

# Leadership in Turbulent Times

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**W** EVANS SCHOOL OF PUBLIC AFFAIRS  
UNIVERSITY of WASHINGTON  
Cascade Executive Programs

## 2010 WSACE Professional Development Conference Overview

We in Washington State are experiencing considerable change in our government and our society. Expectations are high but finances are limited. People are worried about their futures and it is hard to raise the necessary capital to make changes that seem important to government leaders. This course is designed to help appointed officials think about how to set priorities, lay out strategic options, and persuade elected officials to make difficult decisions and to lead an organization through change.

## Five Principles of Leadership

Following are 5 key principles for how a leader would think through strategic decisions options and managing people to make a significant (or even modest) change. These principles of leadership are:

1. What is Leadership?
2. Understand Your Situation
3. Develop a Strategy
4. Build an Empowered Workforce
5. Manage the Change



## What is Leadership?

In this session we will begin to address the skills needed for leadership. We will discuss the differences between leadership and management and how definitions of leadership have changed through time. We will talk about 6 leadership styles and how they can be adapted to the needs of a situation. Participants will be expected to do a self assessment about their preferred and strongest (and weakest styles). We will then discuss the circumstances in which a style is most effective.

## Understand Your Situation

This session is the beginning of both policy and strategic analysis. Good strategy is based on both understanding the "reality" of what is going on and seeing the forces that are driving a situation. As one becomes aware of the people and forces driving a situation, one can become more skilled in learning how to "frame an issue" so that it can become actionable. In this session we will learn steps of policy analysis, how to identify key stakeholders and assess their power and influence and learn to map connections among key actors.

## Develop a Strategy

Once a leader is clear about the reality of a situation, what s/he wants to accomplish and who is important to accomplish his/her goal, then the business of building an effective strategy can begin. We will learn how to think holistically about strategy development and future focused decision-making.

"Everything and everybody was great to work and learn with. The Skamania Lodge is a comfortable place to hold this professional development course." - 2009 Professional Development Conference Participant

## Build an Empowered Workforce

Once one has assessed a situation, developed a strategy, the next key task of a leader is to build a workforce to carry out the goals or objective. Building an empowered workforce requires skills of helping people learn to work together and to collaborate.

Effective and high performance teams can be difficult to assemble because the leader has to take the risk of selecting people who have diverse talents and then to charter them to accomplish a goal with considerable freedom.

## Manage the Change

Managing or leading through change is the “über-skill” of leadership. Changes can be implemented sequentially or can require transformation of a culture so that it thinks and acts differently. We will talk about how change occurs and how the leader has to think about and communicate change ideas. We will talk about personal styles of support and resistance and how a leader can encourage or “push” people gently into a change mode. The ultimate goal of managing change is to develop a culture which thrives on creativity and energy while maintaining the core stable values of the organization.

## Learning Objectives

At the end of this course participants will have a strengthened ability to:

- Assess their current political situation and think through alternative strategies for determining positive options.
- Understand their own leadership style and that of the decision makers in their work environment and be able to think through a leadership strategy that would be effective in their environment.
- Manage the people in their work environment so that they recognize the need for a change and are willing to cooperate in seeking positive solutions to the identified problems.
- Develop an effective strategy to manage expected and unexpected change.

## Diana Gale, Ph.D.

Diana Gale worked for over 30 years in the public sector culminating in creating and running Seattle Public Utilities. She has had experience as a Budget Director, a Policy Director and a Utility Director. For the past 8 years she has taught strategy, leadership and management at the Evans School of Public Affairs and for 5 years she was a director in the school's Executive Education for public service managers. Currently she still teaches and serves on boards, including the Puget Sound Partnership, CleanScapes, Seattle Opera, Washington Wildlife and Recreation Coalition, and she recently completed a term as chair of the Washington State Board of Public Works.



## Skamania Lodge

This Pacific Northwest Resort offers 254 nicely appointed guest rooms, a 22,000 square foot conference and event center, an 18-hole par 70 golf course, full service spa and fitness center which includes an indoor heated swimming pool, dry saunas and indoor and outdoor whirlpools, tennis, basketball, volleyball and hiking trails.

Accommodation, meals, and conference rooms for members will be arranged by the Washington State Association of County Engineers.