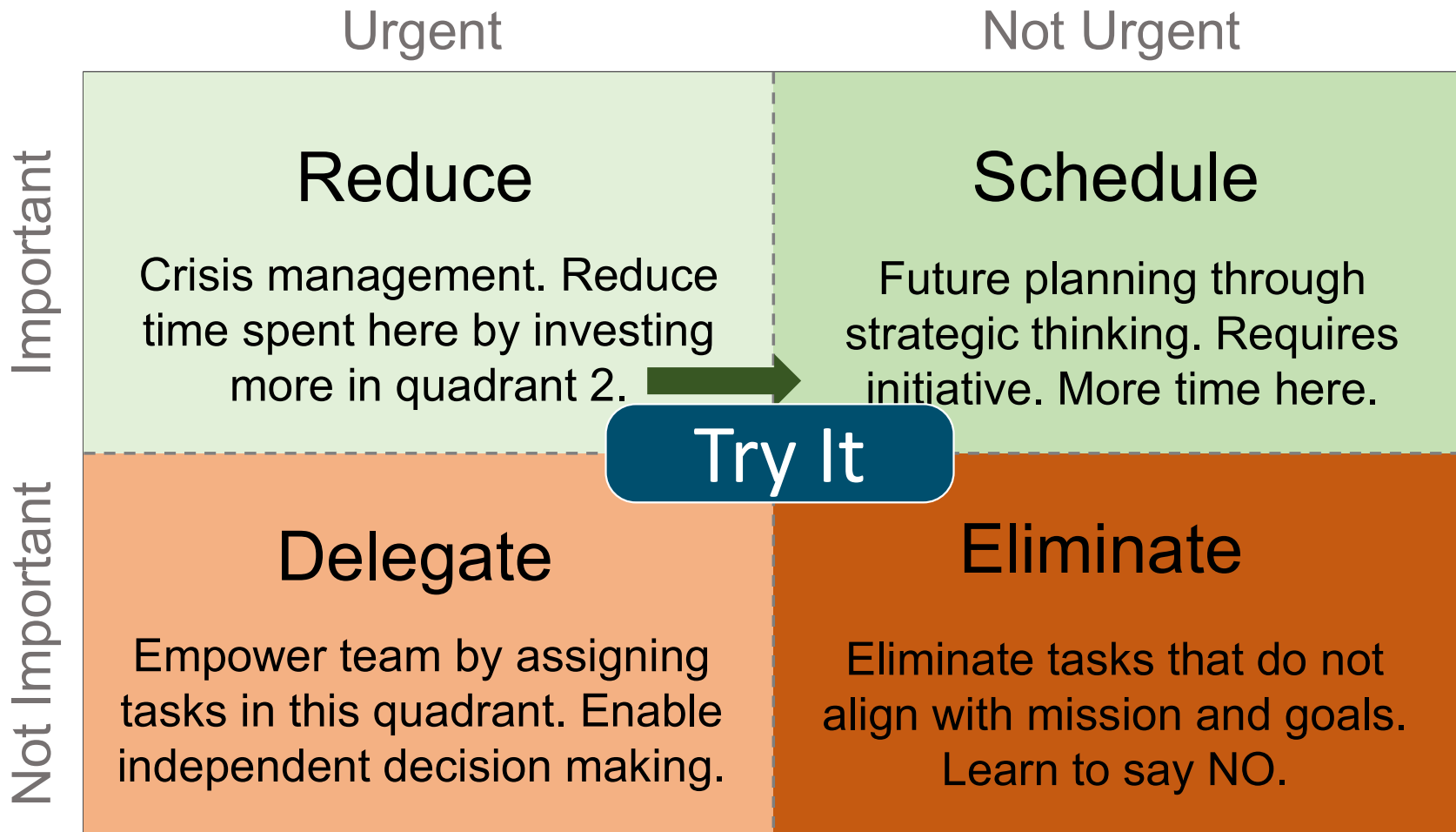
3  
DELEGATE

4  
ELIMINATE

# THE EISENHOWER MATRIX

*How to Make  
Decisions on What's*  
**URGENT & IMPORTANT**







The background of the entire image is a warm orange gradient. Scattered across this background are numerous analog clocks of various sizes. Some clocks are large and prominent, while others are small and faint. The clocks have white faces with black numbers and hands, and dark blue or black frames. They are positioned at different angles, creating a sense of depth and movement.

# 9<sup>th</sup> hour



Join at [menti.com](https://menti.com) use code 6541 3538

 Mentimeter

The code lets your audience join the presentation and expires in 2 days.

## How Would You Use a 9th Hour?

47 Responses

Writing a book/blog

Writing

Naps

With my kids

Podcasting

Project management tutorials

Write a book

Nap

Go through data to gain understanding

Process development and documentation

Reading

Coaching

Learn to play piano



## Principle 3: Team Productivity



“I’ll do **whatever it takes** to win games, whether it’s sitting on a bench waving a towel, handing a cup of **water to a teammate**, or hitting the game-winning shot.”



