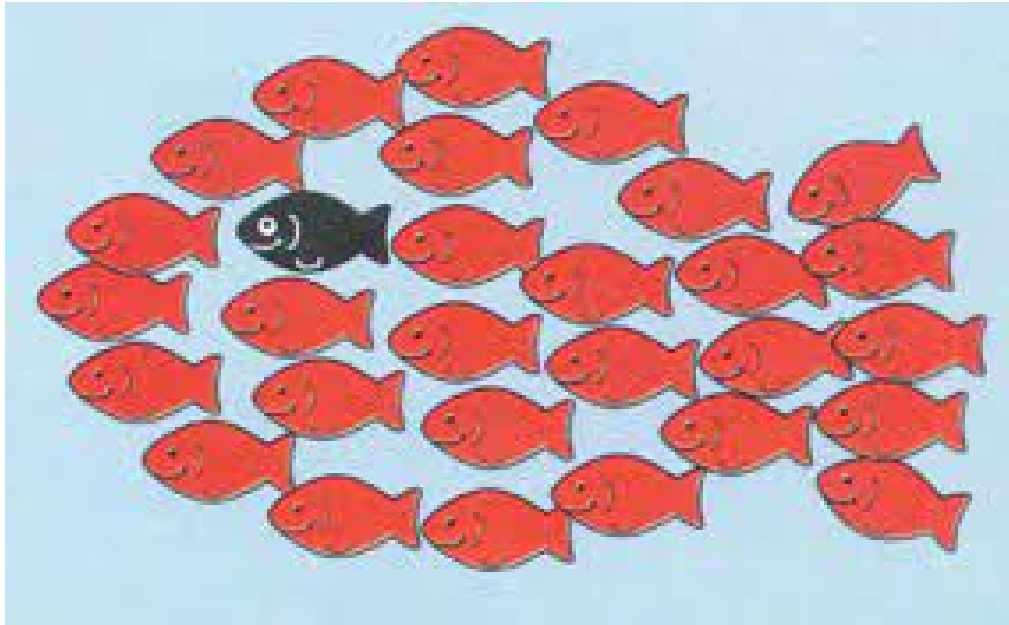
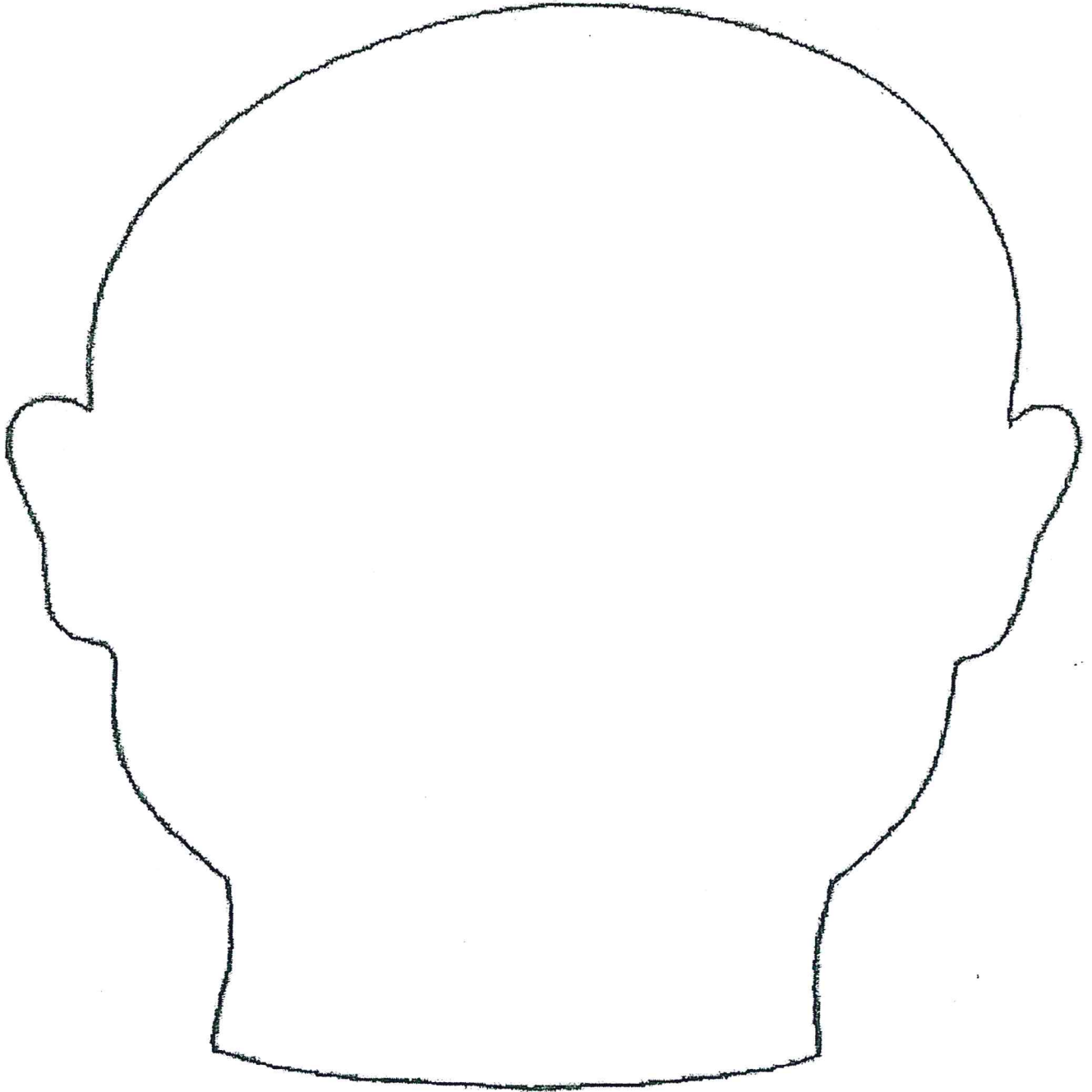


