



CITY OF OPPORTUNITIES
FOR FAMILIES, LIFESTYLE AND BUSINESS



The Power and Importance of LEADERSHIP



To be free is not merely to cast off one's chains, but to live in a way that respects and enhances the freedom of others.

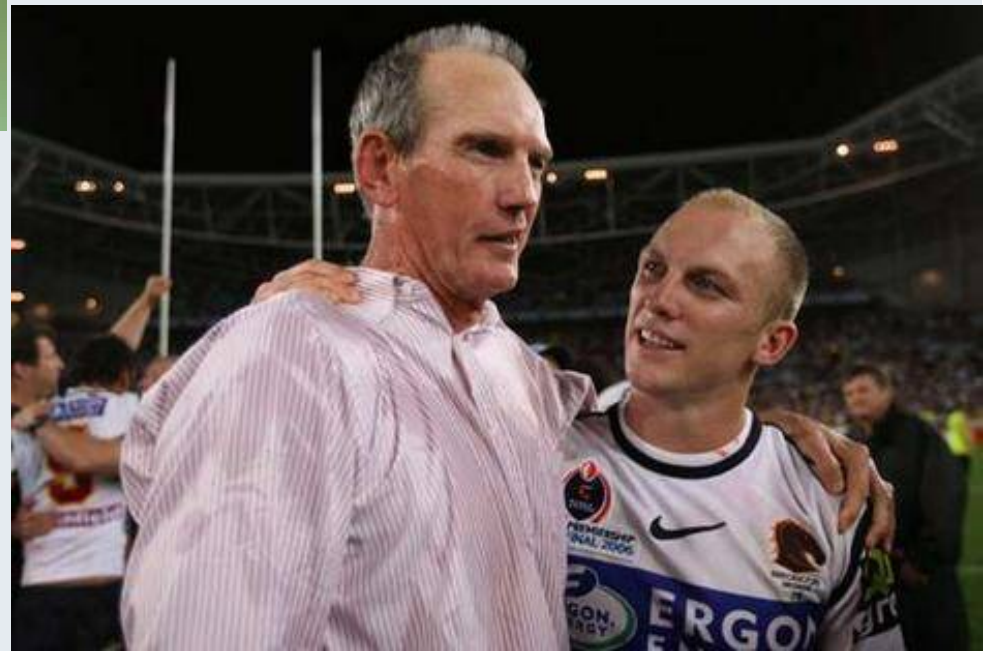
The greatest glory in living lies not in never falling, but in rising every time we fall.





**Isn't it amazing how much
can be accomplished
when no one cares who
gets the credit.....**

**Don't die with the music in
you!**





“Be the change
you want to
see in the
world”



