

# APWA Leadership Framework: Inspiring the Best Collective Effort from Individuals



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# APWA - National Technical Committee: Leadership and Management

- ▶ **What APWA tools are readily available to promote Leadership?**
  - ▶ APWA’s Emerging Leadership Academy (ELA)
  - ▶ APWA Reporter Articles or Conference Sessions (leadership track)
- ▶ **Why Create the Leadership Framework for Public Works?**
  - ▶ Support for Managers looking to become Leaders
  - ▶ Consistency of language and concept for Leadership Principles
  - ▶ Provide a basis for how APWA can provide Leadership Training and Programs to members
  - ▶ Use of a common Leadership Framework based on Kouzes & Posner’s “*The Leadership Challenge*”

## 1. MODEL THE WAY

- Create value
- Know who you are and your beliefs
- “Walk the talk”
- Be authentic with good personal character
- Be an example to others
- Have and instill ethical conduct



## 2. INSPIRE A SHARED VISION

- Envision the future with positive possibilities
- Develop a strategic plan
- Outline both a transparent and consistent vision
- Ensure accountability
- Enlist others to be involved



## 3. CHALLENGE THE PROCESS

- Ask questions and search for opportunities
- Continually review processes
- Use data-driven decisions
- Innovate, experiment, and take a risk to continually improve
- Learn from mistakes and apply what you learned



## 4. ENABLE OTHERS TO ACT

- Foster collaborations with team and others, creating trust and commitment
- Grow, facilitate and strengthen others
- Empower others
- Create a diverse organization
- Create a succession plan
- Develop leaders and followers



## 5. ENCOURAGE THE HEART

- Recognize and appreciate others
- Expect the best and outline it
- Develop full community engagement
- Allow all to have a say in self-determination
- Establish measures of success
- Invest in staff and stay involved
- Create and have concern for all



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# LEADERSHIP

## INSPIRING THE BEST COLLECTIVE EFFORT FROM INDIVIDUALS

The American Public Works Association (APWA) encourages the public works community, its professionals, practitioners, policymakers, and decision-makers at all levels of government, to demonstrate an extraordinary way to lead.

Leadership is the ability of an individual or a group of individuals to influence and guide followers, creating positive change within an organization, cause, or community.

The APWA Leadership & Management Committee encourages public works professionals to adopt five leadership characteristics as they work to improve the quality of life for all.

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## ▶ Kouzes & Posner's Framework Basics

- ▶ Behavior based; not positional based. Allows for complimentary theories to be added to the framework.
- ▶ Addresses common leadership issues and skills; changing the context from traditional employee, organizational or management focus

## ▶ Leadership Defined

- ▶ Leadership is the ability of an individual (or group) to influence and guide followers, creating positive change within an organization, cause or community.
- ▶ Leadership is a process that occurs when shared values foster collaborative relationships that lead to collective action intended to elevate (or create positive change within) an organization, cause or community.

