Moving from Manager to Leader
Secrets of Success

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Personal Experience

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Purpose / Objectives
Management [Efficiency] is doing things right.

Leadership [Effectiveness] is doing the right things.

- Peter Drucker

“If your actions inspire others to dream more, learn more, do more and become more, you are a leader.”

-- John Quincy Adams
Transition from Management to Leadership

Learn to:

1. Move from specialist to generalist
2. Analyst to integrator
3. Tactician to strategist
4. Bricklayer to architect
5. Problem solver to agenda setter
6. Warrior to diplomat
7. Supporting cast member to lead role

“Harvard Business Review, 10 Must Reads on Leadership”
Focus on the Organization

Vision + Values = Leadership
Clarity = Leadership

DO WHAT IS RIGHT, NOT WHAT IS EASY

...articulate and demonstrate this to your team
Six Critical Questions

1. Why do we exist?
   - Customer, industry, cause, community, employees, wealth
2. How do we behave?
   - Values, aspirations
3. What do we do?
   - Service? Product?
4. How will we succeed?
   - Strategy
5. What is most important, right now?
   - Thematic goal, leaders without hats
6. Who must do what?

“The Advantage”, Patrick Lencioni
Strategy Linked to Management

Bureaucracy is the art of making the possible impossible.
Javier Pascual Salcedo

"We say we waste time, but that is impossible. We waste ourselves."

Strategy/Leadership

We believe in the art of the possible

Tactics/Management
Leadership is Ongoing

KEEP CALM AND SEEK RELENTLESS IMPROVEMENT

“Leadership and learning are indispensable to each other.”

- John Fitzgerald Kennedy
Leaders are Servants and Stewards

- Relationships
- Assets
- Momentum (forward/up, not back/down)
- Effectiveness
- Developing, expressing, defending civility and values
- Tribal storytellers

See “Leadership is an Art”, Max DePree
Leadership is a Balance

Reflection

Actions/Decisions

You will never have perfect information, but your team will expect you to make decisions in a timely fashion.

Embrace complexity, ambiguity, diversity
Organizational Health Trumps Everything

“The Advantage”, Patrick Lencioni

“The Connected Company”, Dave Gray
Focus on the People

CFO asks the CEO:
“What happens if we invest in developing our people and then they leave us?”

CEO:
“What happens if we don’t, and they stay?”
Obstacles

Overly Blunt Communications
Obstacles

Superficial Professional Relationships
Obstacles

Hasty Judgment

Chance
GO DIRECTLY TO JAIL

DO NOT PASS GO, DO NOT COLLECT $200

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Serve Outside of the Office

Opportunities
Culture: The predominating attitudes and behavior that characterize the functioning of a group or organization.

thefreedictionary.com
Habit 3: Begin with the End in Mind
Evidence of Good Leadership

- Objectives clearly defined and being met
- Followers’ productivity
- Confidence in staff and of staff
- Respectful exchange of views / news up and down the leadership chain
- Professional development (esp. the next generation of leadership)
- Staff “ownership” of the organization and its work
- Options for internal promotion
- Organizational agility, responsiveness with limited entropy / drama
Growing Your Leadership Skills

- Practice, practice, practice
  - Board, commission or other volunteer position
  - Wherever you have defined authority
  - In the “shadows”
- Leadership training
  - ACEC
  - Colorado Foundation for Water Education Water Leaders
  - University Programs
  - Coaching
  - Webinars
- Reading
- Network with Leaders in Community of Practice
Questions?

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