LEADERSHIP & THE ROLE OF THE PRESIDENT



Open Mind Shout-Out

Open Mind



What is important to you as an adult learner?
Place your responses in the Open Mind organizer

WHAT IS A LEADER?

Among the definitions of the word leader are these:

a person who persuades; influences; inspires; causes to happen; is the first; is an example of how to act; has the capacity to act first; is the advance guard; one who paves the way with their ideas and their actions.

Ten characteristics of leadership:

1. Thorough knowledge of own field.
2. The will and understanding to be informed and keep on learning.
3. The ability to put clear priorities on his/her various goals.
4. A sufficiently open mind to permit at least a glimpse of the point of view of others.
5. The capacity to compromise (i.e., to settle for less than exactly what he believes is best for his/her own interest in order to achieve something less but which is still clearly constructive.)
6. The ability to keep constantly in sight his/her major aims amidst the heat of debate over less important issues.
7. The ability to filter criticism, negative feedback and work this disgruntled members.
8. Integrity towards compromise, standing by the position agreed to.
9. A firmly developed sense of realism of what can and can not be accomplished.
10. Appreciation of the belief in the importance of the democratic process and a genuine willingness to abide by its results.

LEADERSHIP FUNCTIONS

Men and women may differ in styles, approaches, or attributes. Regardless, mastering the basic functions of leadership – planning, organizing, staffing and controlling – are essential to men and women in becoming effective leaders.

QUICK CHECK

Place a "+" beside each of the following functions that are your strongest. Place an "X" beside those that need the most development.

___ **Plan.** Decide who, what, when, where, why and how things will be done in view of your union's goals, and if applicable, the team's capabilities; develop and interpret policies; manage budgets and continuously improve methods of performing specific tasks.

___ **Organize.** Prepare schedules, delegate tasks and monitor progress through timetables or measurable objectives.

___ **Staff.** Advise and support those to whom you have delegated tasks; develop and reward those who work towards the unions' goals.

___ **Direct.** Motivate, inspire, and communicate with members for better understanding, ownership and commitment.

___ **Control.** Keep track of progress, have leaders report back in a timely manner, prevent and correct problems that impede effectiveness, and obtain feedback for current and future projects.

What particular tasks or projects can help you develop these abilities? To expedite the process, consider setting relevant goals to help you develop one or more of these areas.

A LEADER'S ATTITUDE AND VISION

Write it down.

Written goals have a way
of transforming wishes into wants;
can'ts into cans;
dreams into plans;
and plans into reality.

Don't just think about it-ink it.

-Anonymous

Regardless of style, all union leaders take the role of manager and add a "plus" factor to it. That "plus" factor is called **vision**.

YOUR VISION

Your vision should:

- dovetail and support your union's goals and/or mission statement, and
- reflect your ethics and commitment to the union you lead.