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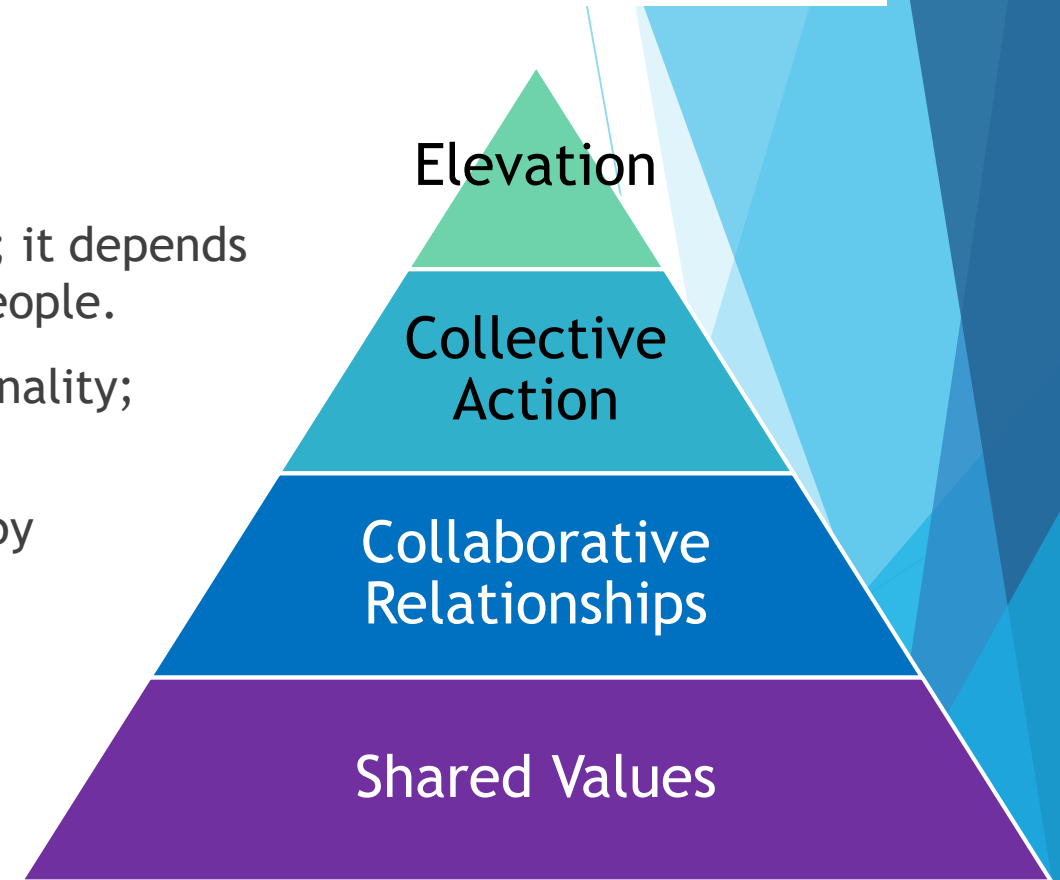
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## ▶ Assumptions

- ▶ Leadership is not positional.
- ▶ Leadership is not a solo sport; it depends on relationships with other people.
- ▶ Leadership is not about personality; it's about behavior.
- ▶ Leadership is a process used by ordinary people when they bring about the best in themselves and others.



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# LEADERSHIP

## ▶ Management vs. Leadership

- ▶ Management is the process by which things get done. Management includes providing direction to individuals, overseeing and evaluating processes, and ensuring things happen as expected within the timetable expected.
- ▶ Management is positional, hierarchical, and about maintaining the status quo.
- ▶ Leaders look to set an example, to envision the future, enlist the support of others, search for opportunities, experiment & take risks, foster collaboration, strengthen others, recognize contributions, and celebrate accomplishments.
- ▶ Public Works Leaders are looking for ways to inspire our colleagues to meet community needs in ways that are collaborative, forward thinking, and effective long term.

# APWA Leadership Framework

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# APWA Leadership Framework

## 1. MODEL THE WAY

- Create a clear vision
- Know your own strengths and weaknesses
- “Walk the talk”
- Be a role model
- Be a change agent
- Be a team player
- Have a positive attitude

## 2. INSPIRE A SHARED VISION

- Encourage the heart
- Develop the mind
- Open the eyes
- Encourage the spirit
- Encourage the soul

## 3. CHALLENGE THE PROCESS

- Ask questions and search for opportunities
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- Be a team player
- Have a positive attitude

## 2. INSPIRE A SHARED VISION

- Empower others
- Develop others
- Communicate effectively
- Encourage others
- Encourage others

## 3. CHALLENGE THE PROCESS

- Ask questions
- Communicate effectively
- Use data
- Innovate
- Listen to others
- Lead by example

## 4. ENABLE OTHERS TO ACT

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# APWA Leadership Framework

## 1. MODEL THE WAY

- Create a vision
- Know your values
- "Walk the talk"
- Be a role model
- Be a change agent
- Be a servant leader
- Have integrity

## 2. INSPIRE A SHARED VISION

- Encourage the heart
- Develop a shared vision
- Communicate the vision
- Encourage the heart
- Encourage the heart

## 3. CHALLENGE THE PROCESS

- Ask the right questions
- Develop a shared vision
- Communicate the vision
- Encourage the heart
- Encourage the heart
- Listen to others
- Listen to others

## 4. ENABLE OTHERS TO ACT

- Foster a sense of ownership
- Encourage the heart
- Communicate the vision
- Communicate the vision
- Develop a shared vision

