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Georgia Association of Zoning Administrators

Adapting to the Challenges of Public Sector LeadershipMara Shaw Warrington
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Addressing Complex Public Policy Issues

- **Session topics:**
 - **Authority vs. Leadership**
 - **Technical Problems vs. Adaptive Challenges**
 - **Effectively Identifying Cause and Effect**
 - **Correctly Identifying the Adaptive Challenge**
 - **Key Leadership Relationships**
 - **Value of Stakeholder Engagement**
 - **Value of the GAZA Peer Network**






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Our communities are faced with complex public policy issues which require cross-sector collaboration to successfully define and address these issues. These issues serve as a constant challenge for us as we work to make our communities a better place to live. Exercising leadership through an adaptive lens, based on an intentional effort to collaborate with various stakeholders, enables us to create a sense of shared purpose in addressing these issues. During this session we will explore the difference between authority and leadership, while providing a framework for diagnosing challenges, and identifying stakeholders to assist us in creating sustainable solutions. Participants will also be reminded of the importance of GAZA and how this network of peers serves as the greatest support when exercising leadership in our communities.



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What are some of the complex public policy issues your communities will face in the next five years?



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Analyze Authority and Leadership

1. How do you define authority?
2. How do you define leadership?



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Authority and Leadership Defined

Authority – is what people crave – a position or role that provides direction, protection, order, and control. Authority is in charge, but they have to manage a lot of authorizers!



Leadership – is a practice – something we do from a variety of positions. It is a practice or activity! It is about taking action.

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Exercising Leadership From a Position of Influence

1. It mobilizes people.....
2. To confront and make progress.....
3. On complex issues.....
4. They would rather avoid!



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Leadership Competencies

- Practices Self Reflection
- Builds Trust and Relationships
- Inspires Through Vision
- Thinks Strategically
- Is Collaborative
- Leverages Technology
- Facilitates Various Perspectives
- Practices High Ethical Standards



What are your most effective leadership competencies?

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Our Leadership “Blind Spots!”

- *We are vulnerable to simple solutions because we fear the complexities of the issue.*
- *Most mistakes are made when we are just reacting to our authorizers.*
- *Greatest failure of leadership is when we incorrectly diagnose the problem, issue, or challenge.*



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Why Exercise Adaptive Leadership?



- Public sector cannot be the sole solution to all issues and challenges.
- Bringing others into the process creates the greatest opportunity for sustainable change.
- Failure creates incredible learning!

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Technical Problems vs. Adaptive Challenges



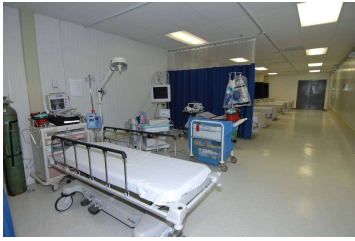
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Technical Problems vs. Adaptive Challenges



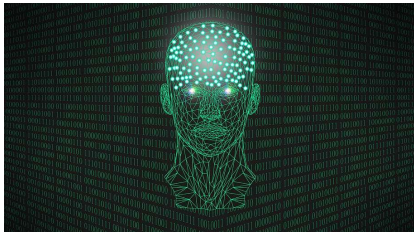
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Technical Problems vs. Adaptive Challenges



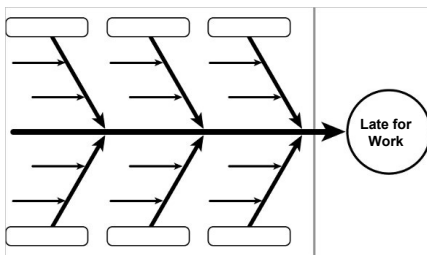
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Technical Problems & Adaptive Challenges

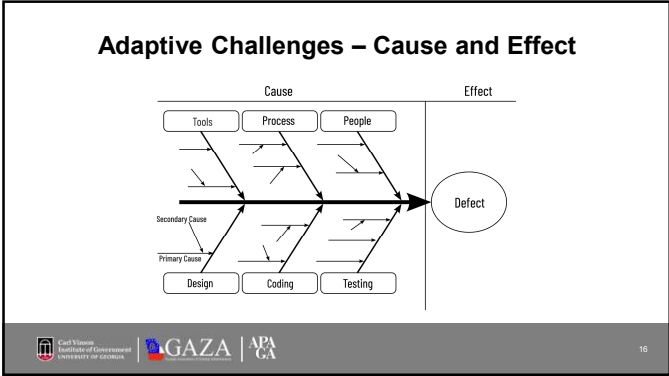


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Adaptive Challenge Exercise

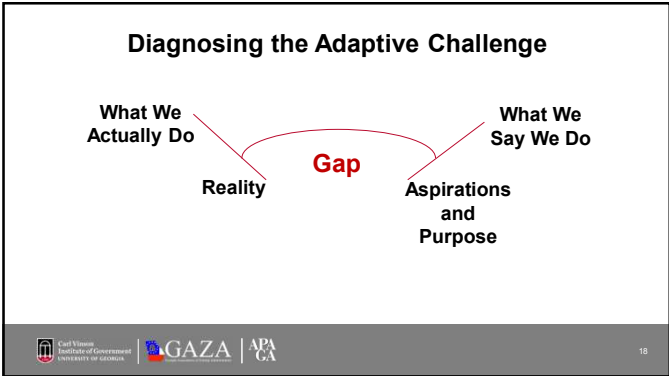


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	Problem	Solution	Stakeholders	Obstacles
Technical Problems	Understood	Known	Authority/Experts	Lack of Resources
Adaptive Challenge	Requires Learning	Requires Learning and Experimentation	People within the challenge – including authority and the experts	Hearts, minds, loyalties, deeply held beliefs and values (people problems)


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Defining the Gap!