You communicate vision by stating it simply and understandably. Write it down. Publish it for others to see. Tie it into job descriptions, assignments, performance plans, work, and individual and departmental goals. Never let your people forget the common vision they share.

A leader with **vision** is a person who:

- adheres to ethical standards
- inspires and motivates
- projects into the future and communicates a global outlook
- obtains significant, often extraordinary, results from people
- is highly committed to excellence, honesty, and productivity
- expects and requires the commitment of others
- is an effective listener

LEADERS ARE PROBLEM SOLVERS

"Opportunities are usually disguised as hard work;
so most people don't recognize them."

Ann Landers
Columnist

EIGHT STEPS TO EFFECTIVE PROBLEM SOLVING

1. Accept the problem as an opportunity to improve a situation.
2. Solicit the perceptions of those affected and identify differences.
3. Define the problem as specifically as possible.
4. Analyze why the problem exists, obtain facts, and identify barriers to resolution.
5. Brainstorm possible solutions.
6. Set criteria for the ultimate solution.
7. Select the solution that best meets the criteria.
8. Make the decision and install a means to measure the outcome.

DECISION MAKING AND LEADERSHIP

Most decisions involve an element of risk, or uncertainty. No matter how much information you have, you cannot absolutely guarantee the outcome. Good leaders are good decision makers even when it means taking a risk. The following steps will help you develop your decision making skills.

To become a more effective leader, I will:

- identify available options before making a decision.
- Seek alternative options from team players.
- Encourage discussion over alternative options to stimulate creativity.
- Test each option against the situation.
- Identify who will assume responsibility for taking actions based on a decision.
- Building in feedback mechanisms to assess the effectiveness of the decision.
- Make a decision.

SUMMARY: HAVING IT ALL

An Effective Leader

- ⇒ keeps his/her objectives clear and attainable;
- ⇒ balances and limits tasks to avoid harmful stress;
- ⇒ assigns priorities for maximum payoffs.
- ⇒ evaluates his/her behavior to ensure it is appropriate;
- ⇒ revises and changes his/her plans as necessary;
- ⇒ visualizes achieving his/her goals;
- ⇒ knows the difference between failure and learning;
- ⇒ has convictions and acts on them;
- ⇒ exhibits the behaviors he/she desires from others;
- ⇒ has fun

How to Delegate Skillfully (Continued)

RATE YOURSELF AS A DELEGATOR

Answer:

- A. Most of the time
- B. Sometimes
- C. Rarely/Never

- ___ 1. Do you work significantly longer hours than other members in your union?
- ___ 2. Do you do the work of others because you can do it faster or better?
- ___ 3. Do members constantly interrupt you with questions about their projects or assignments?
- ___ 4. Do you perform routine tasks others could easily handle?
- ___ 5. Are you slow in meeting deadlines?
- ___ 6. Do you feel the need to keep an eye on every activity in your unit?
- ___ 7. Are you poor at setting priorities?
- ___ 8. Are you uncomfortable when other union members don't have union activities to do?
- ___ 9. Do you hear criticism about your lack of delegation?

Note any items you answered with A's and list areas you identify for improvement: i.e. I will do a better job of delegating tasks and training members in order to eliminate interruptions.

- 1.
- 2.
- 3.

HOW TO DELEGATE SKILLFULLY

DELEGATING

Some leaders believe they have to do everything themselves. Delegation is the key to getting more done more efficiently.

When you delegate intelligently, you not only exhibit leadership, you also develop the leadership skills of your members. As a result, your job gets easier and your team becomes more productive.

WHEN YOU DELEGATE,
YOUR TEAM MEMBERS LEARN TO TAKE RESPONSIBILITY. THIS IN TURN
WILL INCREASE THE COMMITMENT AND ENERGY OF THE TEAM
DRAMATICALLY.

Effective delegation takes time, patience, and follow-up; but it is worth the effort. Delegation can motivate members by giving them greater ownership in their Union.

Delegate tasks when:

- You need more time.
- You want to develop a member's potential.
- You need to restructure responsibilities to handle a heavy workload.

HOW TO DELEGATE SKILLFULLY (continued)

1. SELECT THE PROJECT CAREFULLY.

Make a list of assignments you feel can be delegated. These may be assignments that take too much of your time or that can be handled effectively by one of your members. Most assignments should not require constant monitoring or follow-up.