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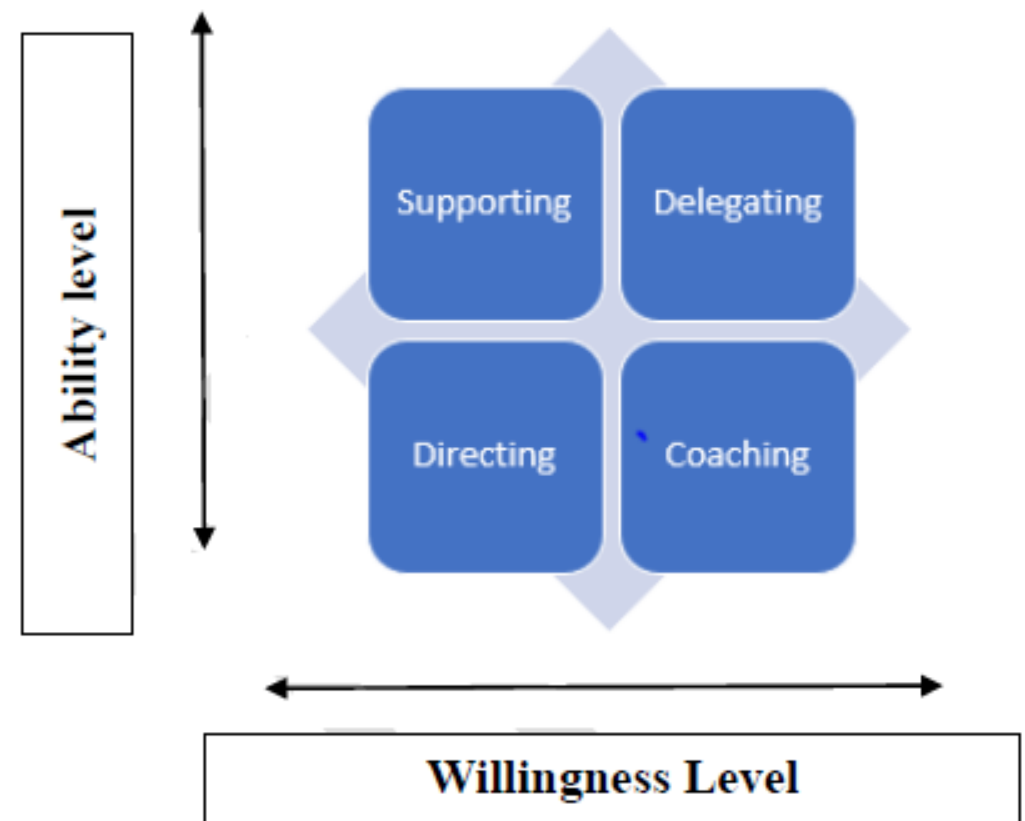
# APWA Leadership Framework

## TOP CHARACTERISTICS OF ADMIRABLE LEADERS:



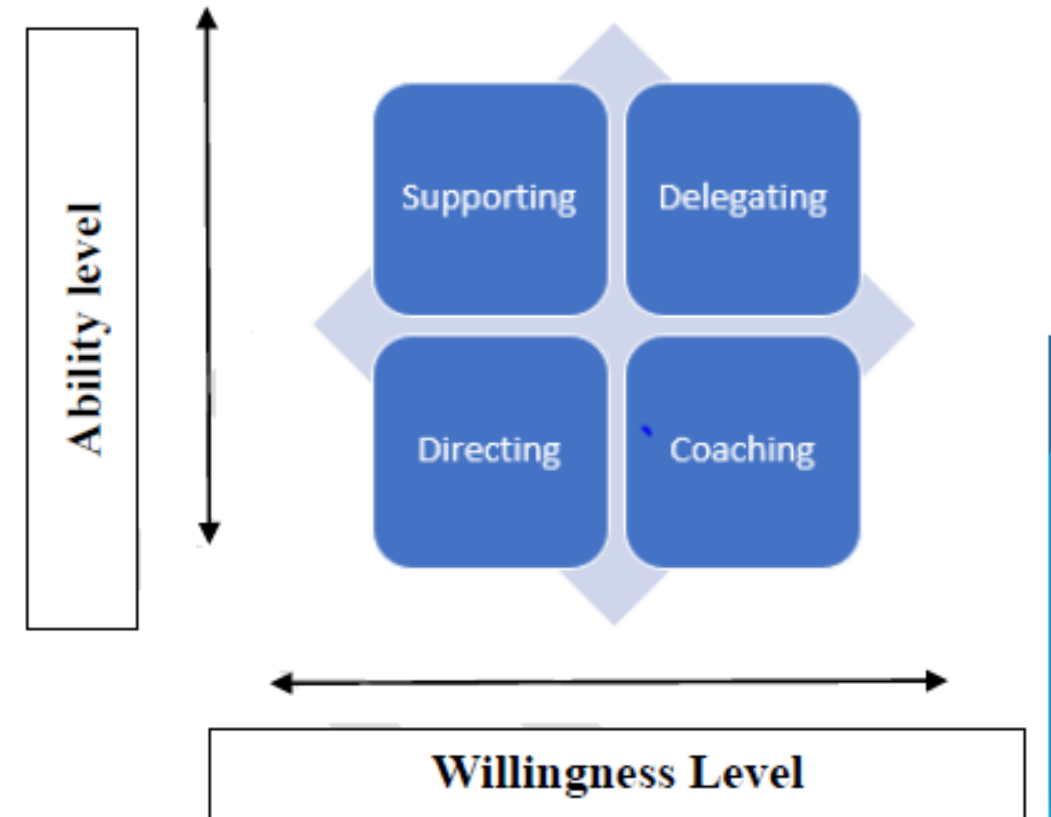
# APWA Leadership Framework: Situational Leadership Theory

