

# **Leadership and Strategic Management**

**City of Madison Women's Leadership Conference**

**Session #4**

**June 12, 2017**

**Dawn B. Crim**

# Building off of previous Women's Leadership Sessions

April 25

Self-Management-  
Darcy Luoma

April 25

Self-Awareness-  
Sabrina "Heymiss  
Progress" Madison

May 8

Relationship  
Management- Krista  
Morrissey

May 25

Conflict Management-  
Darch Luoma

May 25

Implicit bias and  
Inclusivity- Jordan  
Bingham & Angela  
Russell

# Dawn B. Crim

- ▶ Originally from Philadelphia moved to WI 1996 to work at UW
- ▶ Husband Elton, 2 kids John 17, Danielle 14
- ▶ 26 years in higher education
- ▶ 21 years in UW System
- ▶ Becoming Assistant State Superintendent for Student Success  
August 2017

What made me open to this transition after 26 years in higher education?

Nancy Lieberman & Oprah Winfrey

# Nancy Lieberman

- ▶ At 18, Lieberman became the youngest basketball player in Olympic history to win a medal as the United States captured the Silver Medal.
- ▶ Played college basketball at Old Dominion University  
1976-1980
- ▶ Nickname “Lady Magic” a nod to Earvin “Magic” Johnson because she holds ODU record for career assists
- ▶ 2009 became coach of the Texas Legends in the NBA
- ▶ Developmental league becoming the first women to coach professional men’s basketball



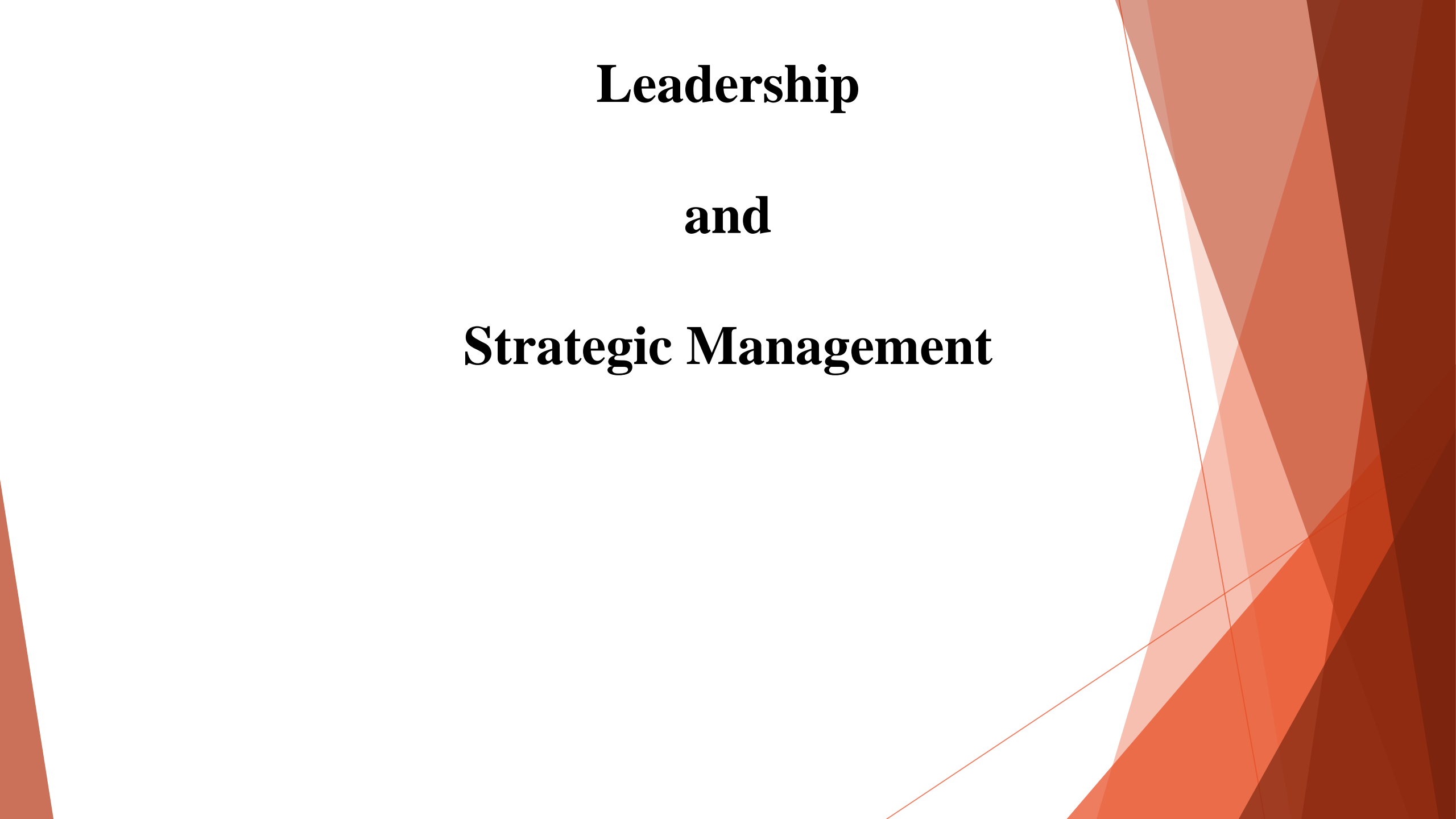
“Someone is going to coach that team, why not me!”

