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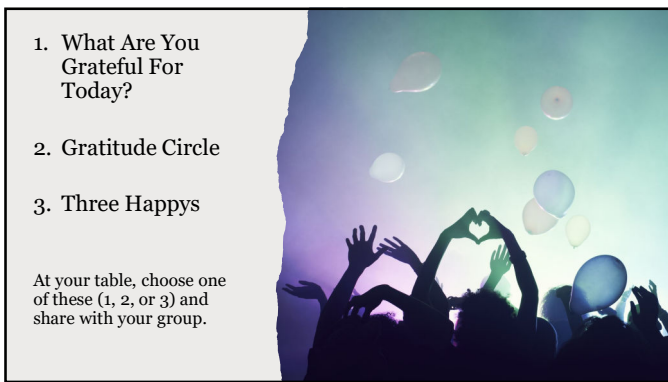
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Purpose-driven leadership in public service is rooted in agency—the courage to act; strength—the capacity to endure and uphold trust; and momentum—the discipline to keep progress moving, one decision at a time.



**AGENCY**

OWNING OUR ROLE AS DECISION-MAKERS AND PROBLEM-SOLVERS, EVEN WITHIN CONSTRAINTS



**STRENGTH**

MAINTAINING INTEGRITY, RESILIENCE, AND COMPOSURE IN HIGH-RESPONSIBILITY ENVIRONMENTS.



**MOMENTUM**

TURNING CONSISTENT, EVERYDAY ACTIONS INTO MEANINGFUL PROGRESS FOR THE PUBLIC WE SERVE.



**PURPOSE**

TURNING CONSISTENT, EVERYDAY ACTIONS INTO MEANINGFUL PROGRESS FOR THE PUBLIC WE SERVE.

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**PURPOSE-DRIVEN LEADERSHIP**



**AGENCY**

WE CHOOSE TO ACT



**STRENGTH**

WE STAND FIRM



**MOMENTUM**

WE KEEP MOVING



**PURPOSE**

WE SERVE THE MEANING

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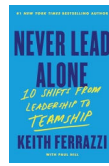
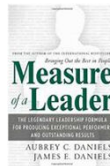
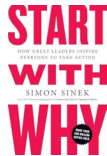
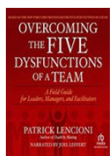
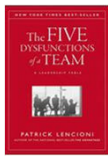
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## Leading with Purpose

### Patrick Lencioni's 5 Dysfunctions of Teams

- Trust Matters**
- Productive Conflict**
- Accountability**
- Tough Conversations**
- Results | Data**

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## Lencioni's Five Dysfunctions of a Team

Lencioni's Five Dysfunctions of a Team




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## Dysfunction #1- Absence of Trust

- Trust is the glue that holds teams together
- Be vulnerable
- Trust matters

“The idea of putting themselves at risk for the good of others is not natural” Lencioni (2003)

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TEAM MEMBERS WITH AN ABSENCE OF TRUST

- Conceal their weaknesses and hide mistakes
- Don't ask for help
- Hesitate to offer help outside of their own areas of responsibility
- Jump to conclusions about intentions and aptitudes
- Fail to tap into another's skills and expertise
- Waste time manage their behaviors for effect
- Hold grudges
- Dread meetings

MEMBERS OF TRUSTING TEAMS

- Admit weaknesses and mistakes
- Ask for help
- Accept questions and input about their areas of responsibility
- Give one another the benefit of the doubt
- Appreciate and tap into one another's skills & experiences
- Focus on important issues
- Offer and accept apologies without hesitation
- Look forward to meetings

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### Relationships & Trust

Building relationships among team members on a foundation of commitment and empathy is critical to providing an environment of forgiveness and caring enough to challenge each other.

