

# Reflections on Leadership

Jonathan M. Fisk  
Auburn University

Alabama City and County Management Association  
January 2021



Consider the statement: “My boss is a great leader.” That seemingly innocuous sentence can have a variety of meanings.

What does it mean to you? What behaviors are likely?

## My Foundational Beliefs...

- Leadership is a choice
- Leadership is a set of skills and competencies
- Leadership is not dependent on authority
- Leadership occurs at the intersection of people, tasks, and situations

## The Challenges of Leadership

A good leader will:

- Know thyself
- Know their limits
- Know their staff
- Know their stuff
- Know the 'landscape'
- Know what is coming

Source: <https://icma.org/articles/article/interpersonal-leadership-skills-are-critical-first-time-administrators>

## Leadership in Local Government...

- Heavy workload
- Many 'hats'
- Stakeholders with various needs
- Oversight from media, industry, local, state, and federal officials
- Little margin for error
- Extremely tight budgets

5

What are the critical skills related to leadership in local government?

## Identifying Core Skills

1. Please follow the link:  
[https://auburn.qualtrics.com/jfe/form/SV\\_1NOBYDwsTfmXJwp](https://auburn.qualtrics.com/jfe/form/SV_1NOBYDwsTfmXJwp)
2. Complete Question 1

Adapted from: <https://www.shrm.org/resourcesandtools/hr-topics/behavioral-competencies/leadership-and-navigation/pages/leadershipcompetencies.aspx>

## Assessing Yourself

### Go to and Complete:

<https://hbr.org/2015/06/assessment-whats-your-leadership-style>

### Turn to a Neighbor and Discuss:

- My go-to style
  - Strengths:
  - Blind Spots:
- My supplemental styles
  - Strengths:
  - Blind Spots:
- My team
  - Strengths:
  - Blind Spots:
- Interactions among my team
  - Strengths:
  - Blind Spots:

## Leadership Styles

- **COLLABORATOR**: empathetic, team-building, talent-spotting, coaching oriented
- **ENERGIZER**: charismatic, inspiring, connects emotionally, provides meaning
- **PILOT**: strategic, visionary, adroit at managing complexity, open to input, team oriented
- **PROVIDER**: action oriented, confident in own path or methodology, loyal to colleagues, driven to provide for others

9

## Leadership Styles Cont.

- **HARMONIZER**: reliable, quality-driven, execution-focused, creates positive and stable environments, inspires loyalty
- **FORECASTER**: learning oriented, deeply knowledgeable, visionary, cautious in decision making
- **PRODUCER**: task focused, results oriented, linear thinker, loyal to tradition
- **COMPOSER**: independent, creative, problem solving, decisive, self-reliant

10

## Leadership Self-Assessment

1. Please follow the link:  
[https://auburn.qualtrics.com/jfe/form/SV\\_1NOBYDwsTfmXJwp](https://auburn.qualtrics.com/jfe/form/SV_1NOBYDwsTfmXJwp)
2. Complete Question 2

Adapted from: <https://www.shrm.org/resourcesandtools/hr-topics/behavioral-competencies/leadership-and-navigation/pages/leadershipcompetencies.aspx>

## Leadership Action Plan

What are my strengths as a leader?

What are my weaknesses as a leader?

Where or how do I intend to grow as a leader?

If I asked a trusted mentor would he or she agree? Why or why not?

\*If you finish early – run through these questions for your subordinates

Thank You!