



Welcome to the 2017 FRPA Conference!

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### Moving Your Team from Good to Great



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### Learning Objectives

- Understand Level 5 Leadership and how it applies to all managers
- Determine if you have the right people on the bus and in the right jobs
- Decide what you do best and build upon it for success
- Learn how to enhance service and produce meaningful results



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**Who is Jim Collins  
and What is Good to Great?**

- Top selling book published in 2001.
- Compared companies w/ strong stock returns to comparison companies that didn't do as well
- Focused on leadership, inspiration, and processes to improve outcomes
- Good to Great companies did not have a miracle moment – instead a pragmatic framework keeping on track for the long haul
- Collins introduced the concept of level five leadership

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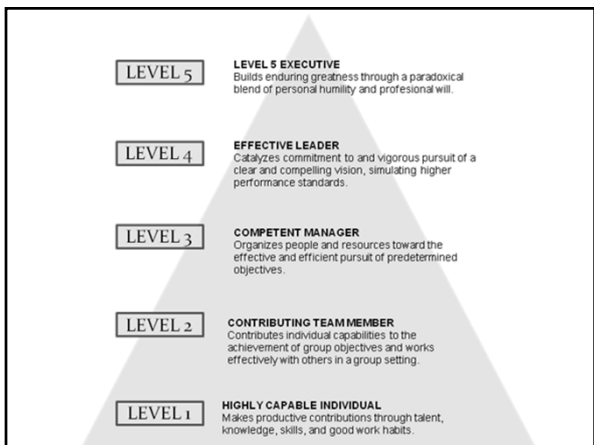
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**Level 5 Leaders**

- Not well known names
- Characteristics: modest & willful, humble and fearless
- They don't talk about themselves – focus is employees, customers, other leaders
- Commitment to doing whatever needs to be done to make the company great
- A plow horse not a show-horse

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### Level 5 Leadership in Parks & Rec

- The very nature of government is Level 5: working hard for something bigger than ourselves, with no credit for that work
- Rule of government: If it goes well, others get the credit; If it goes badly, you get the blame
- You must focus on projects that may take years to come to fruition
- You have the responsibility to get things done, but don't always have the control

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### What's Changed? From Great to Gone

- Collins also found 2 of his 10 Good to Great companies didn't maintain greatness over time (Circuit City, Fannie Mae)
- Collins attributes the change to arrogance, the belief they would always be the best and a loss of values
- His concepts are still valid, but new data and science can also help in our quest
- Collins: Focus on Who First and What Second

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### Focusing on Who First

- Level 5 leaders focus on people
- Do you have the right people in the right positions
- It starts with knowing your people
- It starts with being a good listener and observer

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### Your Exercise

1. Turn to the person to your left
2. Each person should spend 30 seconds telling their partner about their favorite hobby.

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### Alda's Focus Facts

- Imagine what a person is thinking or feeling when we try communicate
- People need more than facts, they need stories and a sense of the human(s) behind the work
- Make communication more intimate through focus and really listening
- Make understanding more important than accuracy




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**The Mirror Exercise:  
Cooking a Meal**

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**It Starts With You**

- Be "In the Present" (Dr. Spencer Johnson)
- Even in the Most Difficult Situations
- When you focus on what is *right* in the present moment it makes you happier today
- It gives you the needed energy & confidence to deal with what is wrong

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**Focusing on People is Enhanced by  
Becoming a Good Listener**

An email from a customer

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### Effective Listening

- Everyone thinks they listen effectively
- Benefits: More information, increase trust, reduce conflict, better motivate others and inspire higher commitment
- Coaching – providing advice and information
- Counseling – helping others recognize and address problems
- Most common error is giving advice when reflecting or probing are more appropriate responses
- Bosses with all the answers don't build self-reliant employees

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### Having the Right People on the Bus

- When in doubt, don't hire – keep looking
- The ability to attract and keep the right people is your most important leadership skill
- Personal characteristics are perhaps more important than educational accomplishments
- What characteristics do we value in employees who work in parks and rec?

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### Having the Right People on the Bus

- Know when you have to make a people change
- If you must tightly manage someone, you've made a hiring mistake
- In government, use the probationary period wisely
- The key is making rigorous A+ selections up front
- Move honest and able people to the right position – not out the door
- Put your best people on your biggest opportunities, not your biggest problems

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## How do You Know When to Act?

- Ask yourself two questions:
  - If it were a hiring decision, would you hire this person again?
  - If the person told you he/she is leaving would you be disappointed or relieved?



