



# City of Madison Leadership Conference



**“Developing Your Leadership Potential”**



# Developing Your Leadership Potential

This **INTERACTIVE** session will focus on:

- How to identify leadership opportunities and career goals,
- How to understand and communicate your strengths,
- How to identify areas necessary for improvement, and
- Develop an action plan to get there!



**We want YOU**  
**to join our TEAM!**



## **MADISON FIRE DEPARTMENT**

***Accepting online applications  
October 10 - December 6, 2015***

***Written test\* 1/6/16***

*\*for approved applicants who receive invitation*

**Sign up for email & text updates  
at [www.madisonfire.org](http://www.madisonfire.org)  
Click on "Join the Team"!**



**Follow us on  
Facebook & Twitter**



***The City of Madison is an Equal Opportunity Employer.  
We encourage women and people of color to apply.***



# About Division Chief Johnny Winston, Jr.

- Lifelong resident of Madison
- Firefighter, City of Madison since 1996
- Associates & Bachelor's Degree, Mount Senario College
- Masters Degree, Cardinal Stritch Univ.
- **Certificate in Public Management, UW-Madison Extension**
- Elected member of the Madison School Board, 2004-2010
- Promoted to Lieutenant, 2013
- Promoted to Division Chief, February 2015



Take 2 minutes!

# Identify Your Vision As A Leader

- Introduce yourself to your neighbor
- Write it down your vision
  - Where do you want to be?
  - Who do you want to be?
- Tell it to your neighbor



# Disappointment In 2011

**Lieutenants Ceremony 2013**



**Division Chief Ceremony 2015**





# Identify Your Vision

- See yourself as a leader
- Have the desire
- Takes time, effort and energy
- Takes some patience
- You have to take charge of your own destiny
- If you're a leader, you are developing other people



# Stop Getting In Your Own Way

**Question: What percent of qualifications do you think people expect to have in order to apply for the job?**

- **% for Women?**
- **% for Men?**



# Answer

- Men will apply with 60% of the qualifications,
- Women will typically only apply if they believe they have 100% of the qualifications.
- Demonstrates the importance of not limiting yourself and what you have to offer



# Stop Getting In Your Own Way

- You can't doubt yourself
- Even if you believe you don't have all of the skills required, make them tell you're not qualified
- Most people don't have all of the necessary qualifications
- Have situational awareness of the hiring process – What are they looking for?
- Have emotional intelligence