Kobe Bryant



JUST DON'T

Don't Let People Burnout



Diversity





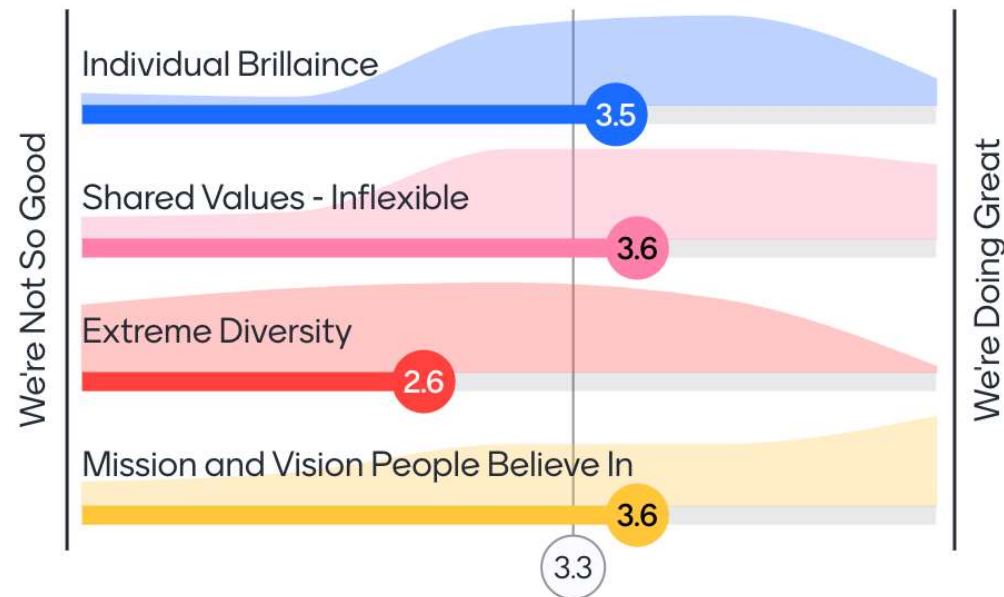
# Keys to Creating Awesome Teams



<https://ecorner.stanford.edu/clips/keys-to-creating-awesome-teams>



# How Do Your Teams Rate for Awesome Team Components?

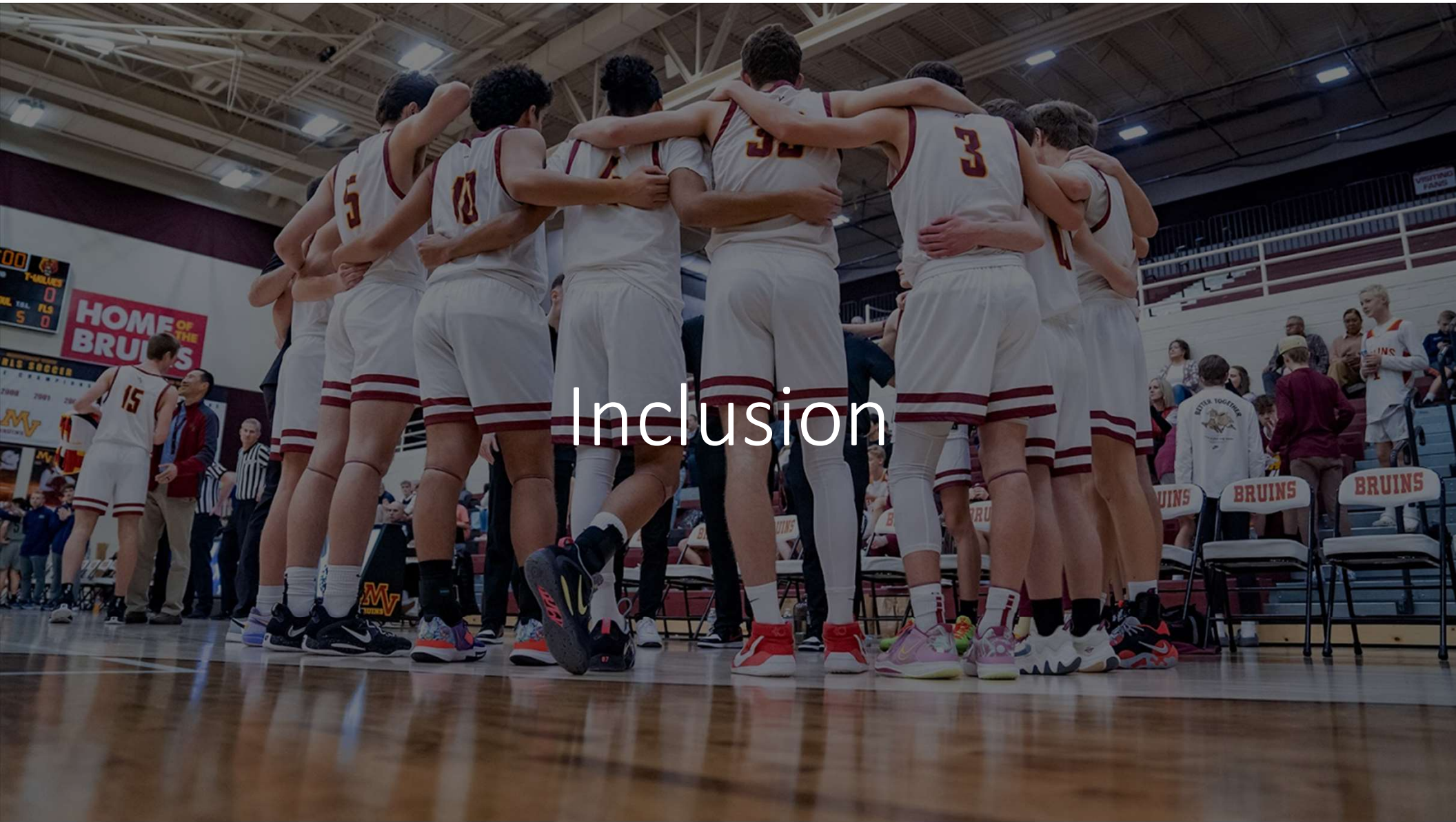






Equity





Inclusion



# Belonging



Confidence in offering dissenting opinions.



Feel they can celebrate their leader on a specific point.



Feel valued at work.



Demonstrate an ability and confidence to manage obstacles and challenges as they arise.



Show visible enthusiasm about the job.




Actively recommend the organization as a great place to work.



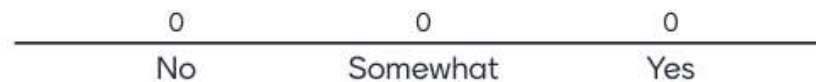
Feel known by others (management and peers).