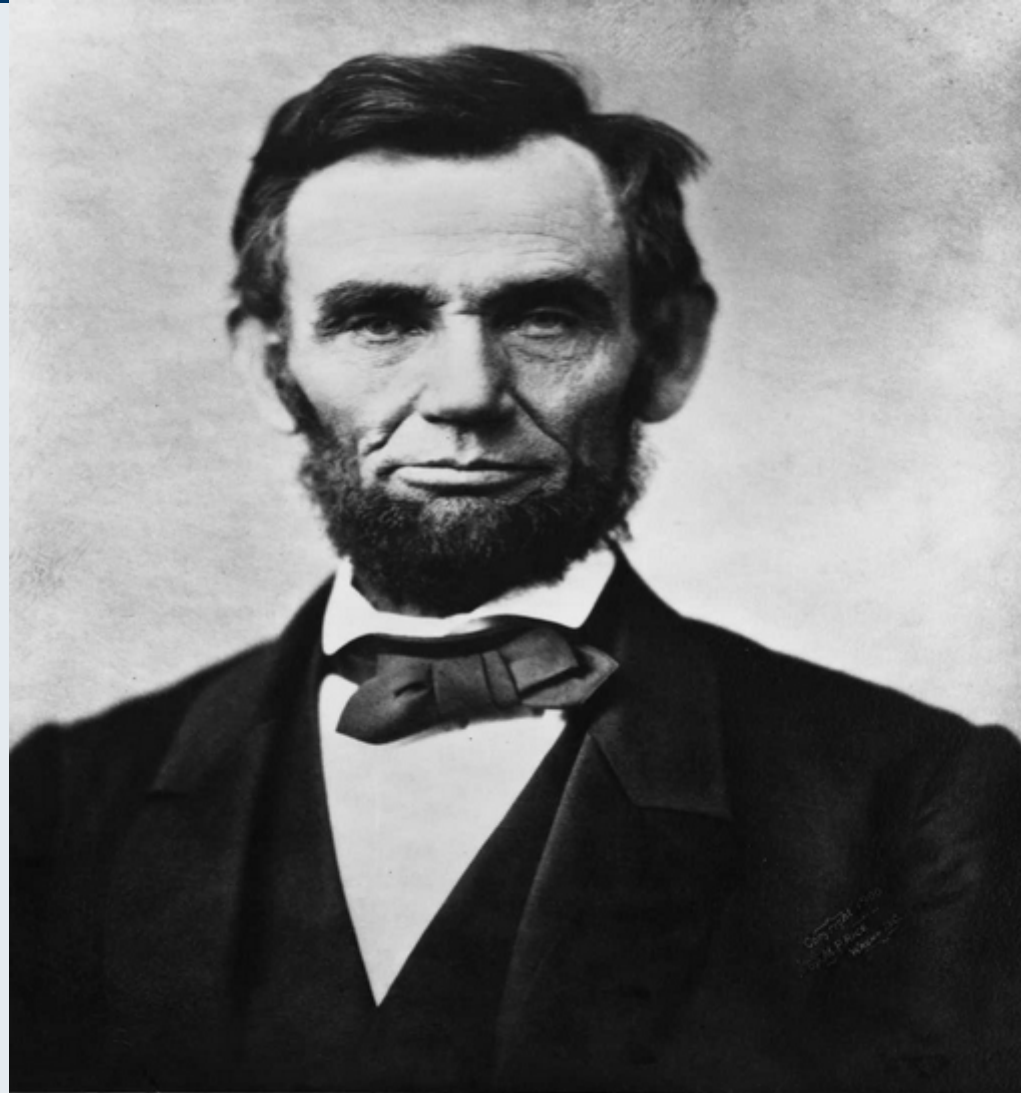


“Lead me, follow
me, or get out of
my way”





