



Bowhay Institute for Legislative Leadership Development

MIDWESTERN LEGISLATIVE CONFERENCE

Legislative Leadership: Building a Culture of Excellence

Advice Over Time

- Don't be flattered into doing something you don't want to do.
- You and Martha can decide if you want to run and how hard you want to work; it will be the Good Lord and the people who will decide if you get the opportunity to serve.
- There are things more important than winning.
- There is a difference between politics and public service.
- You judge yourself on your best intentions and will be judged by others on your last worst act.
- Your word is your bond.
- Learn the process and know the rules.
- It's not about you. At the same time, never forget you are the right person, at the right place, at the right time.
- Remember who you are and
- Enjoy the Miracle of Now!

**The Robert D. and Billie Ray Center mission
is to improve civility
through character development and ethical leadership.**



The Ray Center vision is to transform lives and strengthen communities by equipping individuals and communities to embrace and practice good character by demonstrating trustworthiness, respect, responsibility, fairness, caring and citizenship.

CHARACTER COUNTS!



Session Strategies and Outcomes

When, Where, How and With Who

- Intentional Relationships
- Culture Shaping Leadership
 - Shared Ground Rules for Engagement
 - Character-based Leadership
 - Integrity
- Optimal Performance
 - Clear Communication, Mindset, Habits, and Accountability

One-on-One

- Introduce yourself including your name, position, and where you live.
- What is your favorite personal interest or hobby?
- What inspired you to want to serve?
- What do you consider your best leadership skill.
- What leadership skill would you like to enhance or improve?

MAKING “SURFACE TO SUBSTANCE” CONNECTIONS

1. Have the **courage and curiosity** to connect — especially with those who are new or different.
2. Connect by asking questions that go **“from surface to substance.”**



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Respect



The essence of respect is to show solemn regard for the worth of people, including oneself.

The duty of respect is to treat all people with respect-regardless of how they treat you.



RESPECT
demand it







***“Sir, I will treat you
like a gentleman not
because you are one,
but because I am one.”***

- Thomas Jefferson



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Culture Shaping Leadership

COMPACT FOR EXCELLENCE

In order to do our **best work** and treat each other with **respect and care**,
we each agree to/not to:

- » Be open to and respectful of ideas, people
and the process
- » Listen to understand – then listen to reply
- » Participate – Don't hide / Don't dominate
- » Assume best intentions
- » Appropriate IT use



Adapted from Lickona & Davidson (2005).

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COMPACT FOR EXCELLENCE

In order to do our **best work** and treat each other with **respect and care**,
we each agree to/not to:

- We will have, and are committed to, clear communication
- We will have an open and transparent process
 - ✓ The sub-committees will be where the budget is developed.
 - ✓ We will not conduct committee business at any time after 12:00 am or prior to 6:00 am
 - ✓ We will have a 24-hour window for every bill to be reviewed prior to action by the full committee
- We will have areas of agreement and we want to build those bridges and incorporate minority party perspectives into the budget process
- Neither party has license on good ideas
- We will have areas that we do not agree and the expectation in this committee is that we will conduct our business with the civility, decency and respect that the people of Iowa deserve from their elected leaders



Adapted from Lickona & Davidson (2005).

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**“We shape the culture;
the culture shapes
the character.”**

-Dr. Tom Lickona & Dr. Matt Davidson

OPTIMAL PERFORMANCE — A SYNERGY OF:



The life of a legislator?



Life in the legislature?



Character Based Leadership



Moral Character (Best Self)
Performance Character (Best Work)

PERFORMANCE CHARACTER AND MORAL CHARACTER COMPETENCIES



Adapted from Lickona & Davidson (2005).

PERFORMANCE CHARACTER AND MORAL CHARACTER COMPETENCIES



Underline two words
on each side that are
your strengths

Circle two words on
each side that are
growth areas

Adapted from Lickona & Davidson (2005).



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Let's take a Break



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Integrity



INTEGRITY:

WITHOUT IT, NOTHING WORKS

Discuss with a partner important statements, ideas, or information from the article.