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### 3 Types of Trust

- ✓ Professional Trust (Competence Based Trust)
- ✓ Structural Trust (Process-Based Trust)
- ✓ Personal Trust (Relational Trust)

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## Leader Actions: Building Trust



- Shared experiences over time
- Follow-through building credibility
- Know your team members
- Being genuine
- Being vulnerable
- Choosing what's right over what's fun
- Creating a judgment-free zone
- Setting positive intent, assume responsibility for negative intent

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## Achieving Trust



Answer this question in your notes:

**“What’s frustrating you at work right now?”**



Dr. John Austin, Founder at Reaching Results, Creator of Behavioral Science for Leaders

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## Achieving Trust



Answer this question in your notes:

**“What’s frustrating you at work right now?”**



**Turn and Talk:** Do not explain or defend, just listen  
 Partner A shares, then Partner B listens  
 Partner B shares, then Partner A listens



Dr. John Austin, Founder at Reaching Results, Creator of Behavioral Science for Leaders

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### Moment of Reflection




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### Achieving Trust Tools



- Personal histories exercise
- Team effectiveness exercise
- [WorkingGenius.com](http://WorkingGenius.com)
- <https://brenebrown.com/hubs/dare-to-lead/>
- <https://daretolead.brenebrown.com/assessment/>
- Achieving Trust tool

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Trust has two dimensions:  
competence and integrity. We will  
forgive mistakes of competence.  
Mistakes of integrity are harder to  
overcome.

— Simon Sinek —

AZ QUOTES

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## Dysfunction #2- Fear of Conflict

- It requires TRUST
- Conflict is not the same as fighting
- Healthy conflict is productive
- It can be uncomfortable

"Vulnerability-based trust is the foundation of every successful team. Without it, collaboration remains superficial and fragile." Lencioni

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ACTIVITY

Team members that fear conflict	Teams that engage in healthy conflict
Have boring meetings	Have interesting meetings
Back channel personal attacks thrive	Extract and use the ideas of team members
Ignore controversial topics that are critical to team success	Solve real problems quickly
Fail to tap into all perspectives of team members	Minimize company politics of team members
Waste time with posturing and interpersonal risk management	Put critical topics on the table for discussion

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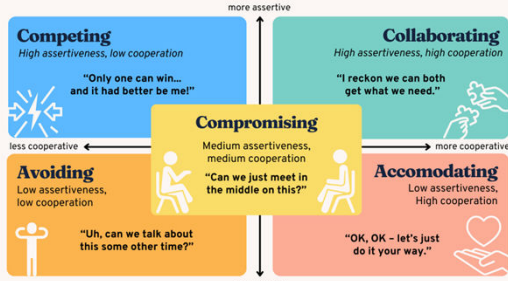
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## Thomas-Kilmann Conflict Model



Source: Kenneth Thomas and Ralph Kilmann, 1974

BiteSize Learning

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Scenario: You are working on a city project such as an agenda item, ordinance revision, records system change, or election process. During meetings, another department representative frequently talks over you, dismisses your input, or moves forward without considering legal, records, or compliance requirements you are responsible for.

**ACTIVITY**

Discuss:

1. What is your instinctive response in this situation?
2. Which TKI conflict style does that reflect?
3. How has that style helped you in your role?
4. How has that style sometimes created challenges?
5. What might be the impact of trying a different style in this scenario?

Next time I want to try: 




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### Leader Actions: Productive Conflict

- Model appropriate conflict behavior
- Make productive conflict more common
- Demonstrate restraint when team members engage in conflict




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### Productive Conflict Tools

- Mining
- Real-time permission
- Thomas Kilmann Conflict Model
- Conflict norming




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**Welcome Back**

Based on these sheep images, which one are you?

 A 3x3 grid of sheep images. 
 1: A white sheep looking forward. 
 2: A white sheep looking slightly to the side. 
 3: A grey, shaggy sheep. 
 4: A sheep wearing a yellow bucket on its head. 
 5: A close-up of a white sheep's face. 
 6: A white sheep with a red tag on its ear. 
 7: A brown sheep standing by a wooden post. 
 8: A white sheep looking directly at the camera. 
 9: A white sheep jumping in the air.

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**Dysfunction #3- Failure to Commit**

- Commitment is a group of intelligent, driven individuals buying into a decision, precisely when they don't naturally agree. It is the ability to defy a lack of consensus.
- Commitment is a function of Buy-in and Clarity
  - Buy-in is the achievement of honesty and emotional support
  - Clarity is the removal of assumptions and ambiguity

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**A team that fails to commit**

**A team that commits**

Creates ambiguity about direction and priorities	Creates clarity around direction and priorities
Watches windows of opportunities close due to excessive analysis and delay	Aligns the entire team around common objectives
Breeds lack of confidence and fear of failure	takes advantage of opportunities before competitors do
Revisits discussions and decisions again and again, over and over	Develops and ability to learn from mistakes
Encourages second guessing among team members	Moves forward without hesitation and changes direction without hesitation or guilt (even when mistakes have been made)

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**Failure to Commit – Municipal Decision-Making**

**Prompt:** Think of a recent decision in your office or municipality that was delayed or avoided. This might relate to an agenda item, ordinance approval, ADA compliance, election procedures, records management, public notice requirements, or council processes.

