

## Agenda, December 18

Welcome, Introductions: Chuck Bean, <https://vimeo.com/481707086>

**Leaning In to 2021:**  
**More Equitable, More Resilient**



Featuring:  
Prof. Jim Johnson, UNC  
Prof. Jeanne Milliken Bonds, UNC

Metropolitan Washington Council of Governments

Virtual Town Hall Series

A Message from  
Washington Gas President Blue Jenkins



Washington  
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TOWN HALL SERIES | SEPT 2020 - JAN 2021

*Leaning In to 2021:*  
More **Equitable**, More **Resilient**



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# Leverage the Power of Collective Ambition to Facilitate Inclusive & Equitable Development in the DMV

James H. Johnson, Jr.

Jeanne Milliken Bonds

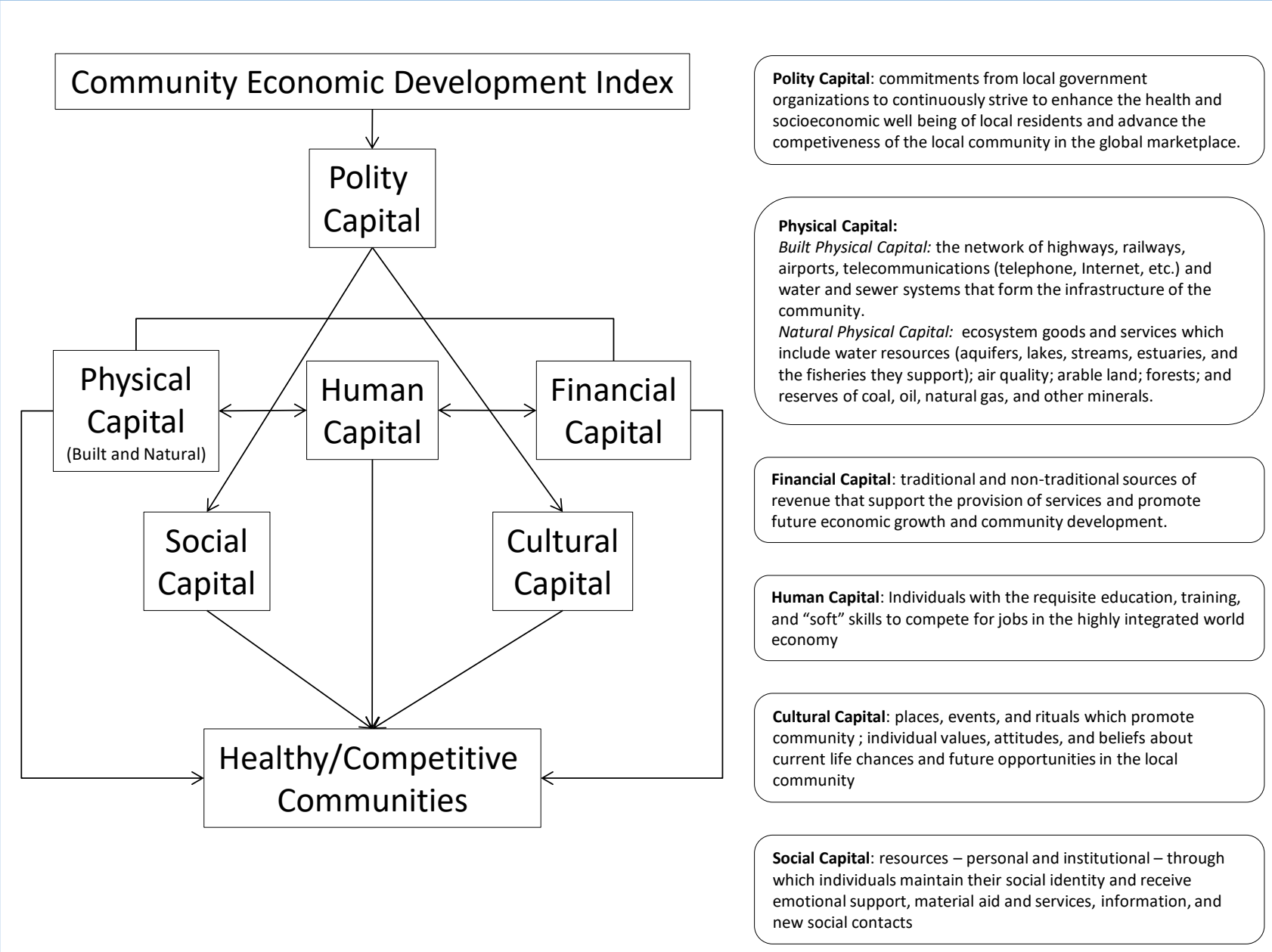
Kenan-Flagler Business School, UNC-Chapel Hill