INTEGRITY:

WITHOUT IT, NOTHING WORKS

Important Concepts

- Integrity is like the Law of Gravity
- Integrity as wholeness - honor our word
 - Keeping our word – on time as promised
 - Inform parties when we can't keep our word as soon as we know – and clean-up any 'mess' created
- Integrity deals with oneself
- Integrity impacts performance
- Objects and systems have integrity – design, implementation and use
- Out-of-Integrity behavior impacts reliability and workability

INTEGRITY-IN-ACTION ESSENTIALS

» **Discernment:**

Being able to make well-reasoned decisions about right and wrong.

» **Conscience:**

Sense of obligation to do the right thing.

» **Competence:**

Demonstrating the “know-how” needed to translate knowledge into action.

» **Identity:**

The degree to which our character and integrity are central to our sense of self.



RULES OF AN ACTIVE CONSCIENCE

What NOT to do to keep your conscience as a guide for your integrity.

- » **Don't distort.**
Don't exaggerate or blow things out of proportion.
- » **Don't create an enemy.**
Don't avoid the truth by finding or creating an enemy to fight against.
- » **Don't play the victim.**
Don't rationalize to convince self or others that I/we are really the victim.
- » **Don't fan the flames.**
Don't get self/others fired-up so that emotion clouds reason.
- » **Don't be a gamer.**
Don't try to convince self/others that it isn't wrong, "just how the game is played."
- » **Don't let ego get in the way.**
Don't let "being right" interfere with "getting it right."





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Optimal Performance



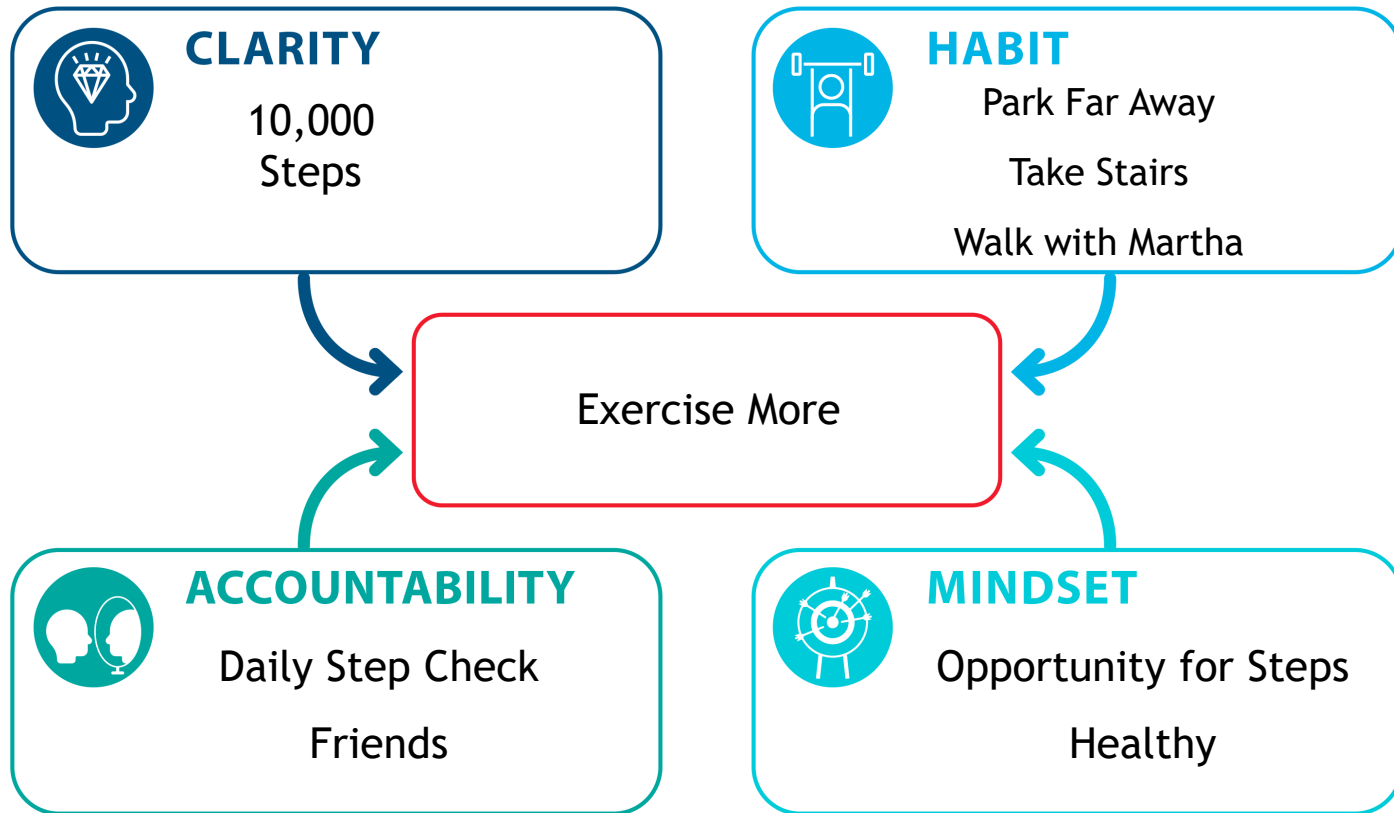
Clarity, Habit, Accountability, Mindset → Performance