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 Mentimeter

# My People Feel Confident in Offering Dissenting Opinions





# Practical Example

# BYU

## PROJECT MANAGEMENT OFFICE Student Project Management Team



Alexandra Pesantez

Amisha Choudhary

Andrew Naumann

Annie Jacobsmeyer

Austin Cox

Beth-el Wilson

Bridger Matthews

Chloe Chadwick

Clara Jamison

Cooper Taylor

Daniel Tabler

Doval

Easton Carter

Easton Carter

Gustavo Albuquerque

Isaac Johnston

Jared Persson

Jared Rosenlund

Jarom Mollinet

Joshua Muse

Justin Chew

Kethura Vennamala

Lauren Marriott

Liliana Gallegos

Madelin Jamison

Magda Imerlishvili

Melanie Sanchez

Michael Muse

Michael Muse

Pedro Castro Souza

Rob Spencer

Sable Saunders

Sara Acevedo Rodriguez

Seth Hinrichsen

Seth Lee

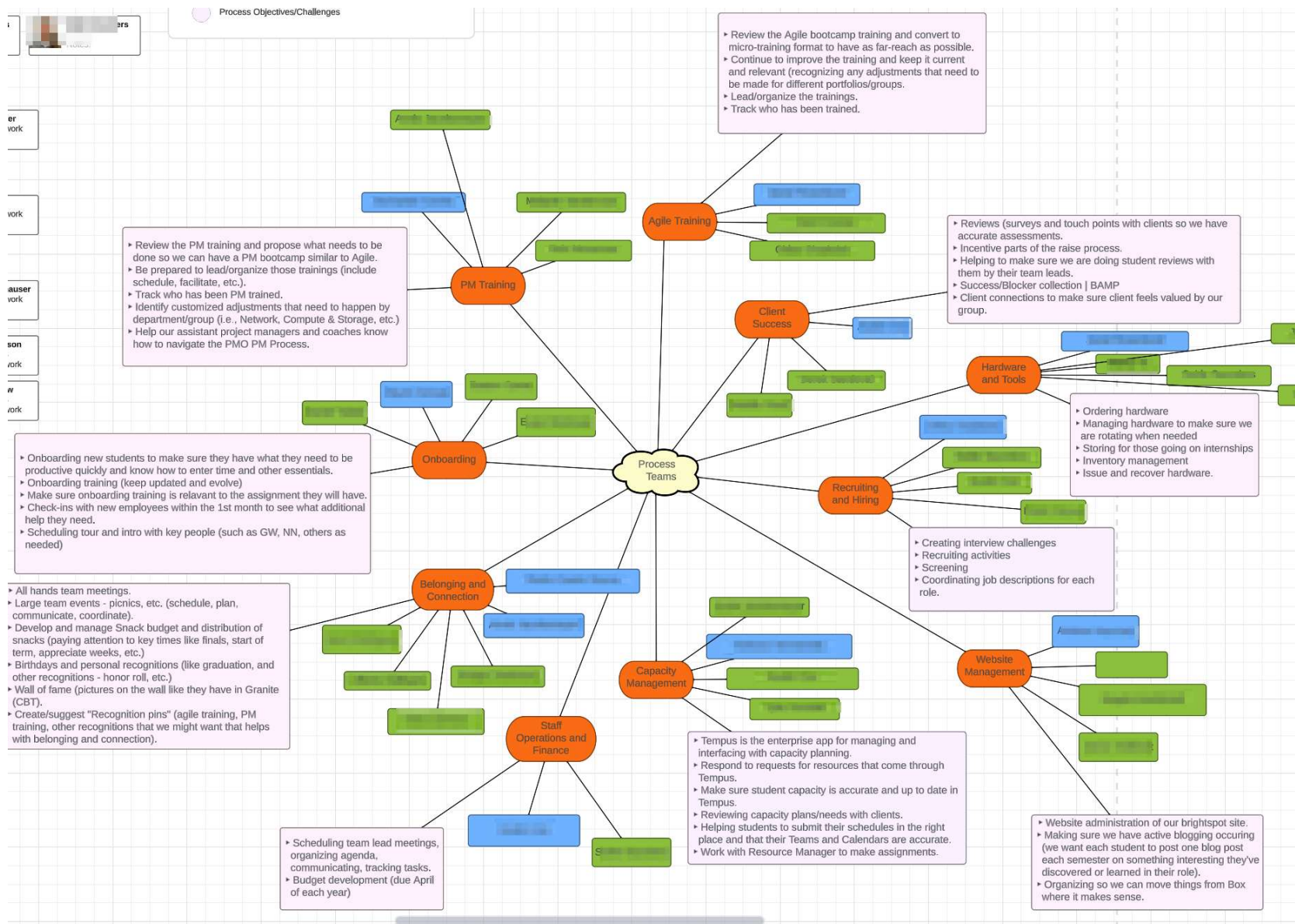
Tyler Kendall

Zechariah Combs

Zein Mosarsaa

Zizi Ye







“All I ever wanted really, and continue to want out of life, is **to give 100 percent to whatever I’m doing** and to be committed to whatever I’m doing and then let the results speak for themselves.”



Jackie Joyner-Kersey





Would you invest \$1B to find  
you only have 34% employee  
engagement?

