Intentional Leadership:
Getting Results and Engagement by Letting Go of Control
About the Alliance

Inspiring Innovation to Advance Communities

- Convene and Engage Networks of Thought Leaders
- Identify and Distribute Leading and Emerging Practices and Trends Important to Local Government
- Provide Training to help Organizations Build and Sustain a Culture of Innovation
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All Attendees are Muted, but we do want your participation!

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Introducing Today’s Presenters

Christopher Orlea, PhD, Director of Parks and Recreation, City of Pearland, TX

 Carry Capers, Assistant Director of Parks and Recreation, City of Pearland, TX
A little about me...

- My Family
- Native Texan
- Path to Public Service
Education

- **DOCTOR OF PHILOSOPHY • 2014 • UNIVERSITY OF LIVERPOOL**
  - Public Administration – Policy Studies

- **MASTER OF SCIENCE • 2013 • TEXAS A&M UNIVERSITY**
  - Public Health Education

- **BACHELOR OF SCIENCE • 2010 • LAMAR UNIVERSITY**
  - Applied Arts & Science - Sociology
Career Building

- ICMA
  - Conference Planning Committee
  - Welcome Ambassador
- Greater Gulf Coast Parks & Recreation Directors Association
  - Chairperson
- Alliance for Innovation
  - Innovation in Leadership Award TLG
- Texas Recreation and Parks Society
  - Excellence in Leadership Award
- ELGL
  - ‘Top Influencer’ Nominee 2016
  - ‘Top Influencer’ Top 100 2017
- Certified Public Manager
- Certified Parks & Recreation Executive
- LEAD Graduate – University of Virginia
- Certified Arborist
- ‘Governing’ Magazine Article – Time Management
- American Society of Public Administration
- Young Government Leaders
Definitions:

- Leader v Manager
- Directional, not Directive
- Organization/Agency Structure
  - Doesn’t necessarily account for hierarchy or traditional Org Chart
  - Account for Influencers
Being Farsighted

- Looking beyond your ‘area’
  - Dept., City, Public Service in general as a field; nurture the sector

- People can/should advance – always
  - You shouldn’t always retain everyone; some staff will outgrow your org.
  - Don’t force the ladder – more on that
Letting go of Traditions

- Important to know AND understand history
- Tried it before only means you’ve got a head start
- Get out of your own way
Introducing Carry Capers, CFEE

- Certified Festival and Event Executive
- Kansas Native
- Husband Bobby, and two sons: Trey and Brady
- BS in Business Administration – University of Houston
- Graduate Certificate University of Notre Dame
  - Nonprofit Fund Development
Building Your Best Team

- Non-traditional Selection
- Core Values of Rock Stars
- Fostering Growth, not just Promotion
Being Culpable – not just accountable

- Humility
- ‘Where did I fail in this scenario…’
Being Vulnerable

- Fear of being vulnerable; why?
  - What if we’re wrong? Is that so bad?
  - Courage is contagious.
Meetings – STOP!

- If you can’t articulate a cohesive memo: ‘Take Two’
- Value of Presence
  - Assess when/where value lies
  - Role of agendas
Build an Environment that Welcomes Change

- Status Quo beware
- Open Call for All Ideas
- Promote continuous learning – opportunities come in all shapes and sizes.
Priorities...who’s?

- We strive for what we find important
- Make sure, organizationally, all facets align to focus priorities
- Less Focus on the Pollution; More on the Purpose – Eyes on the Prize
A Matter of Semantics…

- Totally false!
- Using inclusive language
  - ‘We’ v ‘I’
  - ‘Colleague/Coworker v Employee’
  - ‘Team Members’ v ‘Staff’
- Avoiding blaming/shaming
- Sometimes a conversation can, and should wait
Be Predictable

- Don’t be that *boss*
- Bad attitudes have no place at work
  - Encourage healthy leave behaviors
- Your demeanor should be consistent
  - More or less people can anticipate your response
- Brass tacks: you’re grown – act like it
Do what you say

- Not just the small stuff
  - Consistent viewpoints with all audiences
- Includes delegating
  - Don’t hover
  - Have scheduled check-ins
Don’t be an XYZ agency – for now...

- It’s confusing to lead your department, by just reading how to
- Leadership publications aren’t instructions
- Flux in ‘management style’ decreases trust in your abilities
Recipe of Great Minds

- Collins idea on people, Shapiro ‘build a better box’, Marquet on control – bake until golden brown.
Determining the ‘Leader’

- Not always The Boss
- Being at the front of the pack might just mean you were faster than the rest. The test is in being there, and being vulnerable. Do you take the lead, or become the target?
Q&A

Christopher Orlea, PhD, Director of Parks and Recreation, City of Pearland, TX

Carry Capers, Assistant Director of Parks and Recreation, City of Pearland, TX
Webinar Resources
To Receive Copies, Contact rspillers@transformgov.org
Save the Date!

Upcoming learning events:
http://transformgov.org/en/calendar

- Workshops
  - Workforce of the Future Workshops in Longmont, CO (8/29) and Charlottesville, VA (9/6)

- Webinars
  - Managers Forum: A Reflection on Leadership and Leading Innovation through Organizational Transitions with Tansy Hayward on 9/12
  - A Practical Approach to Smart Cities on 9/19
Thank you for joining!

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