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## LEVEL 5 LEADERS PLAN AND KNOW WHAT THEY DO BEST

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## I'll Just Go With My Gut

- Let's do a quick exercise:
- Pick a number between 1 and 5
  - Multiply your number by 9
  - Add the two digits together
  - Subtract 5. This is your final number.
  - Pick the letter of the alphabet that corresponds to your number
  - Pick a country that begins with that letter
  - Pick an animal that begins with the last letter of your country
  - Pick a color that begins with the last letter of your animal

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### Level 5 Leaders Make Plans

- Planning gives you time to think beyond standard, gut reactions
- Planning helps you define your purpose
- Planning gives you time to think of options and approaches
- Planning allows you to understand what will resonate with your customers
- Planning allows you to better show “heart” and compassion

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### Focusing on Your Mission

- Understand what your organization can be the best in world at
- What drives your economic engine?
- What has the greatest impact?
- What are you deeply passionate about?
- The FRPA Pillars are great guides: Health, Community Building, Economic Impact, Environment



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### Using Emotional Intelligence to Enhance Service?

- What is emotional intelligence all about?
  - Being aware of emotions both within yourself and others.
  - The ability to appropriately apply emotions to tasks like thinking & problem solving.
  - The ability to manage emotions – such as the ability to regulate your own emotions and cheer up or calm down another person.



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### How to Increase Your Emotional Intelligence

(Framework by Preston Ni)

- Reduce your own negative emotions – IE leaders don't complain but look for ways to address a dilemma
- Create a positive environment – From office setting, to celebrations, to saying thank you; Model the behavior. Don't engage in negative self talk
- Focus on staying cool and managing stress – don't get caught up in others' drama; listen, provide gentle advice and offer assistance; Sidestep gossip
- Be assertive and share difficult emotions when necessary, using this formula: I feel X when you do Y in situation Z, for example "I feel disappointed when you don't follow through when you told me you would."

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### How to Increase Your Emotional Intelligence

Framework by Preston Ni

- Avoid statements that begin with "You..." "You are..." or "You should.."
- Stay proactive, not reactive, when faced with a difficult person
  - Take a deep breath, count to 10, make a point of taking a break
  - Put yourself in their shoes – complete the sentence "It must not be easy .....
- Be able to bounce back from adversity
  - How can I learn from this experience?
  - What is most important now?
  - Don't dwell on the past; live in the here and now

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### Why Emotional Intelligence is Important for Your Future

- Artificial Intelligence (AI) is booming and will continue to change and improve life
- Machines will be able to do things better than humans
- What machines won't be able to do better is to understand, motivate and interact with human beings
- Social understanding, persuasion and empathy will set leaders apart in the future
- Smart leaders are investing in emotional intelligence



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### Enhancing Service and Producing Meaningful Results as a Level 5 Leader

Motivating Your Team



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### Service and Measurement

- Customer service and measuring success are important
- Level 5 leaders *also* focus on customer service to their own employees
- Ask what would make this year meaningful to you?
- Are you listening and respecting your team?
- Do you motivate with encouraging words?

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### That's Right Bob



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### 10 Things Great Bosses Do Every Day

by Dr. Travis Bradberry

- 1. A great boss shares information
- 2. A great boss puts a lot of thought into hiring
- 3. A great boss looks for celebrates wins
- 4. A great boss respects your time
- 5. A great boss is empathetic



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### 10 Things Great Bosses Do Every Day

by Dr. Travis Bradberry

- 6. A great boss is accountable
- 7. A great boss doesn't forget that people have lives outside of work
- 8. A great boss is a great communicator
- 9. A great boss creates leaders
- 10. A great boss says thank you



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### The Stockdale Paradox

- Jim Collins' concept named for Admiral Jim Stockdale
- Shot down in Vietnam in 1967, tortured
- The paradox was the prisoners with foolish optimism



"I never doubted not only that I would get out, but also that I would prevail in the end and turn the experience into the defining event of my life, which, in retrospect, I would not trade."

"They were the ones who said, 'We're going to be out by Christmas.' And Christmas would come, and Christmas would go. Then they'd say, 'We're going to be out by Easter.' And Easter would come, and Easter would go. And then Thanksgiving, and then it would be Christmas again. And they died of a broken heart."

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### Lessons from the Stockdale Paradox

- Confront the reality of the situation
- Sticking your head in the sand and hoping it will go away is not a successful option
- Collins' Approach: Retain faith that you will prevail, regardless of the difficulties AND
- Confront the most brutal facts of your reality
- What that means in government: Political reality, funding reality, personnel reality, priority reality
- Remember: Level 5 leaders are looking for the greater good for the community

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Wrap Up: What 3 Things Will You Remember from Today?

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THANK YOU!

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For more information about the Florida Recreation and Park Association visit [www.frpa.org](http://www.frpa.org).

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