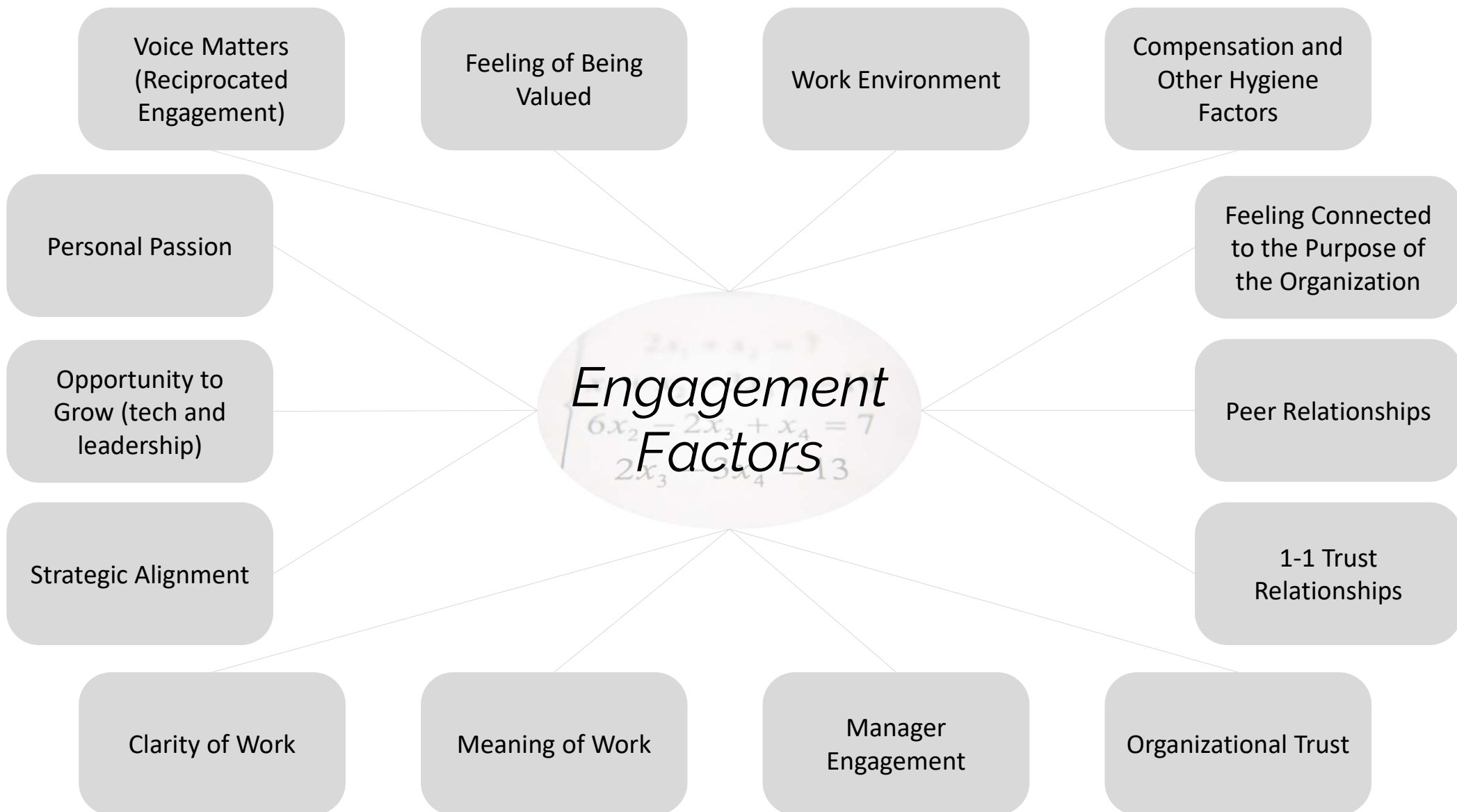




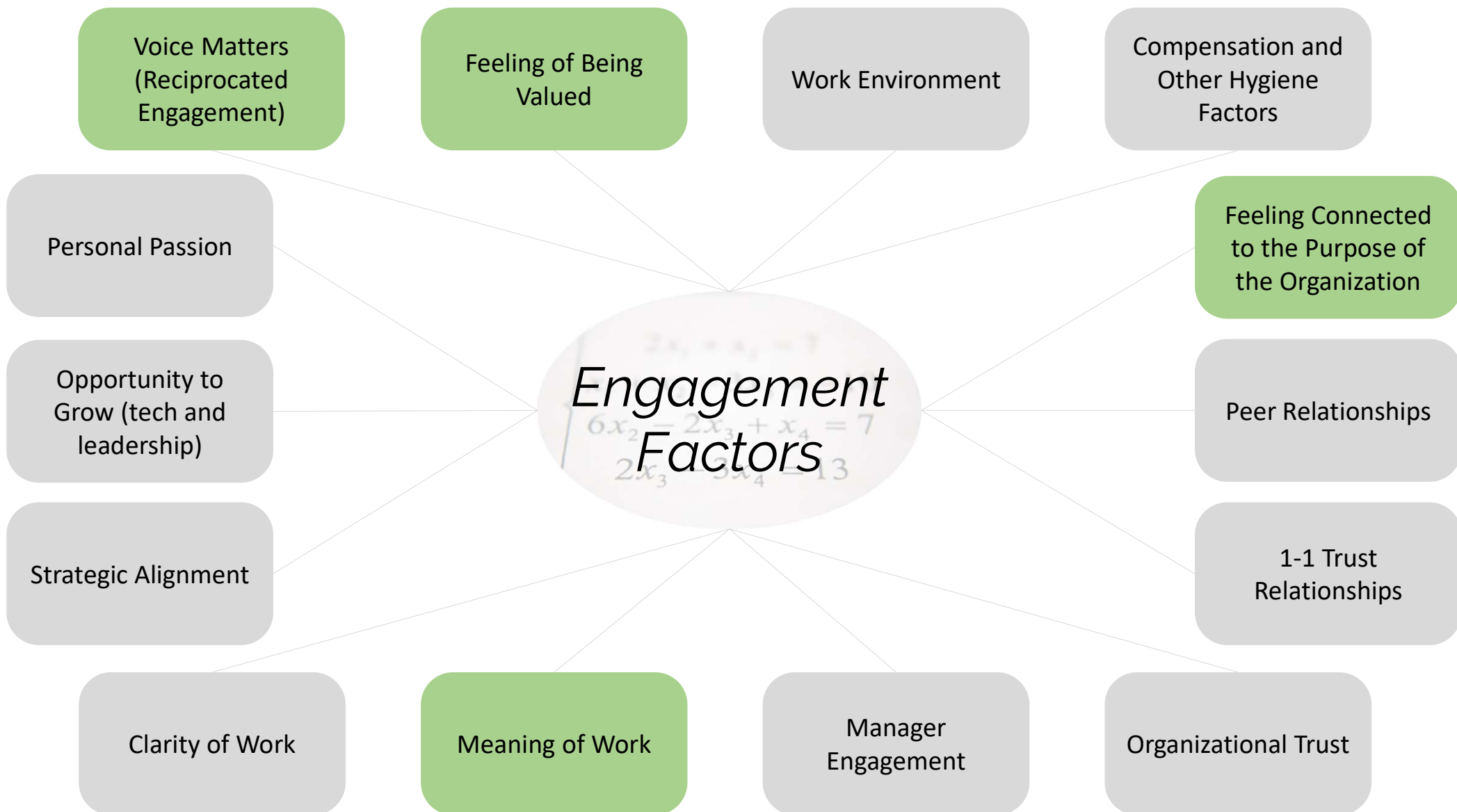
Would you invest \$1B to find  
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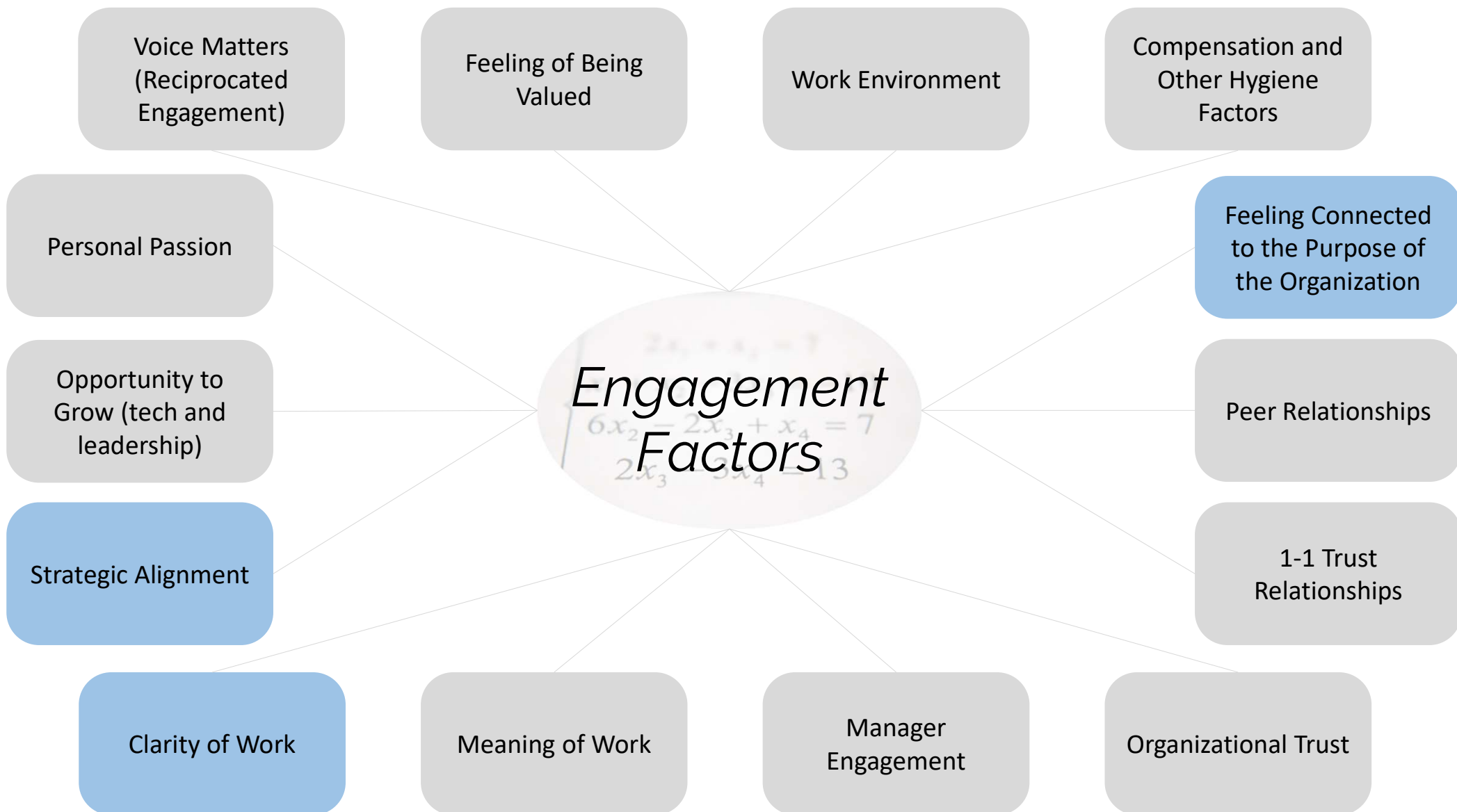