- ▶ **What is Situational Leadership?**
  - ▶ Recognizes no “One Size Fits All” approach
  - ▶ One will vary between “Leadership” and “Management” depending on the situation
  - ▶ Leaders must consider the readiness level of their followers by measuring ABILITY and WILLINGNESS
    - ▶ 1. Identify the Most Important Tasks
    - ▶ 2. Diagnose the Readiness Level
    - ▶ 3. Decide the Matching Approach



# APWA Leadership Framework: Situational Leadership Theory

- ▶ **Directing**
  - ▶ Leader takes a directive role to support a low ability/low willingness follower
- ▶ **Coaching**
  - ▶ Requires a clear definition of role, but seeks input from follower, to train ability level higher, Leader as a listener
- ▶ **Supporting**
  - ▶ Necessary for a high ability but low willingness follower, provides motivation, seeks to engage
- ▶ **Delegating**
  - ▶ Leaders step back for high performers, they take the lead and report in, leadership provides goals not directives



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## ▶ Panel Questions

- ▶ Which of the 5 behaviors do you use in everyday leadership as a Public Works professional?
- ▶ What is a practical way to use this framework today after this presentation?
- ▶ How do I get employees to buy into our organizational plan or vision?
- ▶ What can start a Manager down a Leadership path?
- ▶ Where can I find out more about practical leadership training? (See last page of presentation)

# Thank-you!



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Kouzes, J. M., & Posner, Z. (2017). *The leadership challenge: How to make extraordinary things happen in organizations* (6th ed.). Hoboken, New Jersey: John Wiley & Sons, Inc

APWA Leadership Framework [HERE](#)

[https://www.apwa.net/MYAPWA/MyApwa/Apwa\\_Public/Tech\\_Cmtes/Ldrshp\\_and\\_Mgmt/Leadership\\_and\\_Management\\_Committee.aspx](https://www.apwa.net/MYAPWA/MyApwa/Apwa_Public/Tech_Cmtes/Ldrshp_and_Mgmt/Leadership_and_Management_Committee.aspx)



# References

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- APWA Leadership Framework PDF: [https://www.apwa.net/Library/Groups-And-Committees/Technical-Committees/Leadership-and-Management/Leadership\\_Infographic\\_Poster.pdf](https://www.apwa.net/Library/Groups-And-Committees/Technical-Committees/Leadership-and-Management/Leadership_Infographic_Poster.pdf)
- APWA Resource Center: (searched by Leadership & Management)  
<https://resourcecenter.apwa.net/topics?browseParam-filter0=Leadership+and+Management+-+Administration>
- Kouzes & Posner, “The Leadership Challenge” available online at:  
<https://amzn.to/3lT4ZUD> or website <https://www.leadershipchallenge.com/>
- Jeffrey A. Kramer, “The Perfection Paradox” available online at:  
<https://amzn.to/3CyJcaS>; or website <https://www.perfectionparadoxbook.com/>
- This presentation recorded at (scroll to August 19<sup>th</sup> presentation):  
<https://www.azapwaconference.com/2021-schedule>