LEADERSHIP PRACTICES FOR SHAPING CULTURE



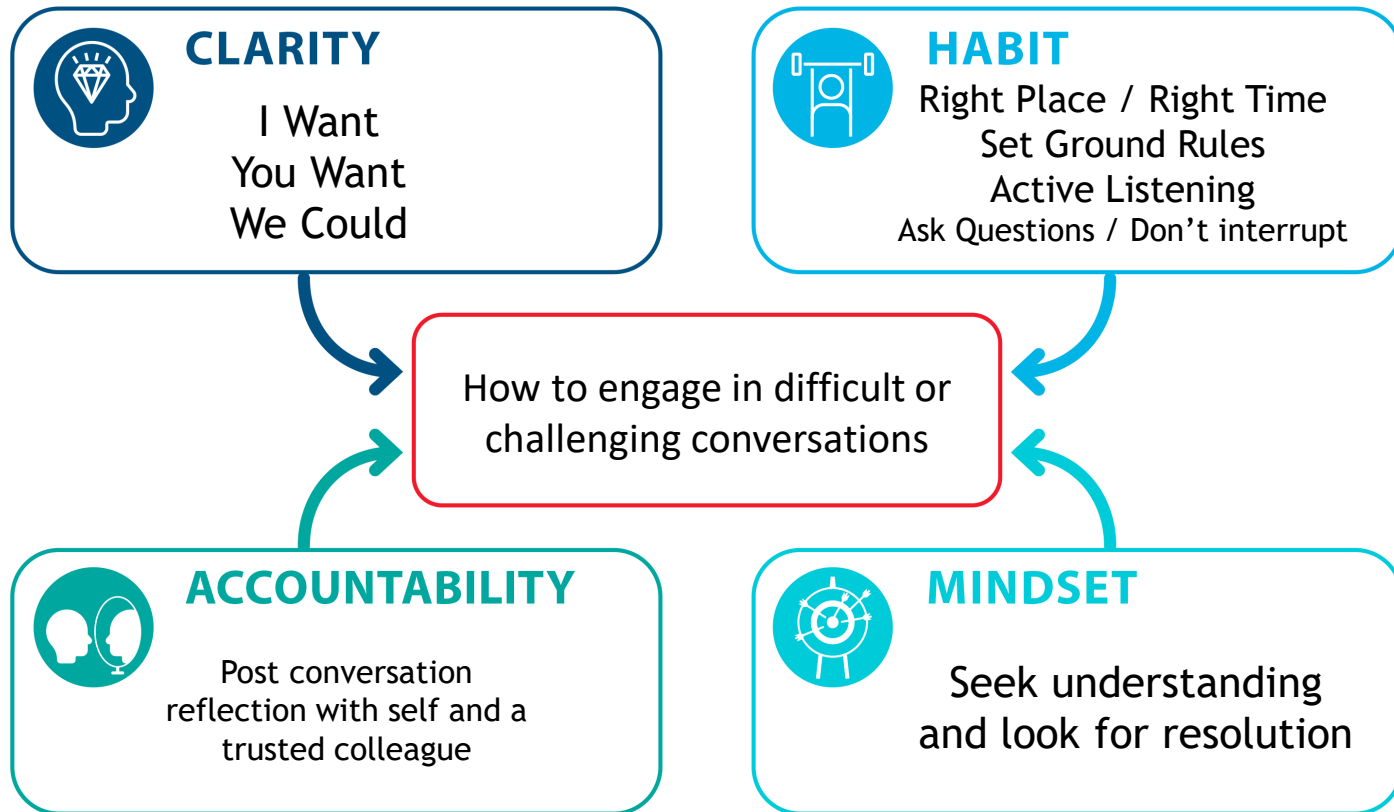