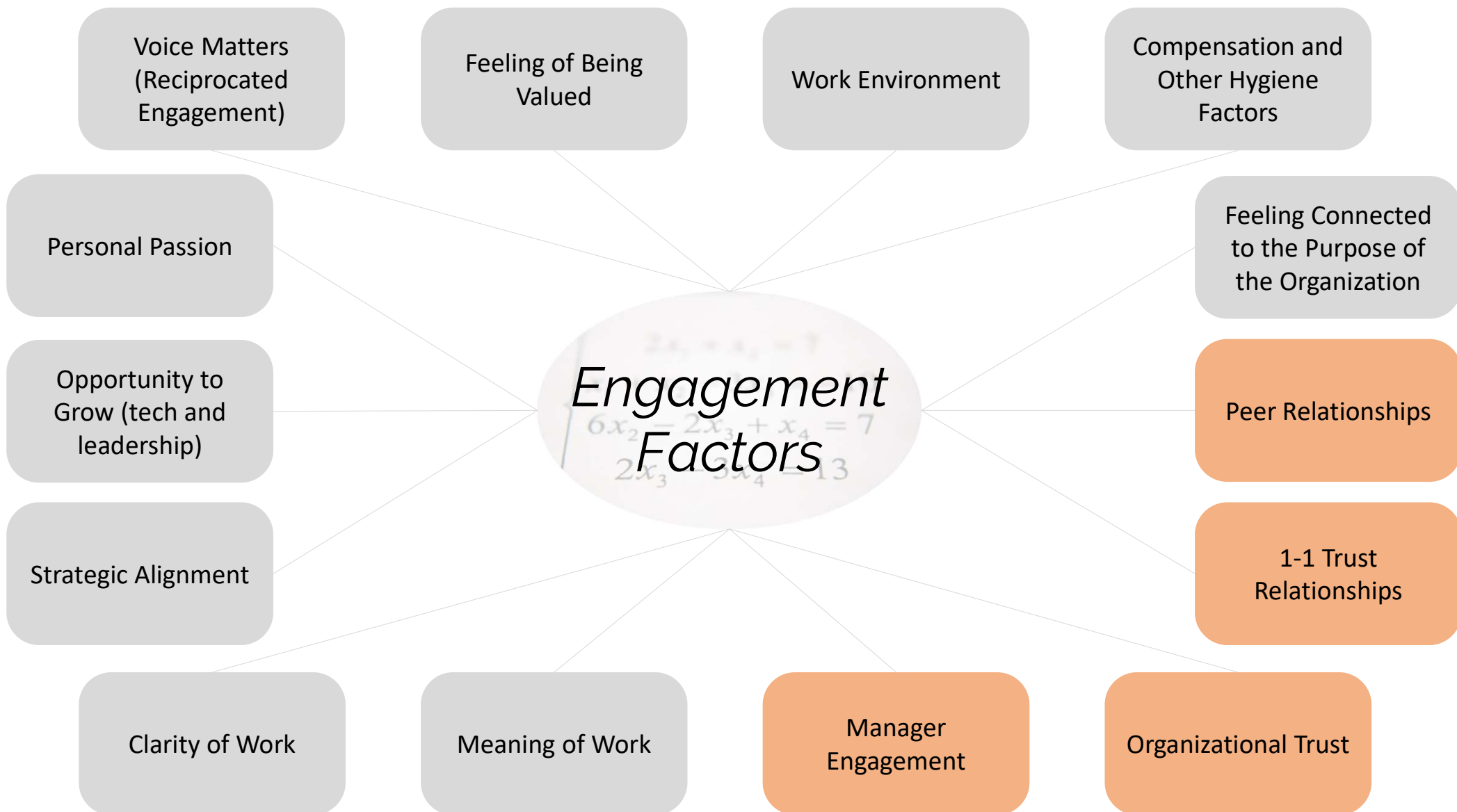










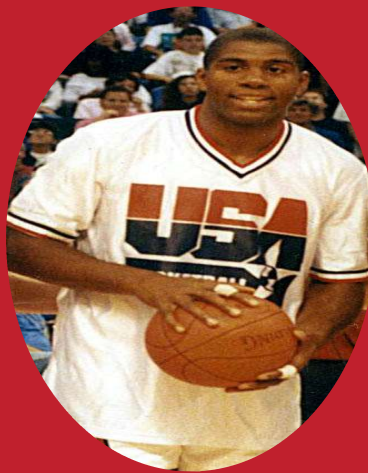




## Principle 4: Servant Leader

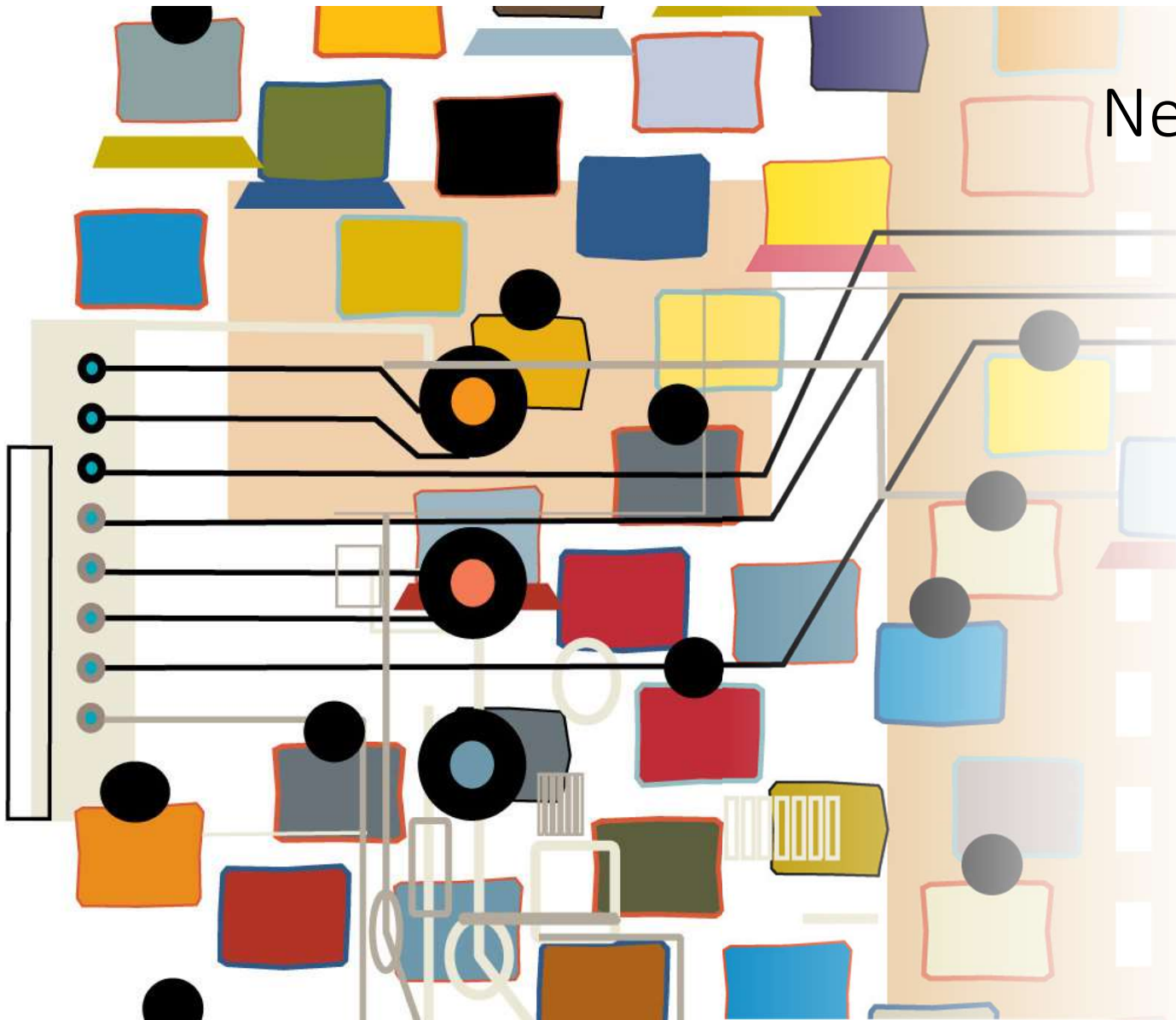


“Ask not what your teammates can do for you. Ask  
**what you can do** for your teammates.”