2. SELECT THE PERSON FOR EACH TASK CAREFULLY.

Consider all factors involved before selecting the person to whom you will delegate the project.

- What is the potential impact on the member's current workload?
- Will the task be accepted with enthusiasm?
- How will other members react?

3. PREPARE OTHERS FOR THE CHANGE.

Let other members know that each task has been assigned to a co-member. Explain why the responsibility was delegated.

4. MAKE THE ASSIGNMENT THOUGHTFULLY.

Go over the assignment carefully and use examples if possible. Ask if the members understand the assignment. Ask them to repeat the assignment. Give them the opportunity to ask questions. Convey confidence in the way the member will handle the new responsibility.

5. FOLLOW UP.

Make yourself available to answer questions. Make suggestions when necessary, but allow the member freedom to manage the assignment. Coach the member if the task is not being performed satisfactorily. Refer others to the member if they have questions about the task. Compliment the member when the task has been satisfactorily completed. Make sure the member is given credit for his /her success.

You can delegate authority, but you cannot delegate responsibility. Therefore, you must follow up to make sure the task is being handled properly.

**Code of Ethics Frameworks
for
NYSUT Local Leaders, Benefit Fund Trustees and their Employees
Provided by
NYSUT Member Benefits Trust**

This document includes sound ethical practices you may want to consider when overseeing your local association or local association benefit fund's business operations. Similar guidelines, provided to NYSUT Member Benefits Trust by an independent consultant hired by Member Benefits, are currently followed by the Trust's staff and trustees. Feel free to pick and choose practices appropriate for your particular organization.

Note: The first appearance of a term included in the "Definitions" section at the end of this document is in italics.

What is the intended use of this document?

This document provides Code of Ethics Frameworks for the ethical review of a local association's or a benefit fund's business affairs and is intended to keep these organizations free from conflicts of interest. It is intended to serve as a general guide for local leaders, benefit fund *trustees* and their *employees* in evaluating the propriety of certain conduct and in determining what conduct is prohibited. However, this document should not be relied upon as an exclusive or comprehensive list of applicable legal, regulatory or *fiduciary* requirements of conduct.

It does not attempt to specify or replace every possible activity that might be inappropriate or prohibited under federal and state applicable laws and regulations governing not-for-profit or charitable organizations. The standards of conduct set forth are in addition to the standards imposed by any such law, rule or regulation, and should be read, interpreted and enforced in conjunction with other established policies.

In addition, any federal or state law requirements pertaining to the filing of financial *disclosure* forms by local leaders, benefit fund trustees and employees shall continue to apply.

Who should adhere to these sound practices?

The Code of Ethics Frameworks should apply to all local leadership, benefit fund trustees and their hired employees as well as their *Service Providers*.

What are ethical principles?

Local leaders, benefit fund trustees and their employees must recognize that they should maintain the highest standards of ethical conduct, exemplified by adherence to fundamental principles.

Local leaders, benefit fund trustees and employees shall:

- foster an environment of trust, integrity, transparency and accountability in the management and operations of the local association or benefit fund;
- recognize and accept their obligation to honestly and prudently manage the local association or benefit fund for the exclusive benefit of its members, participants and beneficiaries;
- adhere to all policies governing the disclosure of information regarding the relationship between the local association or benefit fund and providers of products or programs, if such products or programs exist;
- at all times be mindful of their duties of care and loyalty to the local association or benefit fund and its members, participants and beneficiaries;
- not use their positions with the local association or benefit fund or knowledge gained from their positions for their personal *benefit*; and
- comply fully with all applicable laws, rules and regulations and shall ensure that appropriate policies, procedures and control systems are in place to assure that the local association or benefit fund complies with all applicable laws, rules and regulations.

What is a conflict of interest?

A conflict of interest arises whenever a local leader, benefit fund trustee or employee has an *interest* with an individual or organization that has or is seeking to enter into a transaction, arrangement or other relationship with the local association or benefit fund, including, without limitation, an endorsement arrangement, or stands to obtain a benefit therefrom. Conflicts of interest or the “appearance” of a conflict of interest should be avoided.

A conflict of interest may also arise as a result of a personal or professional relationship between a local leader, benefit fund trustee or employee and third parties, commonly referred to as a *related-party transaction*. For example, a conflict of interest may arise when a *related party* has an interest in an organization that wishes to do business with the local association or benefit fund. In such cases, the interest of the related party will be imputed to the local leadership, benefit fund trustees or employees and the conflict of interest proscriptions in this Code of Ethics will apply to both.