# Oprah Winfrey



What I learned at a very early age was that I was responsible for my life. And as I became more spiritually conscious, I learned that we all are responsible for ourselves, that you create your own reality by the way you think and therefore act. You cannot blame your parents, your circumstances, because you are NOT your circumstances. You are your possibilities. If you know that, you can do anything

Oprah Winfrey



**Leadership**  
**and**  
**Strategic Management**



# Leadership



**A leader is one who knows the way,  
goes the way, and shows the way.**

*John C. Maxwell*

**Strategic management** is the comprehensive collection of ongoing activities and processes that organizations use to systematically coordinate and align resources and actions with mission, vision and strategy throughout an organization.



# Strategic Management Components



# City of Madison



# City of Madison

- ▶ Madison is Wisconsin's second largest city with a 2015 estimated population of 245,691 and a land area of approximately 79.4 square miles.

# City of Madison Vision Statement

- ▶ Vision Statement: The vision for the City of Madison is to be a safe and healthy place to live, work, learn and play.
- ▶ Madison will be a place where:
  - Diversity is valued;
  - Freedom of expression is encouraged and protected;
  - Everyone has the opportunity to realize his/her full potential;
  - The beauty of the urban environment and natural environment is preserved.
- ▶ City of Madison Common Council documents January 2016

# City of Madison Mission Statement

## ► Mission Statement:

The City of Madison, through the efforts of dedicated employees and elected officials, will deliver the highest quality services and provide a fair and orderly system of governance for our citizens and visitors.

# City of Madison Service Philosophy

Put our customers as the focus of everything we do.

Educate first, regulate when necessary.

Support and inspire each other.

Continuously improve the City's services.



# Think about Your Department or Unit

▶ Write down your Mission Statement or Vision Statement?

▶ In thinking about your job/ role in your unit or department.

What is the collection of activities you are responsible for that meets the City of Madison and your departments mission and vision?

▶ Are there clear processes for you to follow to carry those out?

Strategic Management Component



Developing  
Organizational  
Awareness

# Who is present in your organization?

## Generations

- ▶ Traditionalists/Silents/Veterans
  - ▶ 1925 - 1946 (71 - 92 years of age)
- ▶ Baby Boomers/Boomers/Vietnam
  - ▶ 1946 – 1964 (53 – 71 years of age)
- ▶ Generation X/Baby Busters
  - ▶ 1965 – 1980 (37 – 52 years of age)
- ▶ Millennials/Generation Y/Nexters
  - ▶ 1981 – 1994 (36 – 23 years of age)
- ▶ Generation Z/ iGeneration/Gen Wii
  - ▶ 1995 – present (22 or younger )

**Generational  
Strengths**

**Contributions  
Challenges**

**TRADITIONALISTS**

**BABY BOOMERS**

**GENERATION X**

**MILLENNIALS**

**GENERATION Z**

	<b>Traditionalists (1925-1946)</b>	<b>Baby Boomers (1946-1964)</b>	<b>Generation X (1965-1980)</b>	<b>Generation Y (1981-1994)</b>	<b>Generation Z (1981-1994)</b>
<b>Work Ethic and Values</b>	Hard work, Respect authority, Sacrifice Duty before fun, Adhere to rules, Loyal	Work efficiently, Personal fulfillment, Question authority, Optimist	Self-reliance, Want structure and direction, Skeptical	Multitasker, Tenacity, Entrepreneurial, Tolerant, Goal Oriented, Realistic	Multitasker, adventurous, Seek flexibility creative, innovative, entrepreneurial
<b>Communication</b>	Formal memo, rotary phones, One-on-one	Face-to-Face, Touch-tone phones, Radio, TV, Print, Mail	Email, Cell Phone, Face-to-Face, TV	Cell Phone, Email, Internet, Instant Messaging	Cell Phone, Email, Facetime, Skype, Hangouts, Instant Messaging
<b>Views on Authority</b>	Chain of command	Change of command	Self Command	Don't command-collaborate	Collaborate and mentor
<b>Feedback and Rewards</b>	Doesn't seek it- No news is good News, Satisfaction in a job well done	Don't appreciate it, Money, title recognition	Sorry to interrupt, but how am I doing? Freedom is the best reward	Whenever I want it, At the push of a button, Meaningful work	Whenever I want it, At the push of a button, Meaningful work

We need to remember across generations that  
there is as much to learn as there is to teach.  
--Gloria Steinem





# Knowing and understanding the differences across generations leads to better strategic management

You are able to assign work based on skills, perspectives, values and attitudes.

You understand which assignments fit who best

You learn not to internalize reactions

You can use this knowledge for positive creative synergy, or the differences can set people in opposition to one another.