December 18, 2020

# Overview

- A Capital Assets Model of Community Health & Sustainability
- Leader Behaviors to Achieve Equity & Inclusion in a VUCA World
- Creating an Equitable & Inclusive Future through Foresight Planning
- Building Collective Ambition around an Envisioned Future
- Key Takeaways

# A Conceptual Model for Enhancing Community Health & Sustainability



# We live in a world that is VUCA!

**V**olatile , **U**ncertain, **C**omplex, **A**mbiguous





**“Certain-Uncertainty” is the New Normal!**

# Strategies for Leading and Managing through LIMBO



# Characteristics of Effective Leadership

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- Vision and Integrity
- Perseverance and Courage
- Hunger for Innovation
- Willingness to take Risks
- Self-assurance
- Authenticity
- Ability to respond to contextual forces



# Contextual Intelligence

Acute sensitivity to the social, political, technological, and demographic context that define the current era ... An unappreciated but all-encompassing differentiator between success and failure.

*Source: Breen (2005)*

# A Sense of History is part of Contextual Intelligence

“Leaders and those who aspire to lead benefit from having a sense of history... Not because history repeats itself. History’s real value is that it allows you to imagine what’s possible.”

*Nitin Nohria, Co-author*

*In their Time: The Greatest Business Leaders of the 20<sup>th</sup> Century.*

# Leading Through LIMBO

“Once in a while, getting knocked on your ass is a good thing.”

William Nuti, CEO  
Symbol Technologies, Inc.  
Holtsville, NY

# Urging people forward when their future is in doubt

- Communicate with mind-numbing consistency
- Be honest and forthright
- Display Conviction
- Encourage entrepreneurial thinking
- Reward Creativity and Innovation

# Communicating Through LIMBO



Tell people what's going on, why it's going on, and how it will affect them and the organization through:



Quarterly Meetings



Monthly Coffee Sessions



Email



Voice Mail



Text messages



Social Media



When all else fails, send a pigeon!

# Honesty is Always in Fashion

- If you are nervous, tell your employees you are nervous.
- If job cuts are a possibility, tell your staff so there are no surprises.
- Admit that you do not have all the answers.
- Maintain open line of communication with your direct reports.

# Displaying Conviction in Uncertain Times

- People look for strength in leaders, particularly in times of uncertainty.
- Strength comes from your convictions – beliefs that you are willing to fight for every day.
- Having causes that are a part of you, that you are willing to fight for every day, that give you purpose – so that you never stop fighting – are key to surviving uncertainty.
- In the most trying moments is when real focus comes to you – trust your instincts.

# New Competitive Landscape

- In the current era of uncertainty, “knowledge networks” are key to achieving results.
- Leadership no longer equals authority.
- Organizations need leaders at all levels.

*Source: AME Info (2004)*



# New Fundamentals of Leadership

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BE CREDIBLE



CREATE CLARITY AND  
FOCUS



BUILD A COACHING  
CULTURE

# Building Blocks of Credibility

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CONSISTENCY



CONCERN FOR  
PEOPLE



COMPETENCY



COMMITMENT

# Leadership Fundamental #1: Be Credible

- People who feel their leaders are credible are significantly more likely to feel pride in the organization, to feel strongly connected to their team, and to be committed to the organization's goals and values.

# Leadership Fundamental #2: Create Clarity and Focus

- Less than 5% of a typical employee group understand their organization's strategy.
- Moving an organization forward means drawing a clear line of sight from your strategy to people's actions.
- Answer the following questions:
  - What is the overall strategy?
  - What are the target outcomes sought and how are they measured?
  - What actions do people need to take?