What type of transactions should be considered prohibited?

A general summary of the restraints upon the conduct of the local leaders, benefit fund trustees and employees include, but are not limited to, the following:

- No local leader, benefit fund trustee or employee, or related party shall solicit or accept *anything of value* from anyone doing business with the local association or benefit fund or seeking to do business with the local association or benefit fund, except that nothing contained in this Code shall prohibit a local leader, benefit fund trustee or employee, or related party from accepting 1) a good or service on terms generally available to members of the public, or 2) a *gift* that is customary on family and social occasions from a *family member* or a person who is a friend under circumstances in which it is clear that the gift is unrelated to the recipient’s status as a local leader, benefit fund trustee or employee;
- No local leader, benefit fund trustee or employee shall use his or her position to obtain a benefit for himself or herself or a related party from the local association or benefit fund

(other than a benefit to which he or she is entitled as a member of the local association or benefit fund pursuant to rules and regulations of the local association or benefit fund applicable to all members);

- No local leader, benefit fund trustee or employee shall solicit or accept employment from anyone doing business or seeking to do business with the local association or benefit fund, unless the local leader, benefit fund trustee or employee completely withdraws from the local association or benefit fund activity regarding the party offering employment;
- No local leader, benefit fund trustee or employee shall be paid or accept from any party *compensation* for personal services rendered in connection with a matter before, or expected to come before, the local association or benefit fund;
- No local leader, benefit fund trustee or employee, or related party shall sell goods or services to the local association or benefit fund;
- No local leader, benefit fund trustee or employee, or related party shall hold or benefit from a contract with, authorized by, or approved by, the local association or benefit fund (except that a leader, trustee or employee who is a participant in the local association or benefit fund may receive a benefit provided or endorsed by the local association or benefit fund for which he or she is eligible under the terms generally applicable to participants);
- No local leader, benefit fund trustee or employee shall vote, authorize, recommend or in any other way use his or her position to secure approval of a contract with the local association or benefit fund (including employment or personal services) in which the local leader, benefit fund trustee or employee, a related party, or anyone with whom the local leader, trustee or trust employee has a business or employment relationship, (including a related-party transaction) or has an interest;
- No local leader, benefit fund trustee or employee shall disclose any confidential information concerning the local association or benefit fund or its service providers that is obtained as a result of the performance of his or her duties and that is not otherwise available to the public or use such information to advance any direct or indirect financial or other private interest or any other person or firm;
- No local leader, benefit fund trustee or employee shall use any property or resources of the local association or benefit fund for personal gain. For purposes of this Code, property or resources shall include physical assets such as equipment, furniture, supplies and facilities; computer hardware and software; financial resources; human resources such as staff time; and intangible assets such as good will; and
- No local leader, benefit fund trustee or employee shall fail to adhere to all local association or benefit fund policies governing the disclosure of information regarding the relationship between the local association or benefit fund and providers of products or programs.

How should you conduct business with your Service Providers?

Service providers may be different for local associations and benefit funds. Local associations may contract for services with banks, printing companies, copier companies, real estate entities, caterers, etc. In addition to the aforementioned services, benefit coverage, such as insurance or financial services that are offered to members and that charge participants fees for these services would also be considered service providers.

It is recommended that no Service Provider shall:

- Receive as compensation for business with the local association or benefit fund anything other than direct, hard-dollar compensation from the local association or benefit fund for actual services provided; and
- Provide a gift to a local leader, benefit fund trustee or employee, or related person.

It is also recommended that Service Providers be required to disclose to the local association or benefit fund, among other things, the following information:

- Any finder's fees, commissions or similar payments, made by or on behalf of the Service Provider to anyone as consideration for the placement of business with the local association or benefit fund (other than commissions paid to an employee of the Service Provider as an element of such employee's regular compensation);
- Any travel or other expenses paid for or otherwise provided to local leaders, benefit fund trustees or employees;
- Any other direct or indirect benefit(s) provided by the Service Provider or a Service Provider's related party to a local leader, benefit fund trustee or employee (other than a benefit generally available to members of the general public); and
- Any other actual or perceived conflicts of interest not previously identified.