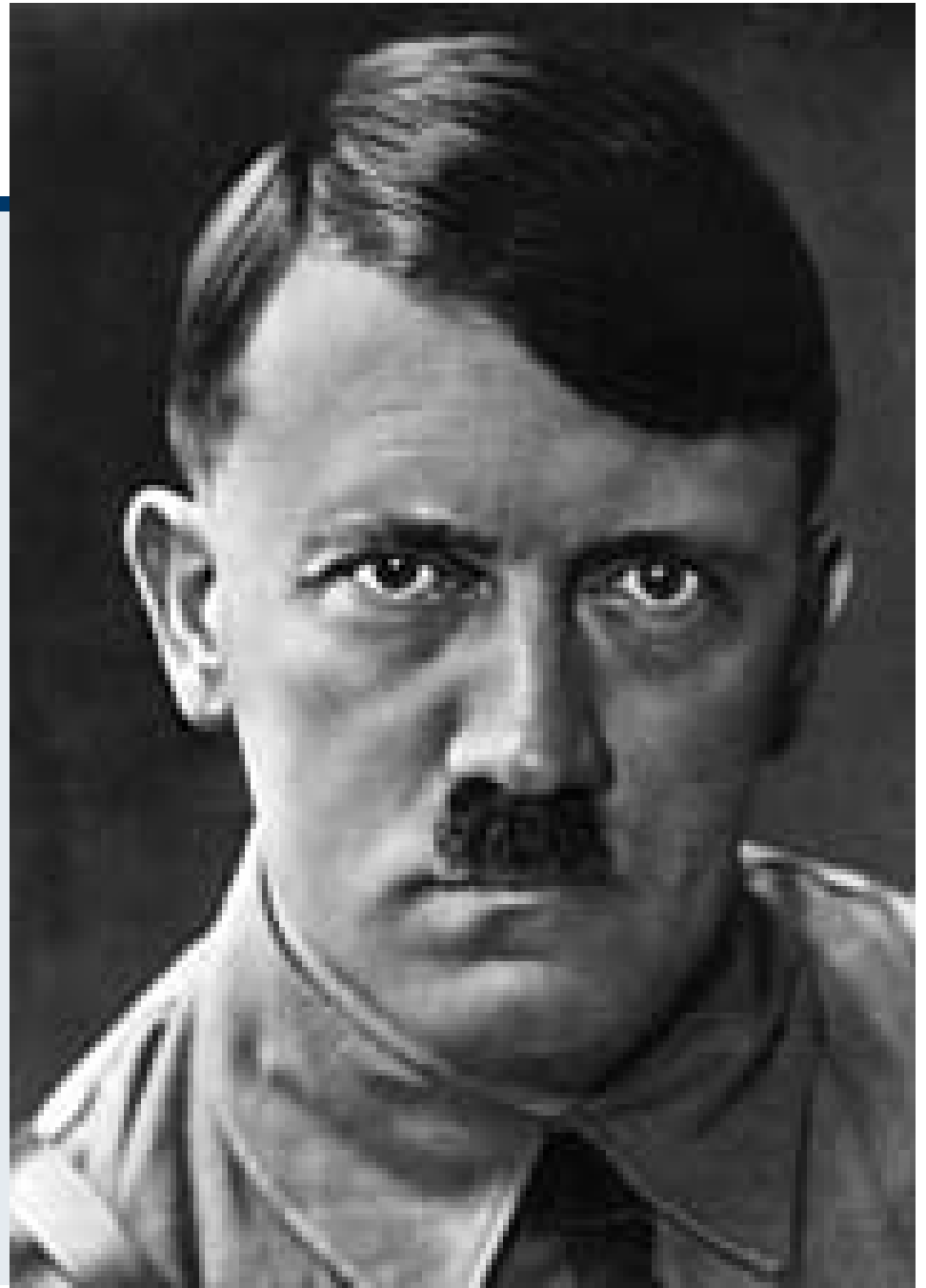
**“The probability that we
may fail in the struggle
ought not to deter us
from the support of a
cause we believe to be
just”**





**“What good fortune for
governments that the people
do not think.**

**What luck for rulers, that men
do not think”**





“You can’t let your failures define you – you have to let your failures teach you. You have to let them show you what to do differently the next time”