Magic Johnson





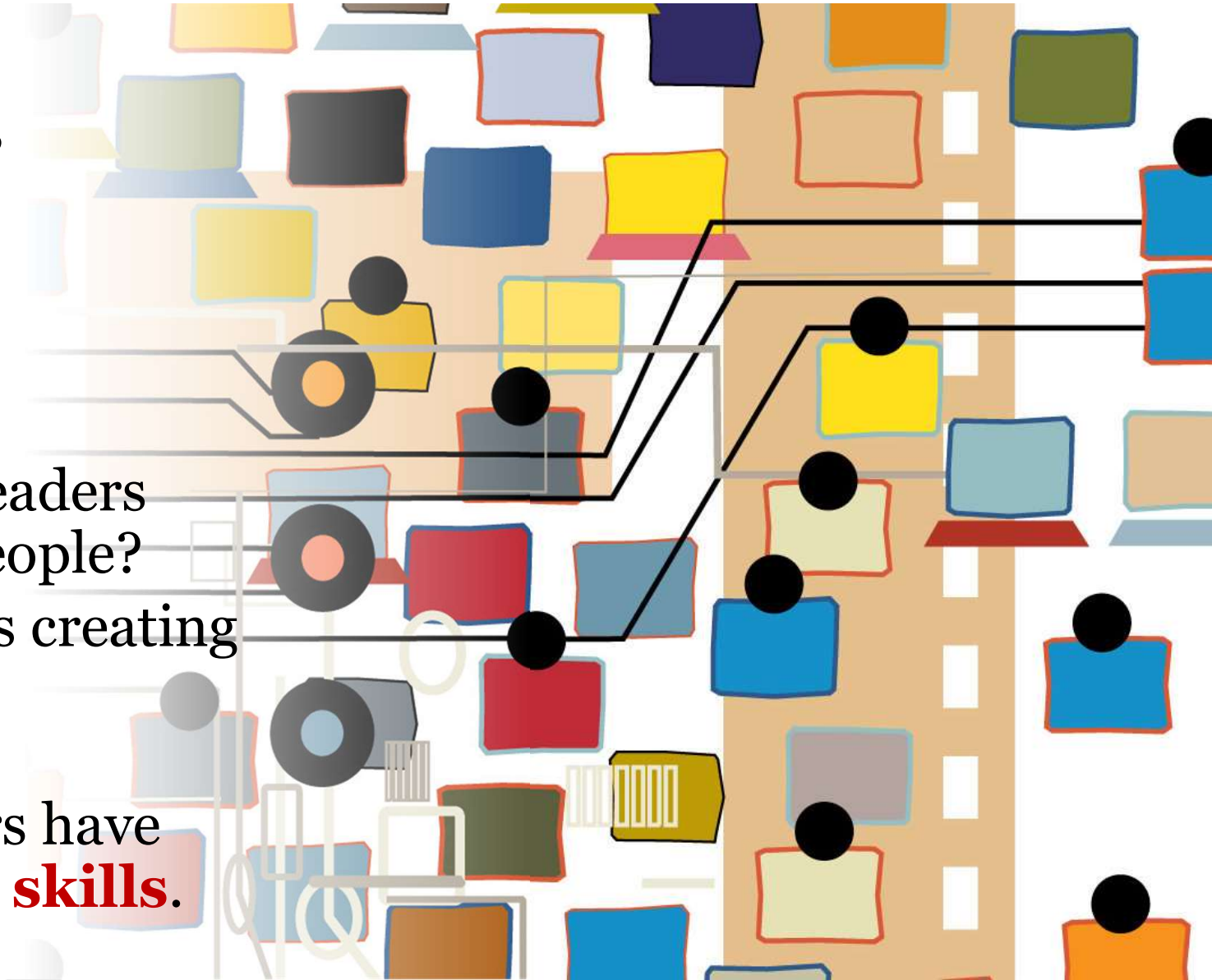
## New workforce

- 68% of high-growth organizations have enabled “productivity anywhere” workforce models.
- Productive anywhere workers are more likely to stay with their employer.



## 4 Key Questions

1. What is your organization's **purpose**?
2. How are your leaders **supporting** people?
3. How are leaders creating better work **experiences**?
4. Do your workers have the right digital **skills**.







Knowledge Work Isn't Often Visible





Value Morale

Give  
Meaningful  
Work

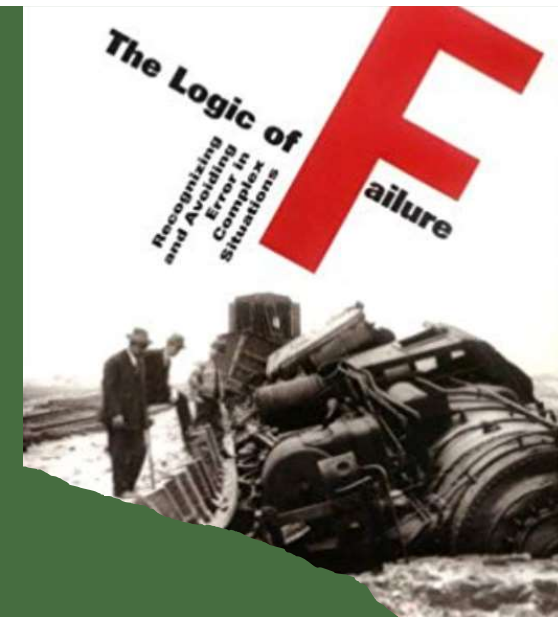


- A problem needs to be **independent** and handled in isolation before it can be delegated.

- When we delegate we **commission** a someone to do the work on our behalf.

- We need to **remain conscious** of the delegated problem and its position in the overall landscape.