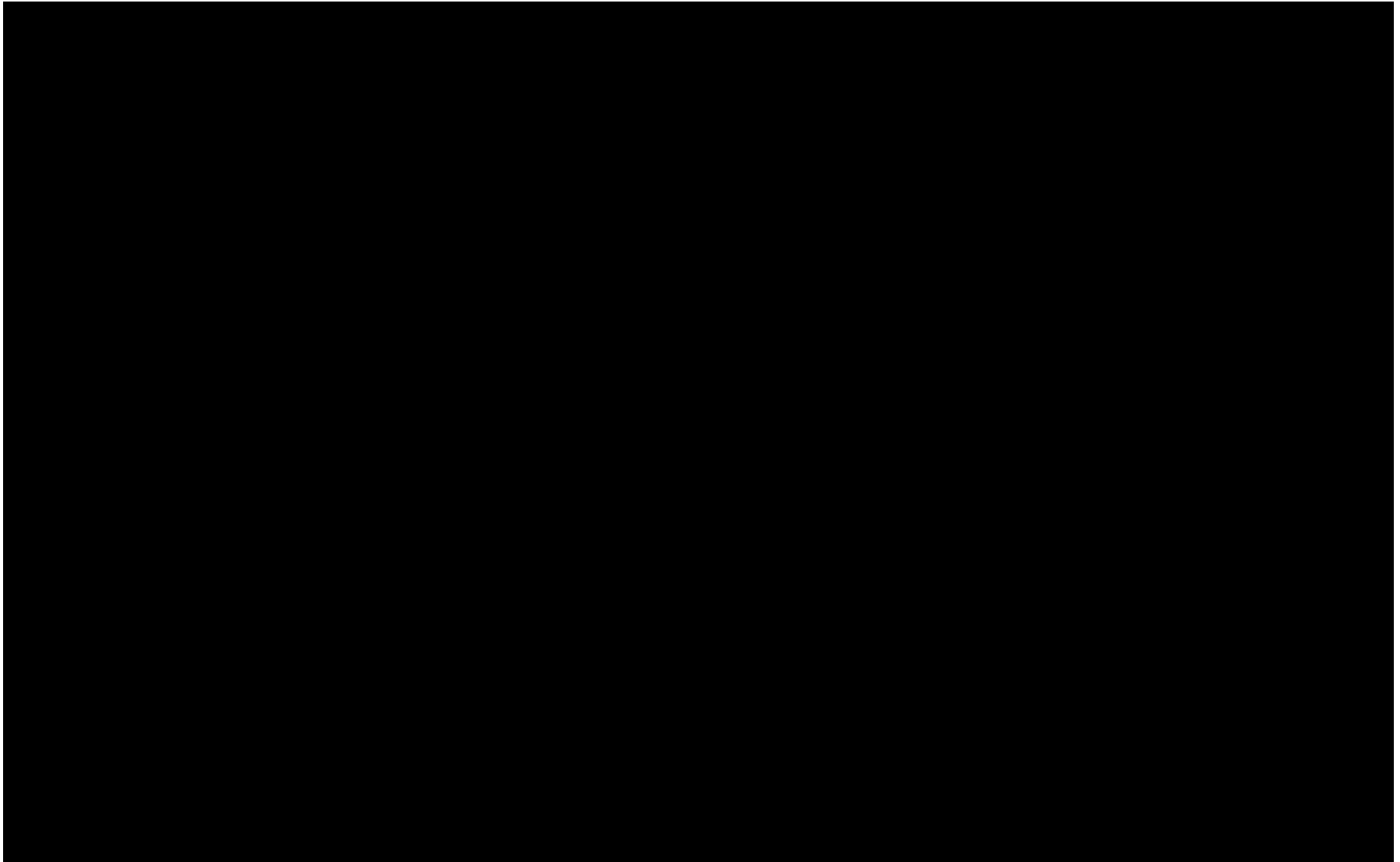
# Timing/Situational Awareness

Do you know what is going on in your organization right now? Do a **360 degree view** of your organization.

- Leadership
- Direction (Strategic Plan)
- Budget
- Staffing (adding or eliminating)
- Morale



# Situational Awareness





Question for All

**What are some traits and characteristics of a good leader?**



# Characteristics of a

**Leader**

Invested  
Participatory  
Progressive  
Objective  
driven  
Honest  
Constructive  
Respectful  
Creative  
engaged  
proactive  
effective  
honest  
Participatory  
Progressive  
Engaged  
Invested  
Respectful  
objective  
communicative

INCLUSIVE



# THE DIFFERENCE BETWEEN

## BOSS

**Demands**

**Relies on Authority**

**Issues Ultimatums**

**Says "I"**

**Uses People**

**Takes Credit**

**Places the Blame**

**Says "Go"**

**My way is the only way**

## LEADER

**Coaches**

**Relies on Goodwill**

**Generates Enthusiasm**

**Says "We"**

**Develops People**

**Gives Credit**

**Accepts Blame**

**Says "Let's Go"**

**Strength in Unity**



Take 2 minutes!

# Identify Your Strengths

- Write it down your strengths
  - Are you more of a leader?
  - Are you more of a boss?
  - What unique perspective do you bring?
- Tell it to your neighbor



# Understanding of your own strengths

## *Organizational Health and Development Dept.*

- Use Assessment Tools
  - Leadership
  - Strength
  - Personality
  - Practice Inventories
  - Communication Style
- Use Strength Finder
- Ask those around you – Supervisors, Co-Workers



# Identify Leadership Opportunities

- Understand your own hierarchy and the role of the different positions
- Look outside of your organization and agency
  - Recognize that skills transfer
  - Recognize other skill bases that you may want to build



# 5 Practices and 10 Commitments Of Exemplary Leadership “The Leadership Challenge”

## 1. Model the Way

- Find Your Voice
- Set the example

## 2. Inspire a Shared Vision

- Envision the future
- Enlist Others

## 3. Challenge the Process

- Search for Opportunities
- Experiment and Take Risks

## 4. Enable Others to Act

- Foster Collaboration
- Strengthen Others

## 5. Encourage the Heart

- Recognize Contributions
- Celebrate the Values and Victories



Take 3 minutes

# Identify Your Weaknesses

- Write it down your weaknesses
  - Where are your gaps?
- Tell it to your neighbor