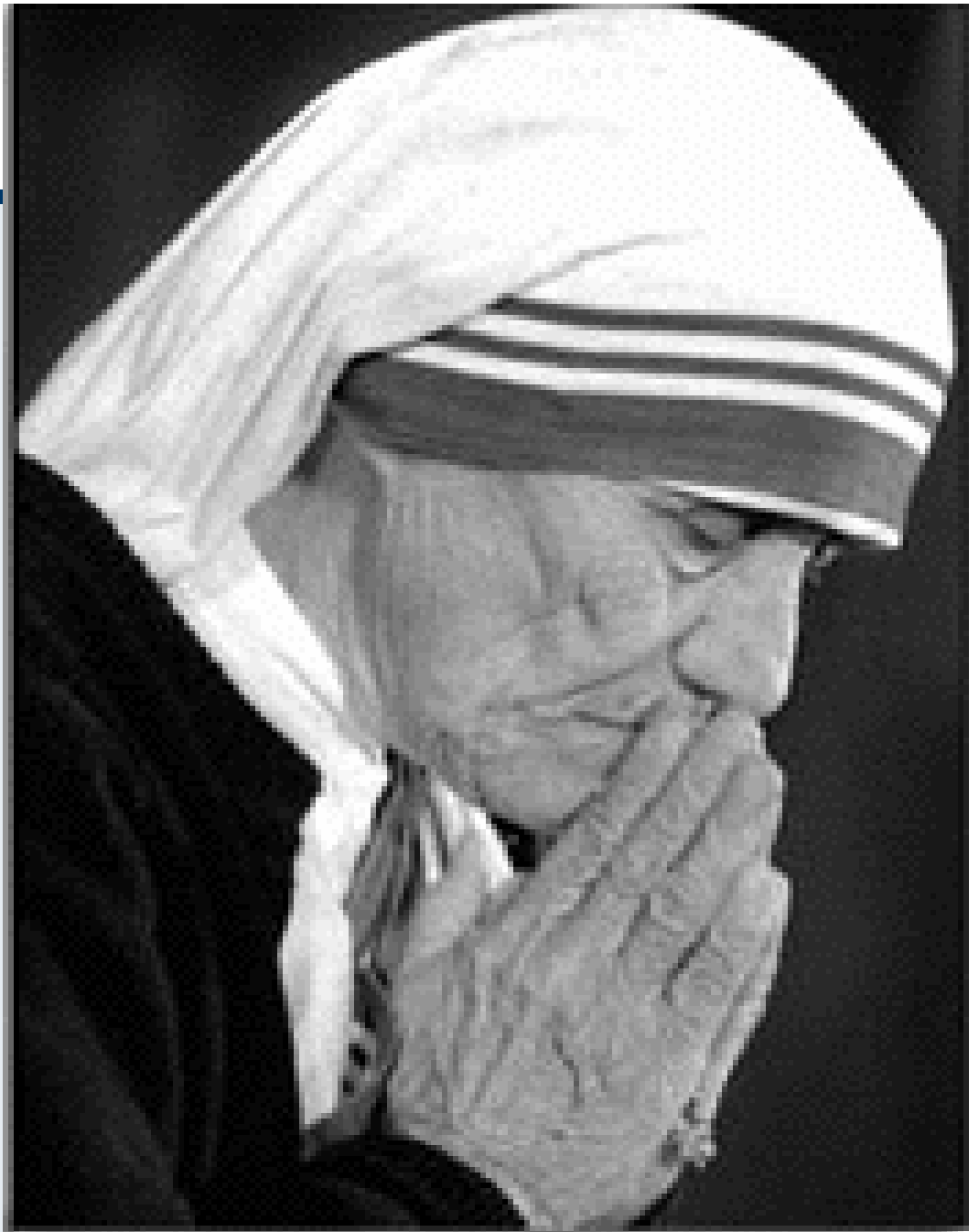


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 **LOGAN CITY COUNCIL**



**“In this life we cannot
do great things.
We can only do small
things with great love”**





The Power and Importance of LEADERSHIP



What are the characteristics of good Leadership in times of change

Some LOGAN experiences

Presentation to LGMA (Qld) Annual Conference 2010

Chris Rose PSM
CEO - Logan City Council



My Presentation

- Backgrounding Logan
- Principles in Logan during Reform
- Key Leadership Responsibilities
- Some Leadership Reflections
- Leadership in times of change
- Validating the Investment



A Tale of 2 Cities - 2 perspectives

- **The old Logan Vs the new**
- **The true “Dickens”
perspective**



Logan Background

- New CEO 2006 (2nd)
- Realignment (PLs – 9DFN)
- Leadership and Culture Journey commenced in 2003
- Leadership and Culture major rejuvenation 2006 (Working Together)



BACKGROUND TO REFORM FOR LOGAN



Logan 'Reform' Background

- 6th Largest Council in Australia and a major growth Council (+200,000 in 20 years)
- Splits not amalgamations
- Water Reform (ongoing SLA's)
- Legislative Reform
- 'Unsettled' Council



Logan Reform Principles

- Organisation focused on survival, then moving from **survival to winning**
- **Not about rebuilding the ‘Old Logan’**
- **Empathy** fundamentally important - stopping to put ourselves in the other persons shoes
- STAFF Focus – Twin Goals – **Service Excellence and Job Satisfaction**
- Two Level Approach



Leading our Organisation – Process Going Forward

- Two level approach
- **Building our operational capability, and Building a Best Practice Council – preserve the core and stimulate progress**
- **1 Consolidate and build day to day service delivery**
- **2 At the same time as 1, implement an organisational improvement program that will direct us to becoming the best Local Council in Australia**



Logan Reform Principles (Cont.d)

- Unique Circumstances create unique opportunities
- You have to measure performance