# Strategic Management Components

Developing  
Organizational  
Awareness

Power of  
Influence

Power of Influence...

The most common way  
people give up their  
power is by thinking they  
don't have any.

--Alice Walker



# In 2009-10 Discovery Learning, Inc, studied and researched influence styles

1. Asserting
2. Convincing
3. Negotiating
4. Bridging
5. Inspiring

# Five Steps to Increase your Influence

1. Understand your influencing style.
2. Take stock of your situation.
3. Identify your gaps.
4. Develop.
5. Practice.

# Strategic Management Components

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graph LR; A[Developing Organizational Awareness] --> B[Power of Influence]; B --> C[Building Alliances]
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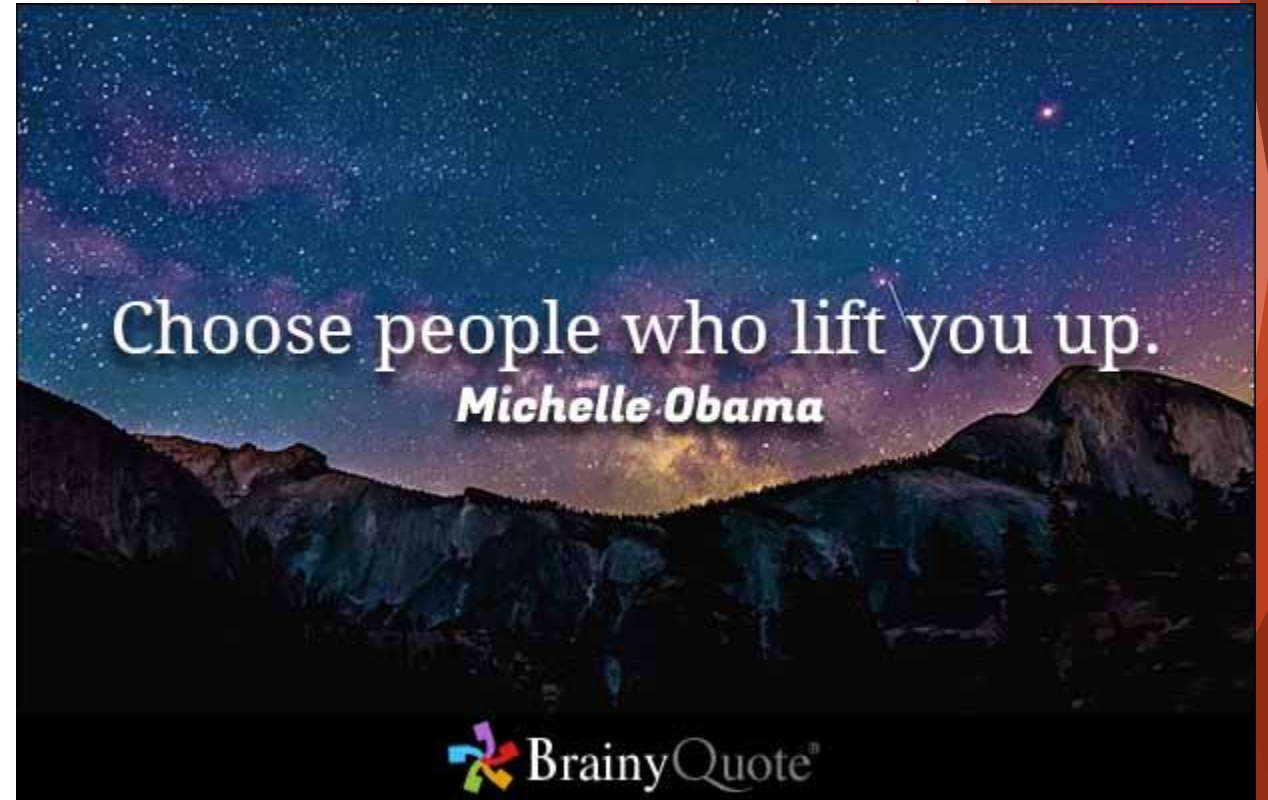
Developing  
Organizational  
Awareness

Power of  
Influence

Building  
Alliances



# Building Alliances



# Strategic Management Components



**I do know one thing about me:  
I don't measure  
myself by others'  
expectations or  
let others define  
my worth.**

**--Sonia Sotomayor**



# Selling Your Ideas

- ▶ 1. Research your idea thoroughly: identify the story and data that supports your idea.
- ▶ 2. Know your audience including who your allies are and who your resisters are.
- ▶ 3. Speak to shared values: frame your idea so allies and resisters both benefit.

# Selling Your Ideas

- ▶ 4. Be flexible on methods and firm on outcomes.
- ▶ 5. Stay emotionally centered.
- ▶ 6. Provide easy next steps – have an ask ready.

# Selling Your Ideas

- ▶ 7. Never allow rejection to be about you, have a rejection plan and a success plan.

# Strategic Management Components





# Thank You...Questions



In the long run, we shape our lives, and we shape ourselves. The process never ends until we die. And the choices we make are ultimately our own responsibility.

(Eleanor Roosevelt)

ixquotes.com