**What was the decision or issue?** (e.g., approving an agenda item, implementing a new records system, clarifying election procedures, updating an ordinance)

**What caused the hesitation or indecision?** (e.g., lack of clarity, fear of public pushback, legal concerns, waiting for direction from leadership, competing priorities)

**What was the impact of not committing?** (e.g., delays in council action, compliance risks, staff frustration, public confusion, missed deadlines)



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**Leader Actions**



- A leader must be comfortable with making a decision that turns out wrong
- Push the group toward closure around issues
- Adhere to the schedules that have been set and decided upon
- Don't worry if there is not consensus

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### Commitment Tools



- Cascading Messaging
- Commitment Clarification
- Commit to the rules of engagement
- Rally around a common cause or goal

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### Dysfunction #4- Avoidance of Accountability

- Accountability is the willingness of team members to remind one another when they are not performing
- Peer pressure is not always negative
- It is peer-to-peer
- It is easier to hold people accountable for their results more than their behavior

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Accountability isn't about catching people doing it wrong!

It's about catching people doing it right & recognizing when they do.

If you want accountability that works:

- Make expectations clear
- Give people regular, specific feedback on how they're doing
- Celebrate progress out loud

When you get those right, accountability doesn't feel like a trap—it feels like **support**. And that's when results start to take off.

Dr. John Austin, Founder at Reaching Results, Creator of Behavioral Science for Leaders

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A team that avoids accountability	A team that holds one another accountable
Creates resentment among team members because of different standards	Ensures poor performers feel pressure to improve
Encourages mediocrity	Identifies potential problems by question one another's approaches without hesitation
Miss deadlines of key deliverables	Establishes respect among team members who are held to the same high standards
Places a burden on the team leader as the sole source of discipline	Avoids excessive bureaucracy around performance management and corrective action

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“ The essence of this dysfunction is the unwillingness of team members to tolerate the interpersonal discomfort that accompanies calling a peer on his or her behavior and the more general tendency to **avoid difficult conversations.**”

Lencioni (2002, p. 212)

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### When we avoid tough conversations

1. Diminishing trust and engagement;
2. Increases in problematic behavior, including passive-aggressive behavior, talking behind people's backs, pervasive backchannel communication (or "the meeting after the meeting"), gossip, and the "dirty yes" (when I say yes to your face and then go behind your back); and
3. Decreasing performance due to a lack of clarity and shared purpose.

Brené Brown

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### Do you or other leaders ever...

- Talk "at" the employee, don't involve them.
- Give very general or indirect feedback, instead of being specific.
- Concentrate on attitude rather than behavior.
- Assume the employee knows a problem exists.
- Assume the employee knows what has to be done to solve the problem.
- Miss the chance to follow up and ensure the agreed-upon action has been taken by the employee.
- Miss the chance to praise the employee when they fix the problem.

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### How do we typically handle crucial conversations?

- We can avoid them
- We can face them and handle them poorly
- We can face them and handle them well

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## Courageous Conversation

- **First, opinions vary**
  - For example, you're talking with your boss about a possible promotion.
  - Your boss thinks you're not ready; you think you are.
- **Second, the stakes are high**
  - You're in a meeting with four coworkers and trying to pick a new marketing strategy.
  - You've got to do something different, or your company isn't going to hit its annual goals.
- **Third, emotions run strong**
  - You're in a weekly leadership team meeting, reviewing upcoming initiatives, when a colleague brings up last month's budget meeting, specifically, when you strongly disagreed on the proposal that was later approved without your support. The conversation takes a sharp turn from collaboration to defensiveness.

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## Tools to Use for Crucial Conversations

### Start with Heart

- What do you really want?