Clarity, Habit, Accountability, Mindset → Performance

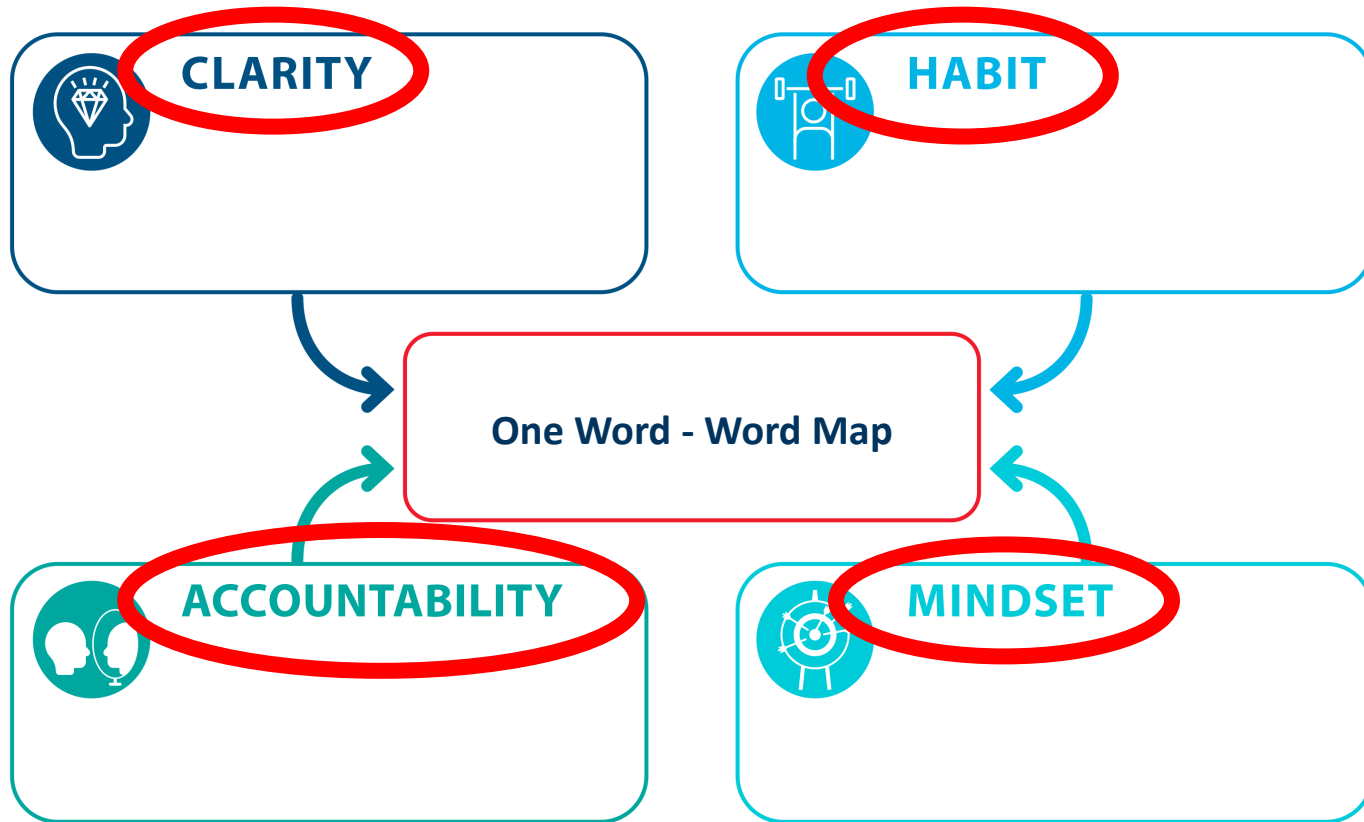