Ask these three defining questions:

1. *When you think about the future of your community, what concerns you the most?*
2. *When you think about the future of your community, what is your greatest aspiration?*
3. *What makes it hard to close the Gap between those concerns and aspirations?*



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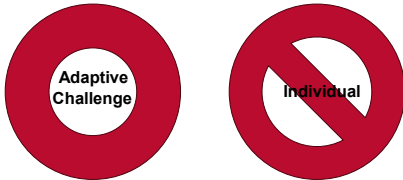
Obstacles to Defining and Addressing Adaptive Challenges



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Challenge Centric Approach vs. Person Centric Approach



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Getting up on the Balcony



- *What do you see when you are on the dance floor?*
- *What do you see from the balcony?*

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Getting up on the Balcony

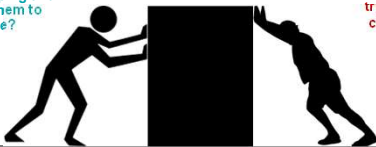


- *We must be reflective first as to what we are doing and ask ourselves if it has public value.*
- *We may be trying to do the wrong thing!*
- *Is an intervention actually needed?*

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Driving and Restraining Forces Impacting Your Communities

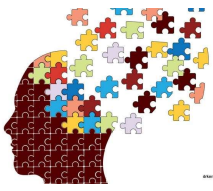
In the face of these complex public policy issues currently impacting your communities, what are the key forces that are driving, shaping and pushing them to change?




In the face of these complex issues currently impacting your communities, what are the key forces that are restraining, constraining, and holding them back in trying to address these complex public policy issues?

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Exercising Adaptative Leadership – Leading to Sustainable Change



**Adaptive Leadership (+) Sustainable Change =
Solutions to Complex Public Policy Issues**





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Inviting People Into the Problem

- *We must deliberately invite people in so we can connect with a variety of perspectives to work through the problem.*
- *Stakeholders represent the groups and factions that can bring knowledge and learning into the problem-solving process.*





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Leadership Relationships



- *With our colleagues and partners*
- *With the opposition*
- *With casualties*
- *With senior authority*
- *With troublemakers*
- *With ourselves!*



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The Big Idea!



Progress is made by learning & interrogating your assumptions about an issue/challenge.

Progress is not made by hammering on the stated goal.

Progress is made when we uncover the reasons why we are resisting the effort.

Testing our assumptions is about seeing more about ourselves.

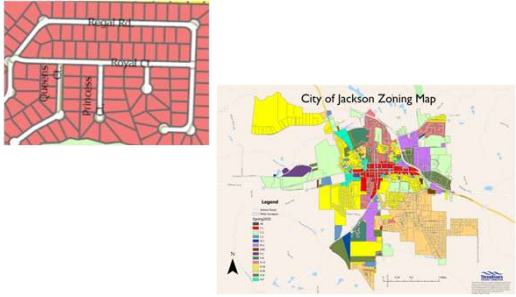
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City of Jackson Zoning Map

Legend


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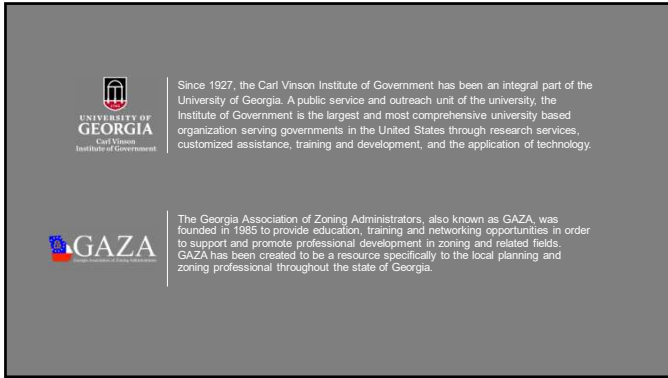
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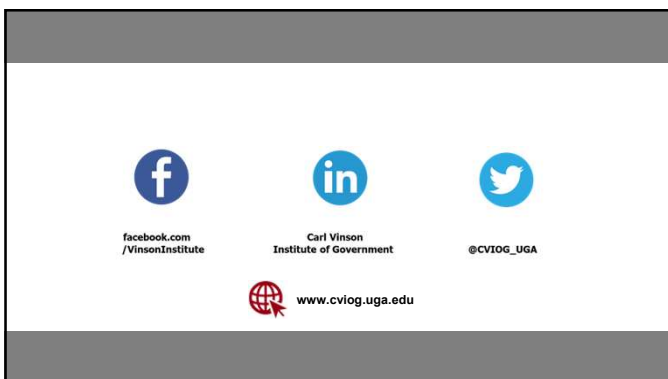
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