# If you identify your weaknesses...

## Do something about it!

- Need Experience?
  - ✓ Look for opportunities to get it!
  - ✓ Volunteer – Assignments, Committees, Not for Profits
- Need Knowledge?
  - ✓ Books, DVDs, Magazines,
  - ✓ **City Training**, Conferences, Workshops
  - ✓ Social Media, TED talks, Podcasts, John Maxwell
- Need Support?
  - ✓ Allies
  - ✓ **Mentors, Board of Directors**
  - ✓ Network



# Get a Mentor and a Board of Directors

**MFD Mentor**



**MFD Command Staff**





# Get a Mentor

A mentor:

- People who are doing things right!
- Someone you'd like to emulate.
- Has experience and wisdom.
- Gives you advice.
- Gives you perspective.
- Social Media: Facebook & Twitter allows you to communicate with people you haven't met.



# Frank Viscuso – “Step Up & Lead”

- A leader of one can one day be a leader of many, but if you can't lead one, you'll never lead any.
- Don't try to change your entire organization over night. Change YOU, then a couple of more, then a few more.
- Leaders are willing to take a stand and challenge the status quo.
- Leaders don't create followers; leaders create more leaders





# Be A Mentor!

- Pass on knowledge!
- Guide someone!
- Give back to others!
- Grow your organization!
- Be a servant leader!
- Train your replacement!





# Importance of Relationships

- Can get you to where you want to go
- That does not mean nepotism
- You want to move up, you've got to put your ego down
- Get coaching, be willing to take feedback
- Mentoring – Ask for what you want
- Networking, who you know can lead you to what you need to know
- High Emotional Intelligence



# Networking

- “City Silos”
- Meet other like-minded leaders (Eagles vs Ducks)
- Inspiration
- Support
- Need Assistance?
- Business Cards?





Take 2 minutes

# Identify Your Opportunities

- Write it down opportunities within your organization to be a leader.
- Is there a challenge within your organization, department or unit that you can help with?
- Tell it to your neighbor



# Take 3 minutes

## Identify The Threats to Your Leadership Potential

- Write it down the threats to your leadership.
- Are there external factors (Governmental challenges), internal factors (Co-workers, Budget, Time)?
  - Tell it to your neighbor