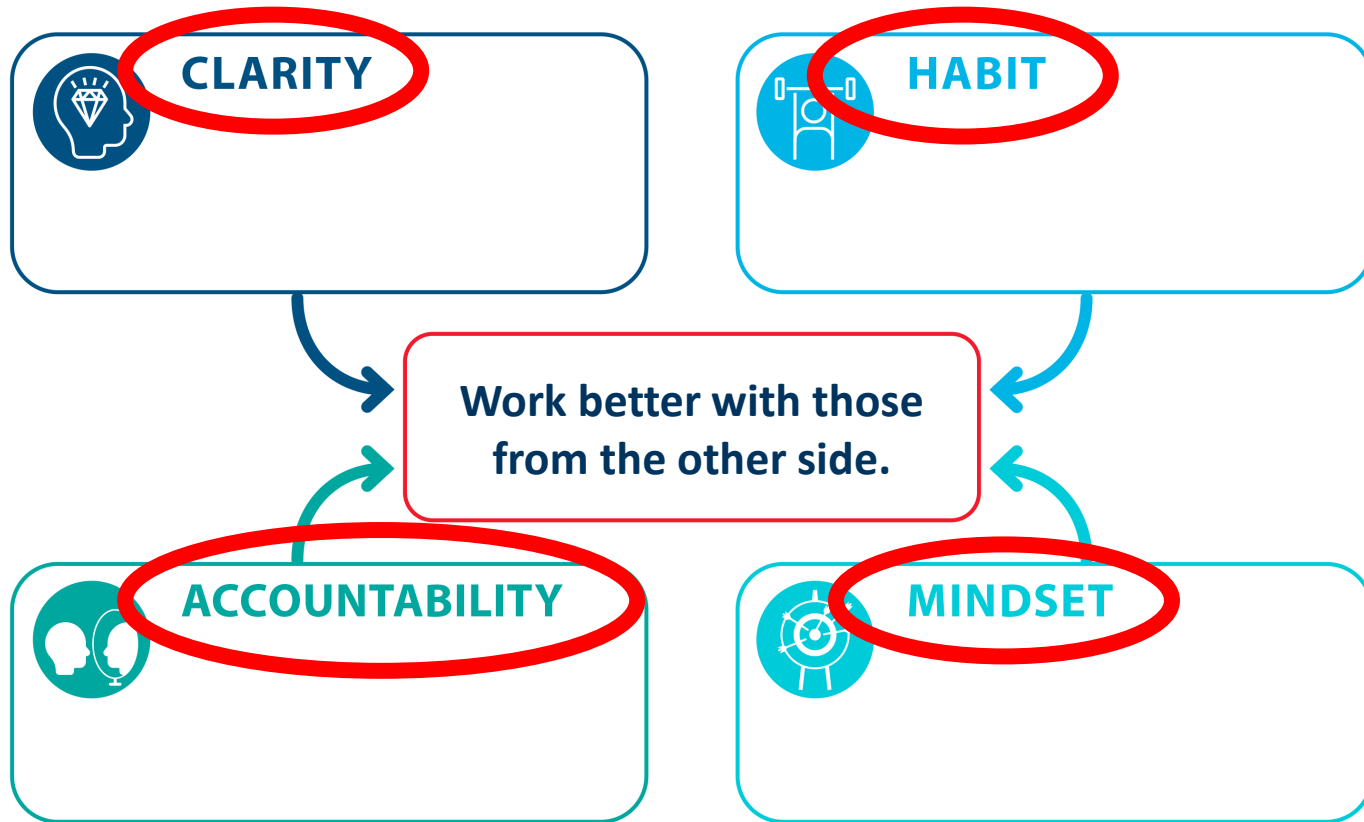
Clarity, Habit, Accountability, Mindset → Performance



