

Regional Leaders in Action Presentation:

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Making it Happen: Putting Our Product to Work

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- Everything is connected in today’s world, which raises questions about leadership.
- Three attributes of a power-shared world:
 - Mixed political economy
 - Hyper-pluralism and radical individualism
 - Boutiquing and consolidation
- In the old days, there were just the public and private sectors, but today our political economy is more complex. There are many nonprofits in the region and the sector is growing.
- New institutional forms can be considered based on an organizations interests and how it arbitrates its values:

		Interest	
		Parochial	Common
Arbitration of Values	Market	Private	Non-profit
	Political	Special Districts	Public

- Special districts can raise money more quickly and easily than the public sector. Special districts are growing rapidly.
- The chart shows how complex the world is.
- Hyper-pluralism means that individuals have a complex interest base.
- What to do?: We need to change the ways we think about leading. Leadership models assume we’re in charge, but today it’s hard to figure out who really is in charge. Rather, the “we” is in charge, which means we need to lead collectively. While this is difficult, it provides rich options and many resources for action.
- Three rules of success in a power-shared world:
 - Find out what people care about.
 - Track what people care about.
 - Let others know what you care about.
- Values matter: talk about values and link up with others who have overlapping interests.
- Have an expectation of making change *over time* and of building a relationship *over time*. No one will win all the time, but leadership will happen if people/groups are willing to make changes over time.
- Leading Change model (developed through the Legacy Program) seeks change through attention to values:

- Create common vision
 - Generate support
 - Institutionalize change
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- Need analysis, but framing issues is also important. We need to capture the argument we're making.
 - Generating support: find ways to project what's important, bridge resources, link up what's going on to create regional understanding rather than piecemeal programs, and broaden the circle of supporters.
 - Institutionalizing changes: use the region's strong civic culture by giving the region's institution the message. Institutions need to learn to work with a new message. Also, look for roots, not branches, or drivers of activity, not riders. The world is not aligned according to dichotomous values. Rather, values are embedded in visions and it isn't clear where a dividing line is.
 - Action planning: This is when you are in charge. Answer: What, Who, When. This doesn't work when you're not in charge.
 - Need to plan for collective action: Answer: What, How, Who, When, Outcomes/End Results.
 - The how question indicates that the means imply values as well as the ends. We need enough agreement to move forward.