Please be aware that we are not recommending that local leaders, benefit fund trustees or employees be prohibited from attending an event sponsored or underwritten by a Service Provider or prospective Service Provider at or in connection with a conference or convention of NYSUT or a regional body within NYSUT (local association) provided that such event is generally open to all NYSUT members or members from your local association attending the conference or convention. For example, if you were attending a NYSUT Regional Workshop and a vendor providing a NYSUT Member Benefits Trust-endorsed program was hosting an event, you should feel comfortable in attending. If a vendor of your local association's benefit fund were to host a reception for the entire local association's membership at an annual membership meeting, you should feel comfortable in attending. You should not feel comfortable attending a special event that a vendor is hosting to attract new business.

What should be done if you become aware of a conflict of interest?

Local leaders, benefit fund trustees and employees who become aware that they have a conflict of interest have a duty not only to disclose that conflict to the leadership of their organization, but to cure it, if a cure is required. A person normally cures a conflict of interest by either promptly eliminating the conflict or refraining from taking action on a particular local association or benefit fund matter as to which a conflict exists, provided that, in the case of refraining from acting:

- The person may be and is effectively separated from influencing the local association or benefit fund action taken;
- The action may properly be taken by others; and
- The nature of the conflict is not such that the person must regularly and consistently withdraw from decisions that are normally his or her responsibility with respect to the local association or benefit fund.

A local leader, benefit fund trustee or employee who cannot or does not wish to eliminate the conflict or refrain from taking action should either terminate the outside interest or activity

generating the conflict or, in an extreme case when that is not practical or the person declines to do so, terminate the relationship with the local association or benefit fund as quickly as is responsibly and legally possible.

A local leader, benefit fund trustee or employee who knows or reasonably suspects that a violation of this Code of Ethics has occurred should report the matter to the leadership of the organization. The local association or benefit fund is not allowed to discriminate or retaliate against any person who, in good faith, reports possible violations of this Code. Local leaders, benefit fund trustees and employees shall be afforded whatever legal protections are available to them under the New York State Whistleblower Law or any applicable collective bargaining agreement.

Should a formal Code of Ethics Policy be adopted by your organization? Should leadership and employees be trained?

In an effort to educate new local leaders, benefit fund trustees and employees regarding their ethical obligations and to assist fiduciaries in their fiduciary responsibilities, we encourage local associations and benefit funds to consider a written policy be put in place and that new local leadership, benefit fund trustees and employees be trained on the Code of Ethics Policy upon appointment. A copy of the organization's Code of Ethics guidelines should be distributed at that time. Feel free to use this document as the framework to develop a Code of Ethics Policy for your organization's use. At a minimum, it is highly recommended that your organization's leadership read through this document and adopt some of the sound ethical practices listed.

Definitions

For purposes of this Code of Ethics Frameworks document, the following definitions shall apply:

- *Anything of Value*: anything of monetary value, including, but not limited to, money, gifts, food or beverages, social event tickets and expenses, travel expenses, golf outings, consulting fees, compensation, employment, or a discount or rebate that is not available to the general public. For purposes of this definition, *Anything of Value* shall not include non-cash gifts with a value of \$10 or less (e.g., booth giveaways).
- *Benefit*: anything reasonably regarded as economic gain or advantage, including a benefit to a *related party*, as defined herein.
- *Compensation*: direct and indirect remuneration, as well as gifts or favors, that is not insubstantial.
- *Disclosure*: a description of the facts comprising a real or apparent conflict.
- *Employee*: an individual employed by a local association or benefit fund.
- *Family Member*: any child, stepchild, foster child, grandchild, parent, stepparent, grandparent, spouse, brother, sister, sibling, mother-in-law, father-in-law, son-in-law, daughter-in-law, brother-in-law or sister-in-law, and any member of the household, regardless of relation.
- *Fiduciary*: any person who 1) exercises discretionary control over the administration, operations or management of the local association or benefit fund and its assets; 2) renders

investment advice to the local association or benefit fund for a fee or other compensation, direct or indirect, with respect to any money or other property of the local association or benefit fund, or has any authority or discretionary responsibility to do so; or 3) has been designated by the local association or benefit fund as a fiduciary in connection with the performance of fiduciary duties on behalf of the local association or benefit fund.