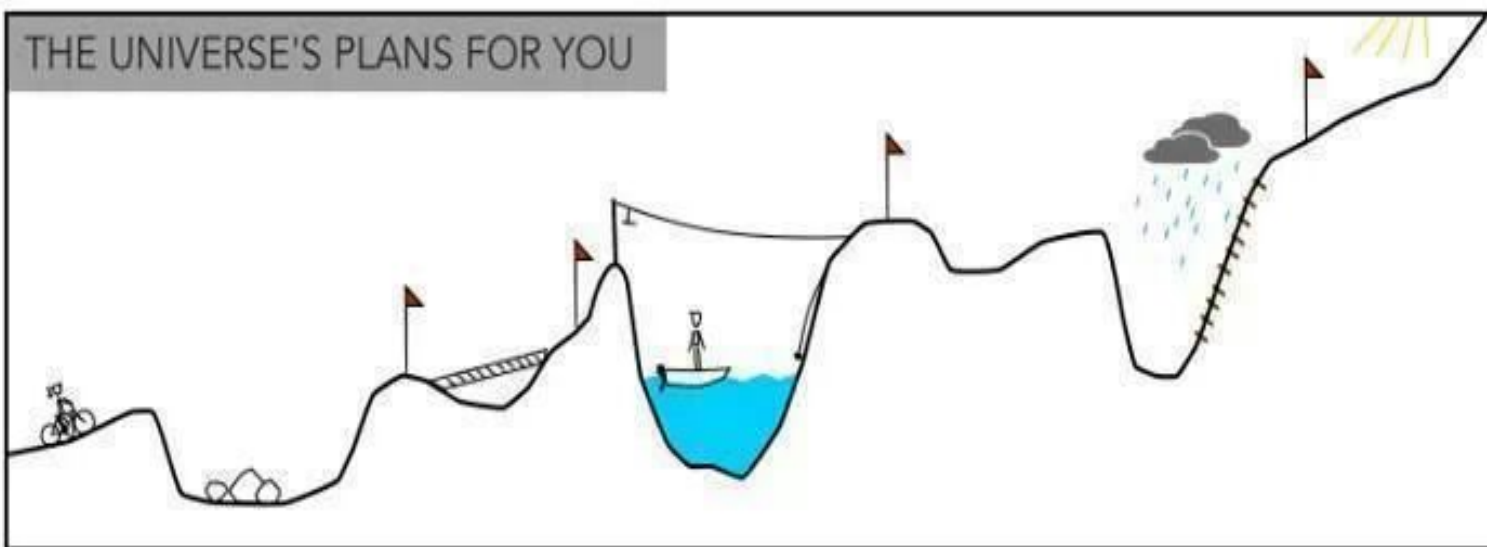
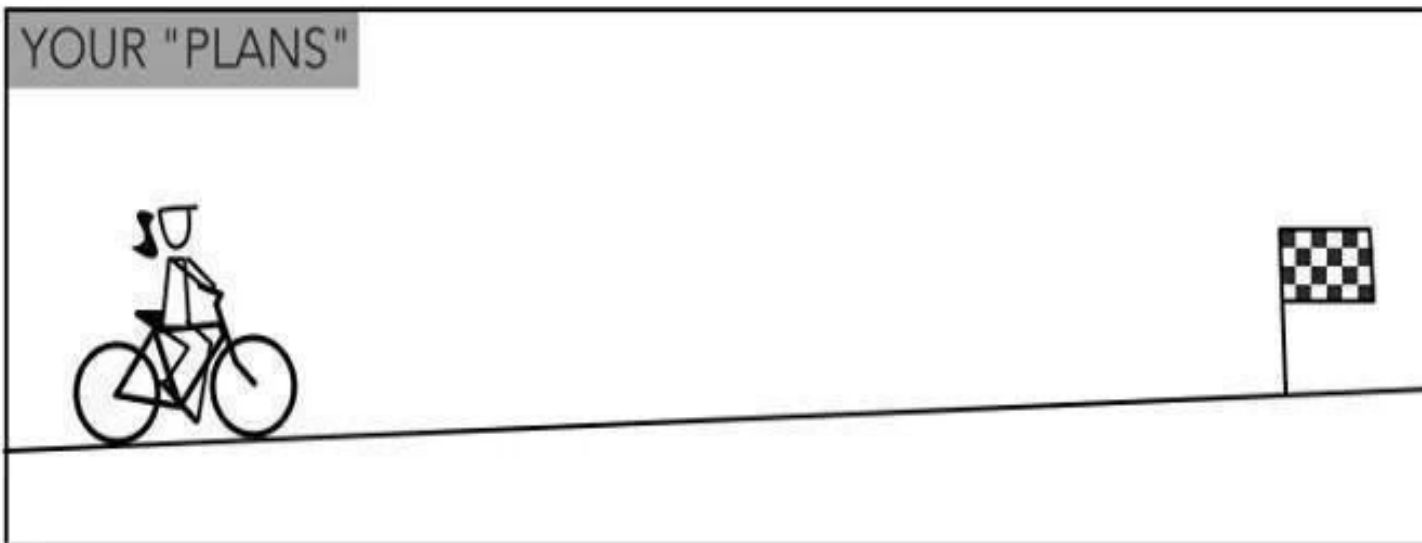


