

Reflections on Leadership

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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

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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
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

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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

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Leadership Self-Assessment

1. Please follow the link:
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!