- *Gift*: the provision of *anything of value*, as defined herein, to a local leader, benefit fund trustee or employee for which the local leader, benefit fund trustee or employee did not provide goods or services of equal or greater value.
- *Interest*: an interest that exists if a person has, directly or indirectly, through business, investment or a *related party* as defined herein; 1) an ownership or investment interest in any entity (other than an investment in a public company where the combined interest of the local leader, benefit fund trustee or employee and his or her *related party* is less than 10 percent); 2) a position as officer, director or partner, whether compensated or uncompensated; or 3) a compensation arrangement, as either a contractor or employee.
- *Related Party*: a *family member*, as defined herein, and any organization in which any such local leader, benefit fund trustee or employee or *family member* is an owner, partner, officer, director or shareholder (other than a public company as to which the combined interests of the local leader, benefit fund trustee or employee and his or her *family members* is less than 10 percent).
- *Related-Party Transaction*: any relationship between the local leader, benefit fund trustee or employee pursuant to which the local association or benefit fund is to pay the *related party*, as defined herein, compensation for services, materials or products, or the *related party* is to enter into an endorsement relationship with the local association or benefit fund.
- *Service Provider*: includes, but is not limited to, professional advisers or contractors, banks, printers, repair/maintenance companies, insurance companies, financial advisers, or any person, corporation, service provider or other party that is doing or seeking to do business with, or which has interests before, the local association or benefit fund.
- *Trustee*: a person designated by the appropriate appointing authority and serving in a fiduciary capacity.

Local Union Policy

The union must operate within the framework of its constitution and bylaws. The policies establish the procedures the union uses to conduct its business. These clearly written policies should be consistent with the local constitution, and distributed to members.

The following are some examples of the need for clearly written policies:

COLLECTIVE BARGAINING: Negotiations and ratification of agreements are processes that need firm guidelines. The union members have a right to know what can be expected during negotiations and what role they will play in the process. Similarly, once an agreement is reached, members need to understand the ratification process.

GRIEVANCE HANDLING AND CONTRACT ENFORCEMENT: Some unions have grievance committees that process the grievance from the beginning, others allow the grievant to initiate the grievance and become involved later in the process. However, in most cases the union “owns” the grievance procedure. Most, if not all, contracts contain a grievance provision which will set forth the conditions under which grievances will be processed, If the union decides that a grievance has no merit, it is untimely, or there is no contract language covering the complaint, the member has the right to be kept apprised of all such matters pertaining to his/her grievance.

FINANCES: Whether the local is large or small, it must have financial procedures. It is important that locals develop proper policies for paying bills, writing checks, reimbursing members and officers, and paying stipends. General accounting practices should be followed and the local treasurer should receive training in how to oversee the finances of the union.

CODE OF ETHICS POLICY FOR BENEFIT FUNDS: Locals with benefit funds are encouraged by NYSUT to adopt written policies to guide trustees in the exercise of their fiduciary responsibilities. NYSUT’s recommended “Code of Ethics Frameworks” handout is included among these training materials.

VOTING: The union should have a policy regarding voting, election of officers and delegates, contract ratification and procedures for other voting that occurs in the local. The voting policy should address the local’s position on absentee ballots and voting.

STRUCTURE AND ORGANIZATION CHECKLIST

- Produce a handbook for your Union Representatives.
- Sponsor an annual Union Representatives workshop or retreat (most locals will want to conduct this at the beginning of the school year).
- Give recognition to Union Representatives.
- Have Union Representatives organize a union committee at each worksite.
- Establish an effective system of a two-way communication with Union Representatives.
- If your local is large enough, select and train area coordinators.
- Establish a workable committee structure that allows for adequate delegation and accountability.
- Train committee chairpersons.
- Establish a retirees Committee (define retirees' rights, roles and responsibilities).
- Maintain accountability of chairpersons through regular meetings and reporting procedures.
- Develop a leadership-training plan for your Union Representatives and executive council and area coordinators.
- Attend and have other local leaders attend training sessions offered through NYSUT, AFT and other affiliates.
- Participate in your local AFL-CIO council.
- Develop a 12-month calendar of activities.
- Get input from Executive Council, Union Representatives, and membership in planning the calendar.
- Delegate calendar activities to appropriate committees.
- Base your budget on your calendar.

Are You a Roadrunner Leader?

or

A Wile E. Coyote Boss?

Two cartoon characters meet on the New Mexico desert to match wits. Spectators are instantly struck by the David and Goliath parallel. The program that came with the tickets says that coyotes can run 30 mph... and this particular coyote is hungry, already tasting his next meal. And it tells us roadrunners can't really fly—soaring short distances is about it – and can run 16 mph... tops.