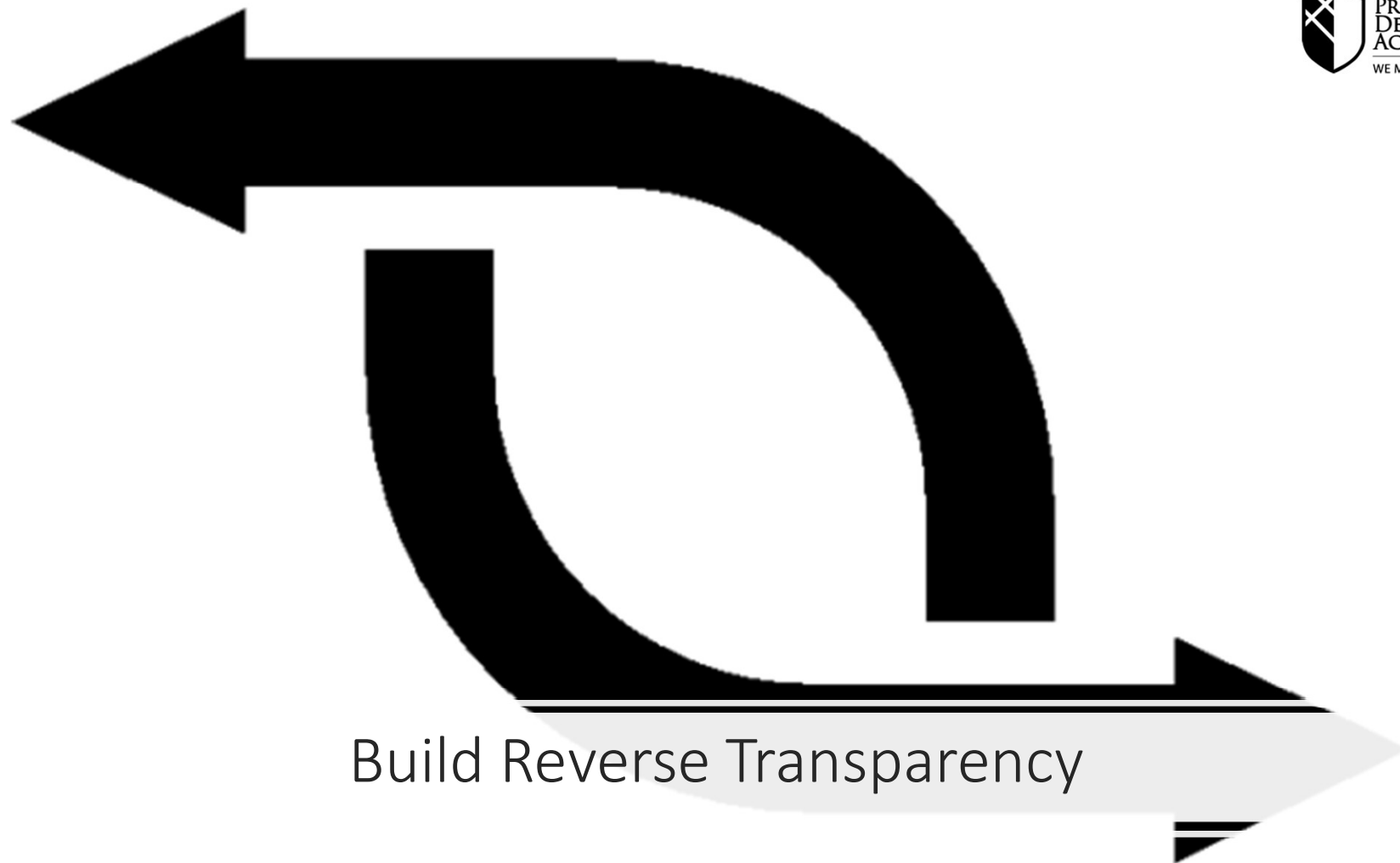
- We **cannot dismiss** the problem from our mind.



Dietrich Dorner

Delegating







# Smart? Delegators



"There's not enough blame to go around.  
There's only enough for you."



## A Story

Hello Grace, good morning.

Good morning Ralph.

Grace, I have something I need you to do – we have this new product hitting the market as you know. Marketing is pushing us to get the customer support documents in place so they can be published at the same time as the product's release. I know you have a lot going on, but could you get the XYZ product customer support documents organized and published onto our intranet page for marketing to pick up by Dec 5<sup>th</sup>?

Ok Ralph, I'll sure give that my best shot.

Thanks Grace, I knew I could count on you.



**Ralph heads back to the office pleased.**



“I see that the micro-course on delegation really works. Grace understood exactly what I wanted to have happen and now we’ll get the XYZ product customer support docs ready and we’ll beat the release schedule. This is going to be a great win for our department.”



## Grace heads back to the office stewing.



Grace heads back to his office stewing.

“The XYZ product is not as important as the five other products I support. How could Ralph dump on me like this? I simply don’t know how I could possibly get this done on time and I’m sick of working extra hours to do more and more. I’m going to prioritize as best I can and just see what happens, but I’m not going to sweat it if I can’t get to it.”





**Re - Write**



Your Version





**Re - Write**



Get Critiqued



## **My Version**

Hello Grace, good morning.

Good morning Ralph.

Grace, I have something I need you to do – we have this new product hitting the market as you know. Marketing is pushing us to get the customer support documents in place so they can be published at the same time as the product's release. I know you have a lot going on, but could you get the XYZ product customer support documents organized and published onto our intranet page for marketing to pickup by Dec 5<sup>th</sup>?

Ok Ralph, I'll sure give that my best shot. But, I think we should discuss my priorities. I know you are aware of the 5 other products I support and that each of them has a new release in January. As I forecast my work, I'm not sure how I'll be able to get those done and do the XYZ product at the same time. I mean, I want to, the XYZ looks really cool and interesting. But, I feel obligated to support existing revenue streams. How do you want me to re-prioritize?

Thanks Grace for telling me this – I totally did not connect those dots. Wow, we need to really think this through. Here's what we'll do, I'll schedule a time for us to get together this week for a micro-planning/prioritizing session and we'll tease out the details of the priorities together. Whatever falls below the cut-line we'll have to then figure out what should happen to it. I have a feeling that the XYZ product is important enough that we might outsource the support for some existing product lines so we can focus your creativity on XYZ – but let's prioritize first and I'll then get a read on it from the executives.



## **My Version Results**

Ralph heads back to his office thinking, “What are my options for freeing up more of Grace’s time? He’s my best person for new product support and the XYZ product has the potential to be a major revenue producer. We’d better get this right. Before I meet with Grace, I’m going to check in with Clara [boss] to see what budget latitude we have for outsourcing some existing support stuff.”

Grace heads back to his office feeling good about working at this company. He thinks to himself, “I really want to work on the XYZ product and I’m glad we are going to have this prioritizing session. I’d love to move some of these existing requirements off of my plate... Ralph’s a pretty good boss.”



# Reverse Transparency



Transparency should be a bi-directional principle

*The person receiving delegation is completely open and honest about their capacity, skill, timing, or other constraints.*



## Reverse Transparency Benefits



1. Leader does not make a mistake and misunderstand priorities and commitments.
2. Leader sees the opportunity through the eyes of the employee.



---

## Reverse Transparency



Only works if the  
employee is transparent

Trust must exist



# Why People Don't Push Back



## Personal Risk

- Fear
  - Fired,
  - Opportunities
  - Seen unfavorably



# Why People Don't Push Back



## Business Risk

- Commitment
- Clients (loyalty exists inside out – people will take care of their closest demands)



# Why People Don't Push Back



## Perception Risk

- Perceived obligation to pull their own weight.



# What to Do as a Leader



Create an environment  
where reverse  
transparency can flourish



## Principle 5: Wisdom in the Journey



"Success is **what you are** - not what others think  
you are."



John R. Wooden



**TED** Ideas worth spreading

WATCH

DISCOVER

A



9:32





# Decision-Tree Activity



'Would you tell me, please, which way I ought to go from here?'

'That depends a good deal on where you want to get to,' said the Cat.