### STATE Your Path

- Share facts → Tell your story → Ask → Talk tentatively  
→ Encourage testing

### Make it Safe

- Use Mutual Purpose and Contrasting

### Explore Others' Views – AMPP

- Ask, Mirror, Paraphrase, Prime

Patterson, et al. (2005)

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## Now Let's Practice: Scenarios



1. **Missed Deadlines Impacting Operations:** A department repeatedly misses deadlines for agenda submissions or required documentation, delaying council packet preparation and affecting meeting timelines.
2. **Public Dismissal in a Meeting:** During a council or leadership meeting, a department head or elected official dismisses your recommendation related to process, compliance, or procedure.
3. **Pushing Back Upward:** You need to push back on a directive from your supervisor or city manager that your team believes could create compliance risks or operational challenges.
4. **Credit for Work:** A colleague or department representative has been taking credit for your work related to agenda preparation, records management improvements, or election planning in cross-department meetings

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### Debrief

- Which scenario felt most familiar or challenging? Why?
- What made these conversations harder in a public sector context versus a private organization?
- What strategies helped maintain both professionalism and assertiveness?
- How did you balance relationships with your responsibility to ensure compliance and accuracy?

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### Tools and Techniques

- Feedback is interpersonal
- Feedback is not always negative
- People want your feedback
- You should go first

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### Feedback should be...

- Valued
- Delivered in a way that makes sense to the receiver
- Based on a shared understanding of a desired target
- Tied to success criteria
- Specific
- Credible
- Timely
- Useful and actionable
- Judgement-free
- Offered in a way that invites reflection about one's performance in relation to a desired end

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### Leader Actions: Accountability



- Set the tone
- If the team knows the leader doesn't have the courage, they will wonder why they have to be the one to do it.
- Model what is expected: feedback skills, catch staff doing it right
- Celebrate small & large wins

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### Accountability Tools



- Team Effectiveness Exercise
- Team scorecard—publish goals and standards
- Progress reviews—weekly meetings?
- Team rewards

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“You don’t lead by results, you lead to results, and only behavior will get you there.”

Aubrey Daniels (2007, p. 52)

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### Dysfunction #5- Focusing on Results

- This is the ultimate dysfunction
- It can’t be about just being on the team!
- Outcome-based performance

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A team that is not focused on results	A team that focuses on collective results
Fails to grow	Retains achievement-oriented employees
Rarely defeats competitors	Minimizes individualistic behavior
Loses achievement-oriented employees	Enjoys success and failure acutely
Encourages team members to focus on goals of their own careers	Benefits from individuals who put their own goals aside for the good of the team
Is easily distracted	Avoids distraction

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An unrelenting focus on specific objectives and clearly defined outcomes is a requirement for any team that judges itself on performance.

Lencioni (2002, p. 216)

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### Leader Actions: Focusing on Results



- Make results clear and reward behaviors and actions that contribute to those results
- Set the tone
- Be selfless and objective
- Reserve rewards and recognition for real contributions to the achievement of group goals

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### Attention to Results Tools



- Keep results at the forefront and visible
- Determine the scoreboard and look at it often
- Conflict Norming
- Achieve Commitment

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### Cohesive Teams behave:

- They trust one another
- They engage in unfiltered conflict around ideas
- They commit to decisions and plans of action
- They hold one another accountable for delivering against those plans
- They focus on the achievement of the collective results

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### Core Behaviors of a Team

**Serving**—we have agreed to be committed and of service to each other. Leaders should role model generosity.

*Leadership = service, not power*

**Sharing**—taps into one another’s humanity. We work better in a tribe.

*Knowledge grows when it is shared*

**Caring**—a choice people make.

*High performance grows from high trust.*



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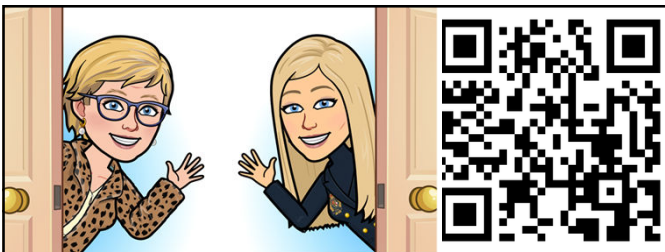
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Thank you!

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