Wile E. Coyote brings several advantages to the fray. He has a seemingly endless arsenal of roadrunner-trapping gadgets provided by a mysterious manufacturer named Acme. And he relentlessly uses these tools against his scrawny, defenseless opponent with great cunning and stealth. He is a master planner, obsessed with visions of fricasseed roadrunner!

The line on this match heavily favors the Coyote. Who would bet a dime on the gawky bird that seems oblivious to the fact that a contest is even underway? Yet time and again, the Road Runner eludes and escapes! As we toss the stubs of our betting slips, the Road Runner's victories baffle us.

The Road Runner's feats defy logic. He races through imaginary tunnels as if they were real. He never gets wet when there's water everywhere. He outmaneuvers a faster, stronger opponent by making speed superfluous. He turns the ingenuity of his opponent into embarrassing results... so embarrassing that many spectators laugh, even though they bet on the coyote. How can we comprehend such absurdity? The Road Runner has a secret that Wile E. never figures out. The bird is operating under completely different rules.

The rules of the business road have changed and we must master them quickly if we are to be successful. Solving today's challenges with yesterday's patterns is as futile as the Acme schemes on which Wile E. relies. It isn't that Wile E. doesn't *know* that he loses, he doesn't get why he loses! Winning organizations make innovation a centerpiece of their culture, not just their strategy. And, that takes leaders who are willing to real...and, characters.

Roadrunner leaders are real – fostering an inventing culture by communicating geniuses. They know actions of authenticity are needed to level the inventing field. They show obvious vulnerability thus creating judgment-free relationships. Authority and rank are the enemies of creativity, learning and growth. Roadrunner leaders know if they demonstrate support and care, they bolster a crucial foundation for risk-taking and make-a-bit-of-a- fool-out-of-yourself behavior necessary for insight and invention. They encourage zany, out-of-the-box thinking and action.

Roadrunner leaders are characters. The Road Runner knows that being “normal,” as in follow-the-rules conservatism, is a prescription for being Wile E' next meal. So, he pursues “not normal.” Real roadrunners don't look normal... they are multi-colored in wild shades. Roadrunners don't sound normal... other birds sing and chirp! Roadrunners don't move normally... other birds fly. Roadrunners don't eat normal... their diet is lizards and snakes, not worms and bugs. Southwest Airlines' CEO Gary Kelly is typically dressed the wildest at their annual Halloween party.

Roadrunner leaders know the spirit of a supportive community is one of genuine care. They are willing to confidently reveal their own challenges and frustrations. They invite exploration and innovation by offering support, not rebuke or obstacles. They challenge without being challenging; they push for greatness without being parental. They cultivate a work environment that encourages associates to reassure, not reproach; to bolster, not blame. They support the purposeful pursuit of excellence through the respectful treatment of

partners. They invite candor; discourage rancor.

Roadrunner leaders are ardent students of life. They ask more questions, read more books, seek out more diverse thinkers and pursue more life- changing experiences than their counterparts. They put learning at the top of their agenda... and leave it there. They provide quick and noticeable affirmation to other enthusiastic learners in the organization. They teach, they mentor, and they learn.

“Corporations around the world are reaching the limits of incrementalism,” wrote Gary Hamel in a *Harvard Business Review* article. “Squeezing another penny out of costs, getting product to market a few weeks earlier, responding to customers’ inquiries a little bit faster, ratcheting quality up one more notch, capturing another point of market share – those are the obsessions of managers today. But pursuing incremental improvements while rivals reinvent the industry is like fiddling while Rome burns.” The leader of the future will be a roadrunner. Beep! Beep!

Chip R. Bell is a customer loyalty consultant and the author of several best-selling books. His newest book is *Managers as Mentors* coauthored with Marshall Goldsmith. He also wrote *Beep! Beep! Competing in the Age of the Road Runner* published by Warner Books, produced by Warner Bros. and illustrated by the late Chuck Jones, creator of the cartoon characters. He can be reached at www.chipbell.com and the new mentoring book can be purchased at <http://amzn.to/ZcvIKV>

Taken from: <https://www.jamesmapes.com/guest-blog/are-you-a-roadrunner-leader-or-a-wile-e-coyote-boss>

New York State AFL-CIO / Cornell Union Leadership Institute

The Wheel of Change