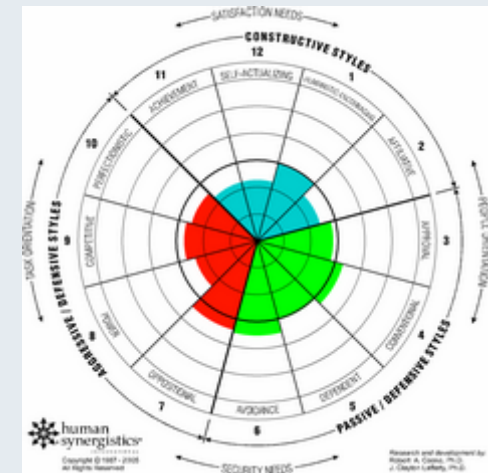
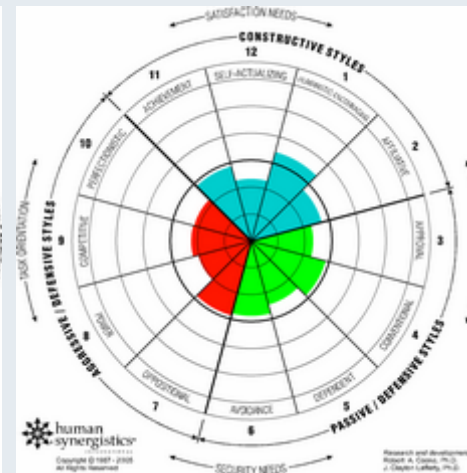
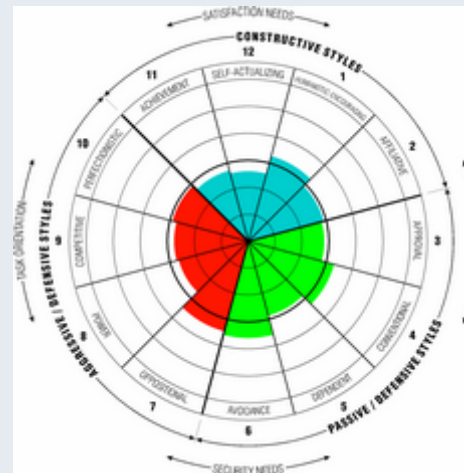
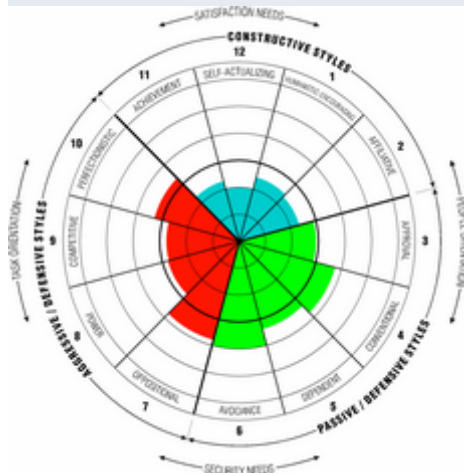
Actual Culture
2003; 2005; 2007; 2009

2003 Actual Culture
 N = 149

2005 Actual Culture
 N = 333

2007 Actual Culture
 N = 286

2009 Actual Culture
 N = 475





Management Team Priorities

- **Note – acknowledge City/ Organisation priorities**
- **Present-ism/ Balance/ Personal health**
- **Setting Standards (of Excellence)**
- **A culture of openness, honesty and trust where conflict is regarded as healthy and blame is not a feature**
- **We walk the RIGHT and SAME talk**
- **Action Program Leaders level**
- **Engaging staff**
- **No unnecessary red tape**
- **Creditable Performance Management**



SOME KEY LEADERSHIP RESPONSIBILITIES



Key Leadership Responsibilities

- **1 Setting the standards – ALWAYS, and of Excellence**
- **Who's job is this?**
- **You'll get what you accept and what you walk!!!**



SETTING STANDARDS – OUR GOOD IS THE ENEMY OF OUR GREAT

Jim Collins



**“Good is the enemy of great.
And that is one of the key reasons why we have so
little that becomes great.
We don’t have great schools, principally because we
have good schools. We don’t have a great
government, principally because we have good
government. Few people attain great lives, in large
part because it is just so easy to settle for a good life.
The vast majority of companies never become great,
precisely because the vast majority become quite
good – and that is their main problem.
Greatness it turns out is largely a matter of conscious
choice.” JC GtG**



2 Delivering Credibility in Leadership

Talking the Talk VS Walking the Talk

- Make a circle with your right hand.....Terry Hawkins



Walking the talk

To put it another way;

**“WE HAVE TO
BECOME THE
CHANGE WE WANT
TO SEE”**

(Gandhi)



- **KEY LEADERSHIP RESPONSIBILITIES** (cont)
- **3 Being on the dance floor and the balcony at the same time – delivery and reflection**



- **KEY LEADERSHIP RESPONSIBILITIES** (cont)

- **4 Personal development -**

a never ending journey to be successful -

“I never stop trying to be the best I can be for the job”

Who has not read a PD book in the last 6 months?