**THE PURSUIT OF  
EXCELLENCE  
OFFENDS THOSE  
WHO LIKE THINGS AS  
THEY ARE.**

**- DAN ROCKWELL**

InstaQuote



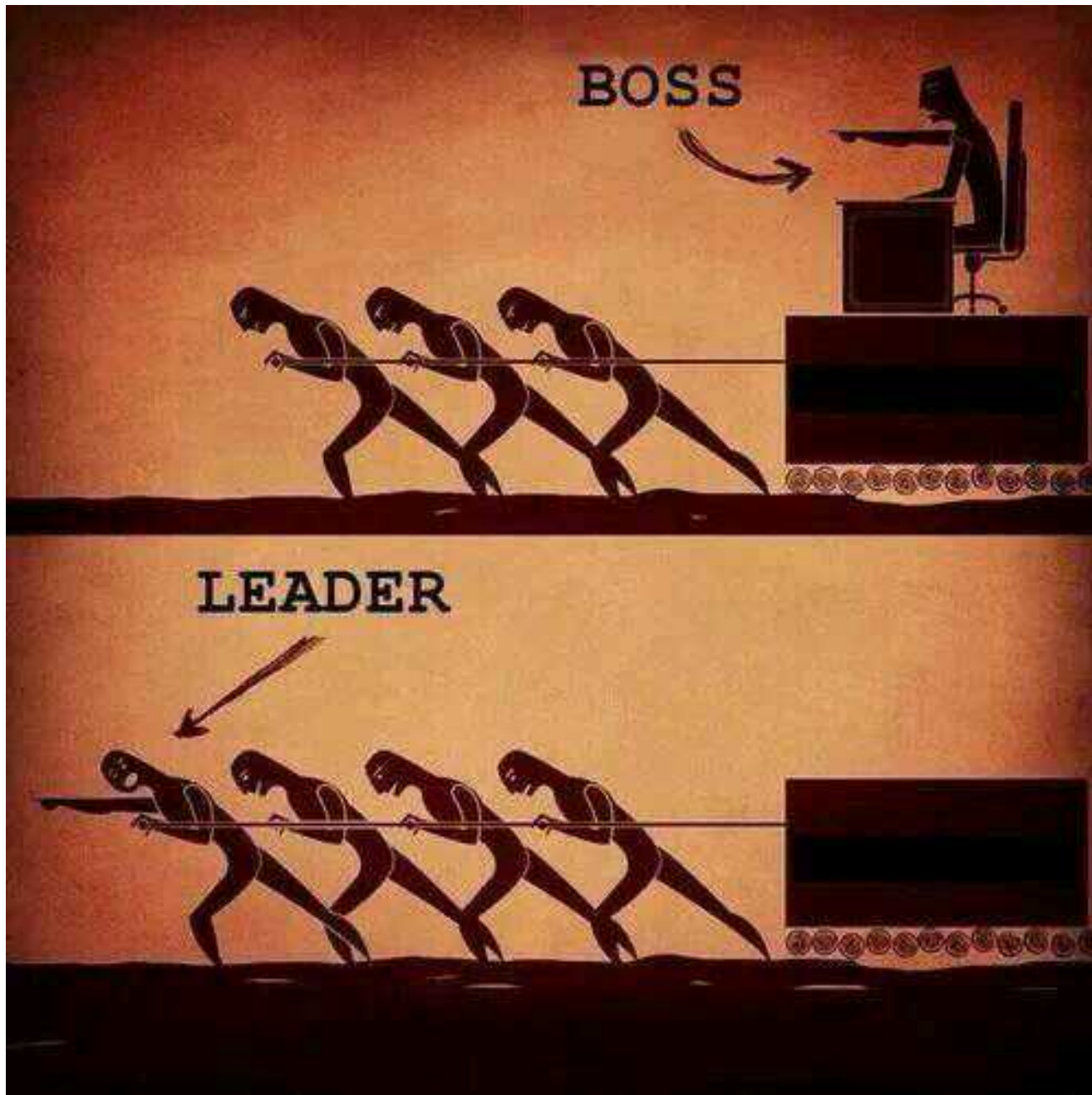


## DOGHOUSE DIARIES



WHICH STEP HAVE YOU REACHED TODAY?









Who are the leaders?

**Who are good leaders that you  
have seen or had contact with  
in your life?**



# Develop an Action Plan

- Have a desire to be a leader
- Not only say your desires – **Write them down.**
- Do a SWOT analysis of yourself
- Get a mentor (and Board)/Be a mentor
- Invest time (and money) in your development
- Career Counseling is available in HR
- Gather resources
- Some of the individuals with the experience you need may be right around the corner



# Don't Stop At No!

- Follow up after the interview
- Write a thank you note
- Continue to identify your gaps/weaknesses
- Consult your mentor/board
- Develop relationships
- **Stay Professional/Practice Emotional Intelligence**
- Keep applying



# Questions?



THE END