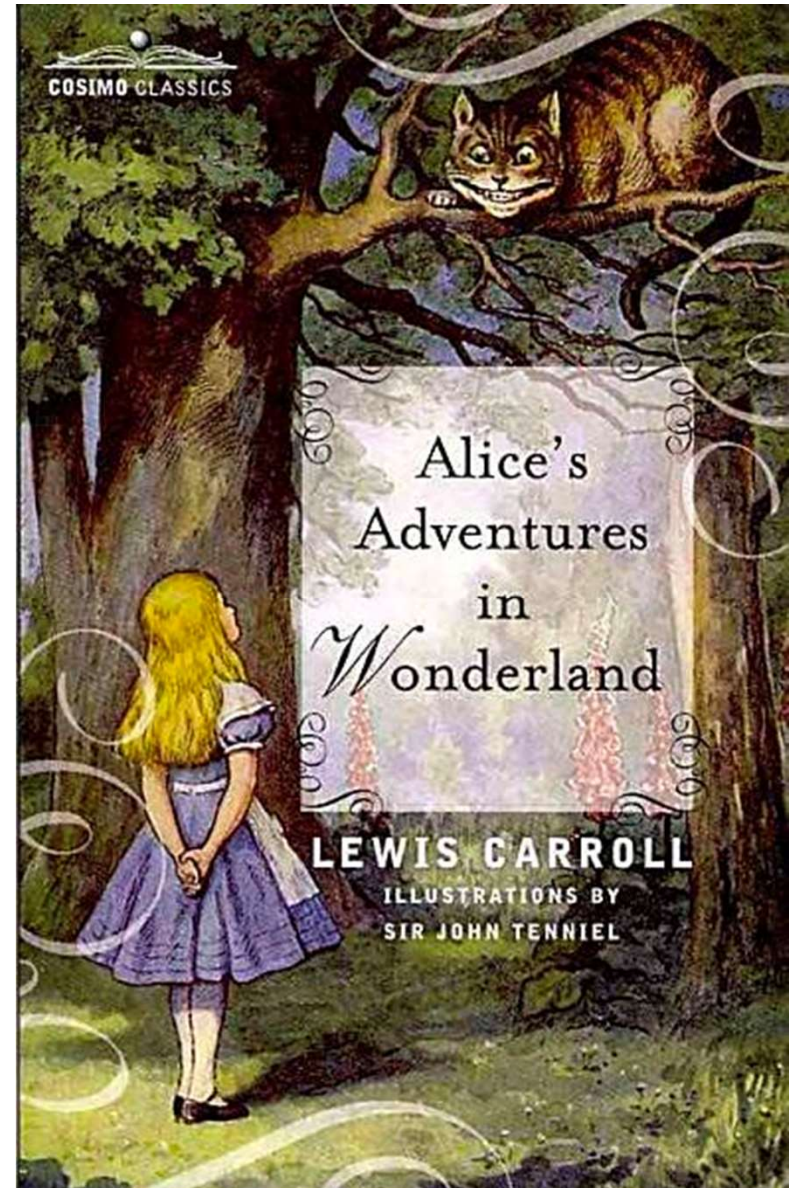
'I don't much care where--' said Alice.

'Then it doesn't matter which way you go,' said the Cat.

'--so long as I get somewhere,' Alice added as an explanation.

'Oh, you're sure to do that,' said the Cat, 'if you only walk long enough.'

*Lewis Carrol, Alice's Adventures in Wonderland*





## Decision-Making Evaluation/Tool Page PPT

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Do you Share the Decision with Others?





How to  
simplify and  
find balance  
with  
competing  
priorities  
and do more  
with less?

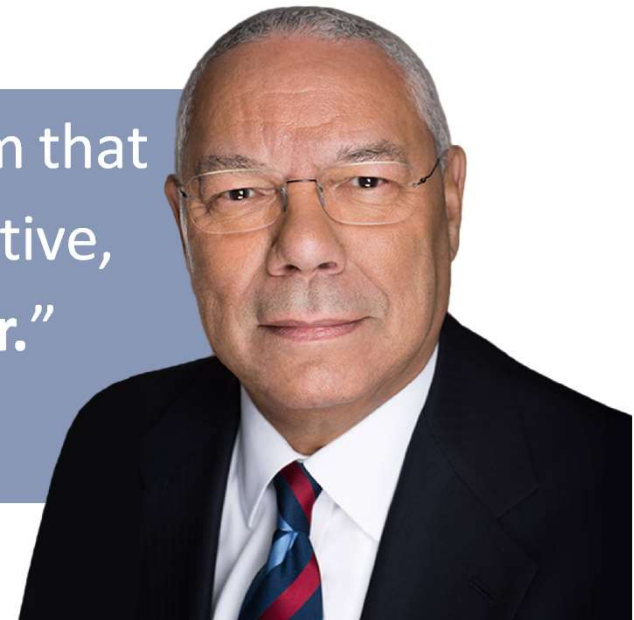
1. Leadership and Perspective
2. Personal Productivity
3. Team Productivity
4. Servant Leader
5. Wisdom in the Journey





“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*

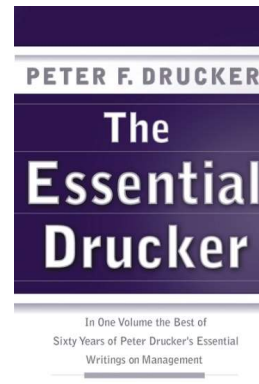
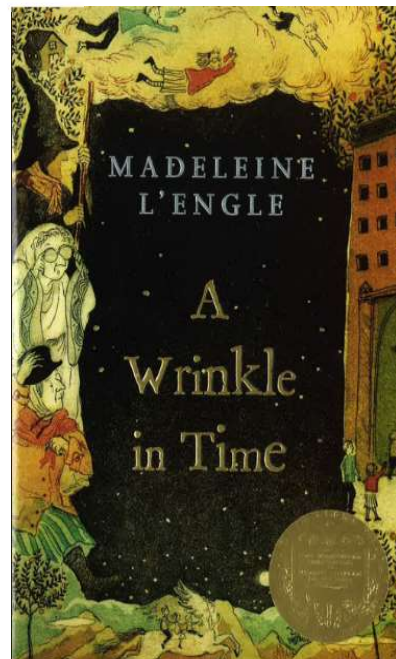
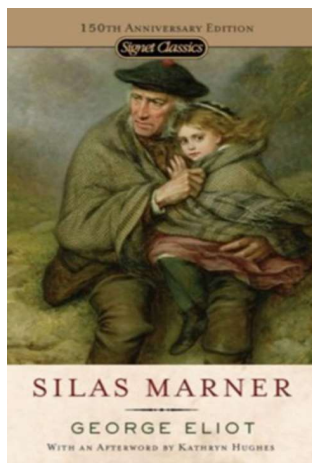
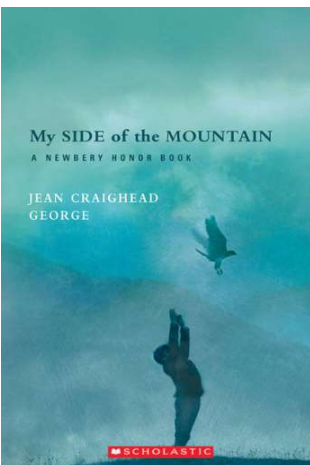






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# from Semper Fi to Just Do It

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

Gordon Whitehead



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