True or False?

Staff are our greatest asset?

FALSE

The “RIGHT” staff are our greatest asset!



“If you have the right people on your bus you don’t need to worry about motivating them. The right people are self motivated.

If you have the wrong people on the bus nothing else matters. You may be headed in the right direction but you still wont achieve greatness. Great vision with mediocre people still produces mediocre results.

Jim Collins – “Good to Great”



SOME LEADERSHIP REFLECTIONS



Some Thoughts On Leadership

- Leadership and Culture are “Siamese twins” (LCC Leadership and Culture Journey)
- Leadership and culture are Managements NO.1 priority (and all supervisors) – links to remuneration at LCC.
- Need to define what you expect from your Leadership (LCC Values)



Some Thoughts On Leadership (cont)

- Big L and little L Leadership
- Walking the right and the same talk
- Credibility/ authenticity fundamental
- Its not, and cant be, just about Leadership at work
- Need to measure Leadership and Culture (LCC oci/ Isi)
- You need to keep it alive (LDP, LL etc)



Some Thoughts On Leadership (cont)

- You get the culture your Leadership delivers
- In the absence of Leadership – Leadership will be found
- “Creating an exciting direction for the future our staff can influence, relate to and be proud to be part of”



A leadership perspective

*I am more afraid of an army
of sheep lead by a lion*

*than I am of an army of lions
lead by a sheep”*

Talleyrand



LEADERSHIP IN TIMES OF CHANGE



TRUE OR FALSE?

In today's world, change is inevitable?

- True
- Except from vending machines (Robert C Gallagher)!
- In today's world we need a culture that can deal with change!



Leadership in times of change

- Routine our best friend and worst enemy
- Need good Leadership – have already reflected on this
- But also need good Change Management skills and processes



Kotter's 8 steps

1. Establishing A Sense Of Urgency
2. Creating The Guiding Coalition
- 3 Developing A Vision And Strategy
4. Communicating The Change Vision
5. Empowering Broad-Based Action
6. Generating Short – Terms Wins
7. Consolidating Gains And Producing More Change
8. Anchoring New Approaches In The Culture



VALUES BASED LEADERSHIP AND CULTURE



- **Values based Leadership**
- **“Enduring companies preserve core values”**
- **Know and exhibit our core values without exception – that is the real test for our Leadership**
- **“Making our Council as human as the people who work in it”**



Building our Values based culture at Logan City Council... We Value...



- Our People
- Excellence
- Integrity, and
- Leadership



Validating the Investment

- **Staff turnover rate**
- **Absenteeism**
- **WHS and Workers Comp**
- **Internal vs External appointments**
- **Staff support for Leadership initiatives**
- **Our culture circumplexes (must measure)**
- **Community Surveying results**
- **Awards**
- **The state we are in**



“We have no right to be in as good a shape as we are in..... and the reason we are in such good shape is entirely due to the outstanding staff we have working here at Logan City Council”

“If you get your Leadership and Culture right your staff will amaze you very single time!”



Times of Change - A Final Thought



**“In times of change
learners inherit the earth,
whilst the learned find
themselves beautifully
equipped to deal with a
world that no longer
exists.”**

Eric Hoffer



"The illiterate of the 21st century will not be those who cannot read or write, but those who cannot learn, un-learn and re-learn"

Alvin Toffler (Futurist)



It hasn't been easy!!





Summary

- Jon has spoken about his personal journey through ‘Leadership 101’ showing the importance of people and 7 key issues.
- Kylie has presented a personal perspective on leadership in Isaac Regional Council, a large decentralised rural local government.
- I have tried to share some Logan experiences on leadership in times of change in an urban, growth council.



Thank you - Questions?





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