# Leadership Fundamental #3: Build a Coaching Culture

- Traditional coaching model (1-on-1 relationships between managers and direct reports) likely to be unsuccessful in times of uncertainty.
- Knowledge networks involving a more eclectic group of individuals from different parts and different levels of the organization more likely to be effective or successful at navigating change.

# Ways to be an Effective Leader in Freaked-Out Times

- The leader is rarely the best performer
- Leaders deliver
- Leaders win through logistics
- Leaders multitask
- Leaders groove on ambiguity
- Leadership is an improvisational art
- Leaders trust their guts



# Ways to be an Effective Leader in Freaked-Out Times (*cont'd*)

- Leaders are good at forgetting
- Leaders bring in different dudes
- Leaders make mistakes – and make no bones about it
- Leaders know when to challenge design specs (organizational character)
- Leaders don't create followers, they create more leaders
- Leaders love rainbows – for totally pragmatic reasons

# Leading in a Crazy World – Selected Strategies

- Adaptability becomes the only survival mechanism.
- Unlearning traditional ways of approaching and solving problems.
- Develop capability to respond sensitively, nimbly, and quickly to turbulence and catastrophic change.



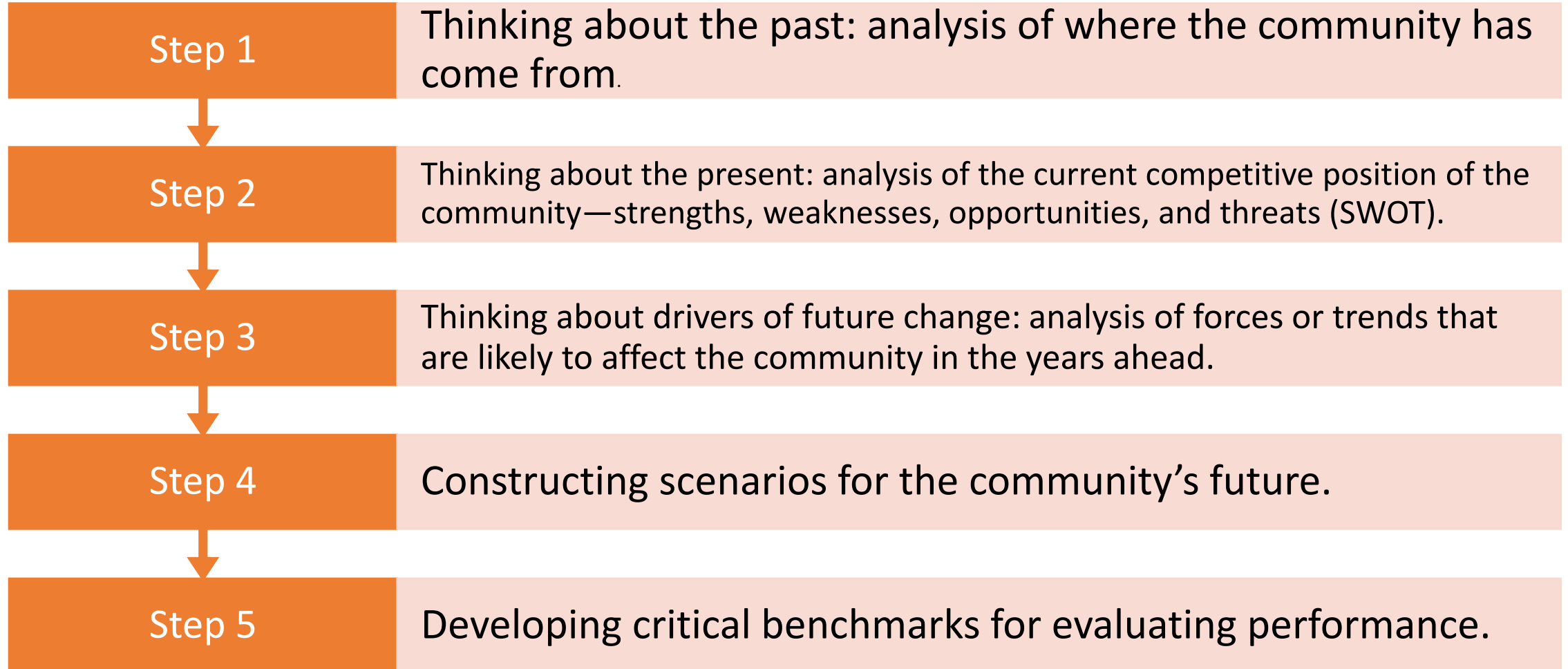
# Leading in a Crazy World – Selected Strategies (*cont'd*)

- Learn to capitalize on the unexpected.
- Move quickly to distinguish yourself from your closest rivals.
- Afford people the opportunity to think “crazy” thoughts, create an environment where those thoughts are taken seriously, and watch where imaginations can lead you.