Clarity, Habit, Accountability, Mindset → Performance



Clarity, Habit, Accountability, Mindset → Performance





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Accountability

ORGANIZATIONAL EFFECTIVENESS AUDIT

1

*Review the effectiveness and efficiency of **CURRENT PRACTICES**.
Determine which of them we should:*

Stop

We should stop practices that:

- are not having the desired outcome
- may have proved impractical or inefficient
- are distracting from core mission or overall effectiveness

Continue

We should continue practices that:

- are having the desired outcome
- are efficient and effective

Improve

We should improve or enhance practices that:

- are having some of the desired outcome, show promise
- but need to be more efficient or effective

2

*Brainstorm and identify **NEW PRACTICES** that may help address a new situation or factors that did not exist before, or new ideas that the team may want to try to improve effectiveness and/or efficiency*

ORGANIZATIONAL EFFECTIVENESS AUDIT

Stop

Practices that:

- are not having the desired outcome
- may have proved impractical or inefficient
- are distracting from core mission or overall effectiveness

Start

New practices

that may help address a new situation or factors that did not exist before, or new ideas that the team may want to try to improve effectiveness and/or efficiency

Continue

Practices that:

- are having the desired outcome
- are efficient and effective

Improve

Practices that:

- are having some of the desired outcome, show promise
- but need to be more efficient or effective



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Lens of Leadership

Dewitt Jones Insights

Do you have the right lens on?

- What's your perspective or angle?
- Find the extraordinary viewpoint to the problem.

Are you in the place of the most potential?

- What's the one thing we could do better or differently right now?

Don't worry about making mistakes.

- There's more than one right answer; find the next right answer.

How many times a week is it up to you?

- See the extraordinary in the ordinary.
- Are you ready to embrace this and respond?

Session Strategies and Outcomes

When, Where, How and With Who

- Intentional Relationships – Surface to Substance Connections
- Culture Shaping Leadership
 - Shared Ground Rules for Engagement – Compact for Excellence
 - Character-based Leadership – Competencies for Strength and Growth
 - Integrity – Without It Nothing Matters
- Optimal Performance
 - Clear Communication, Mindset, Habits, and Accountability

What one thing will you do better or differently in your leadership because you invested two and a half hours of your time in this session?

I wish I would have known...

- Seek Harmony – Not Balance
- Drink half your body weight in water – everyday - and early
- Use the three most important words every day:
I love you
- Think about the three words that are second most important every day:
Because of you...

What Will Matter



mindset

CAROL S. DWECK, Ph.D.



TOUGHNESS

DEVELOPING
TRUE STRENGTH
ON AND OFF
THE COURT

JAY BILAS



NEW
AMERICAN
LIBRARY

THE CHAMPION'S **MIND**

JIM AFREMOW, PhD



RELENTLESS

TIM S.
GROVER



THE MENTAL ATHLETE



RELAX and WIN Championship Performance in Whatever You Do - *Winter : Lee*

THINKING BODY, DANCING MIND

TAO SPORTS FOR EXTRAORDINARY PERFORMANCE
IN ATHLETICS, BUSINESS, AND LIFE

CHUNGLIANG AL HUANG
AND
JERRY LYNCH



Ravizza, Hanson

HEADS-UP BASEBALL



ADAM GRANT GIVE AND TAKE

WHY HELPING OTHERS
DRIVES OUR SUCCESS



WINIFRED GALLAGHER RAPT

Attention and
the Focused Life



Elite Minds

— Beecham —



ENDURE

Mind, Body,
and the
Curiously
Elastic Limits
of Human
Performance

ALEX
HUTCHINSON

Wm
Morrow

GRIT ANGELA DUCKWORTH

"Persuasive and fascinating." —MALCOLM GLADWELL



POSITIVE INTELLIGENCE



SHIRZAD CHAMINE





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