# Foresight Planning

For a Healthy and Resilient Future

# Foresight Planning Overview



# Assessing the Competitive Landscape of Your Community – Steps One and Two

<u>SWOT</u>	Capital Assets					
	Polity	Physical	Financial	Human	Cultural	Social
Strengths	X	X	X	X	X	X
Weaknesses	X	X	X	X	X	X
Opportunities	X	X	X	X	X	X
Threats	X	X	X	X	X	X



# Step Three

Driver of Future Change

# Forces/Trends That Could Affect the Community Moving Forward

- Demographic
- Social
- Political
- Technological
- Environmental
- Lifestyle
- Others?

# Step Four

CONSTRUCTING SCENARIOS FOR Your Community's FUTURE

# Reputational Equity Checklist ([Johnson & Bonds, 2020](#))

Intervention Domain	Strategies, Policies, Tactics, Procedures & Practices
<p><b>Organization Culture, Climate &amp; Core Operating Principles</b></p>	<ul style="list-style-type: none"> <li>• Unlearning old ways of “thinking” and “doing”</li> <li>• Entrepreneurial mindset</li> <li>• Unwavering commitment to innovation</li> <li>• Collaborative Engagement of Key stakeholders</li> <li>• Disciplined Execution of Strategy</li> <li>• Promotes environmental and climate justice</li> <li>• Welcomes courageous conversations and courageous confrontations</li> <li>• Engages in courageous listening</li> <li>• Equity Performance Indicators and Metrics</li> <li>• Transparency in Reporting (Equity Scorecard)</li> <li>• Maintains commitment to equity in times of crisis</li> </ul>
<p><b>Infrastructure Development &amp; Redevelopment</b></p>	<ul style="list-style-type: none"> <li>• Walkable, age-friendly</li> <li>• YIMBY Zoning</li> <li>• Legacy pollutant free public spaces</li> <li>• Brownfield Redevelopment</li> <li>• Green Space</li> <li>• Porous Paving &amp; Complete street ordinances</li> <li>• Affordable housing preservations strategies</li> </ul>



# Reputational Checklist Cont'd

<b>Business Development &amp; Retention</b>	<ul style="list-style-type: none"> <li>• Worker cooperatives and employee owned businesses</li> <li>• Commitment to supplier diversity in contracting &amp; procurement</li> <li>• Recruits triple bottom line sustainable businesses</li> <li>• Makers' spaces strategically positioned throughout the jurisdiction</li> <li>• Accelerates capacity building and financial technical assistance for businesses</li> </ul>
<b>Workforce Development &amp; Retention</b>	<ul style="list-style-type: none"> <li>• Strives to expand the talent base by avoiding the "just like me syndrome"</li> <li>• Eliminates barriers to employment</li> <li>• Local and target area hiring ordinances</li> <li>• Pays Living Wages</li> <li>• Embraces flexibility</li> <li>• Empathy and Compassion</li> </ul>
<b>Community Stabilization</b>	<ul style="list-style-type: none"> <li>• Just cause eviction policies</li> <li>• Rent stabilization</li> <li>• Relocation protections</li> <li>• Right of return policies</li> <li>• Proactive code enforcement</li> <li>• Community Benefit Agreements</li> </ul>
<b>Investment &amp; Finance</b>	<ul style="list-style-type: none"> <li>• Public mitigation funding for small businesses impacted by infrastructure improvements</li> <li>• Lost cost capital for business in commercial districts experiencing rapid change and potential displacement</li> <li>• Financial assistance for renters displaced by development</li> <li>• Equitable Development Venture Fund(s) and new investments to support business, housing</li> <li>• Innovation Financial Solutions</li> </ul>

# Building Collective Ambition to Execute

# Foundations of Collective Ambition

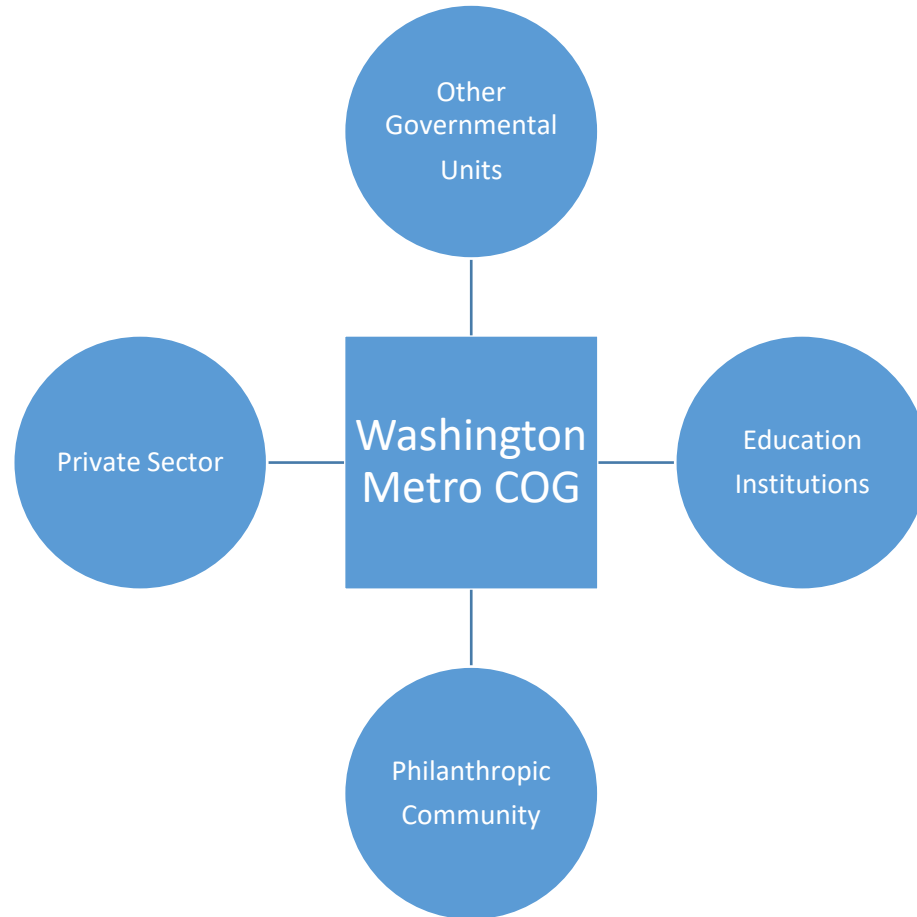
- Collaborative Engagement (glue)
- Disciplined Execution of Strategy (grease)



# Elements of Collective Ambition

<b>Element</b>	<b>Description</b>
<b>Purpose</b>	Your organization's reason for being—your core mission.
<b>Vision</b>	The position or status your organizations aspires to achieve within a reasonable timeframe.
<b>Targets &amp; milestones</b>	The metrics you use to assess progress
<b>Strategic &amp; operational priorities</b>	The actions you do or do not take in pursuit of your vision
<b>Brand promise</b>	The commitments you make to stakeholders concerning the experience you will provide.
<b>Core values</b>	Guiding principles that dictate what you stand for as an organization, in good times & bad.
<b>Leader behaviors</b>	How leaders act on a daily basis as they seek to implement the organization's vision and strategic priorities, strive to fulfill the brand promise, and live up to the values.

# Building Collective Ambition



# Implications for Leaders

- Change is the only constant you will face
- Speed, agility, and flexibility
- Audacity to envision an equitable and inclusive community of the future
- Voracious consumer of competitive intelligence
- Willingness to engage in difficult conversations
- Courageous Listening
- Empathy & Compassion
- Tenacity
- Persistence
- Entrepreneurial spirit
- Soft Skills
- **Hard Skills**

# Discussion in Groups

- Evaluate your community's index factors –
  - assets to build on
  - need additional support
- What is the biggest obstacle facing your community and holding it back from equity and resiliency?
- What are three steps your community can take now to improve equity and resiliency?

