

Leadership Lessons Learned Making an Impact



Road & Street Maintenance Supervisor's Conference



What it Takes
to Become a
Great Leader

LEADERSHIP IS NOT A
POSITION OR A TITLE,
IT IS ACTION AND
EXAMPLE



The Power of
Great Leaders



What makes a great
LEADER



2

**What
Makes a
Great
Leader?**



Mike Coffey – Retired Regional Director/ Chief of Statewide Maintenance and Operations – Alaska Department of Transportation and Public Facilities – Currently West Region Sales

mcoffey@envirotechservices.com

Cell Phone 360-522-6519

Alaska Department of Transportation and Public Facilities

4

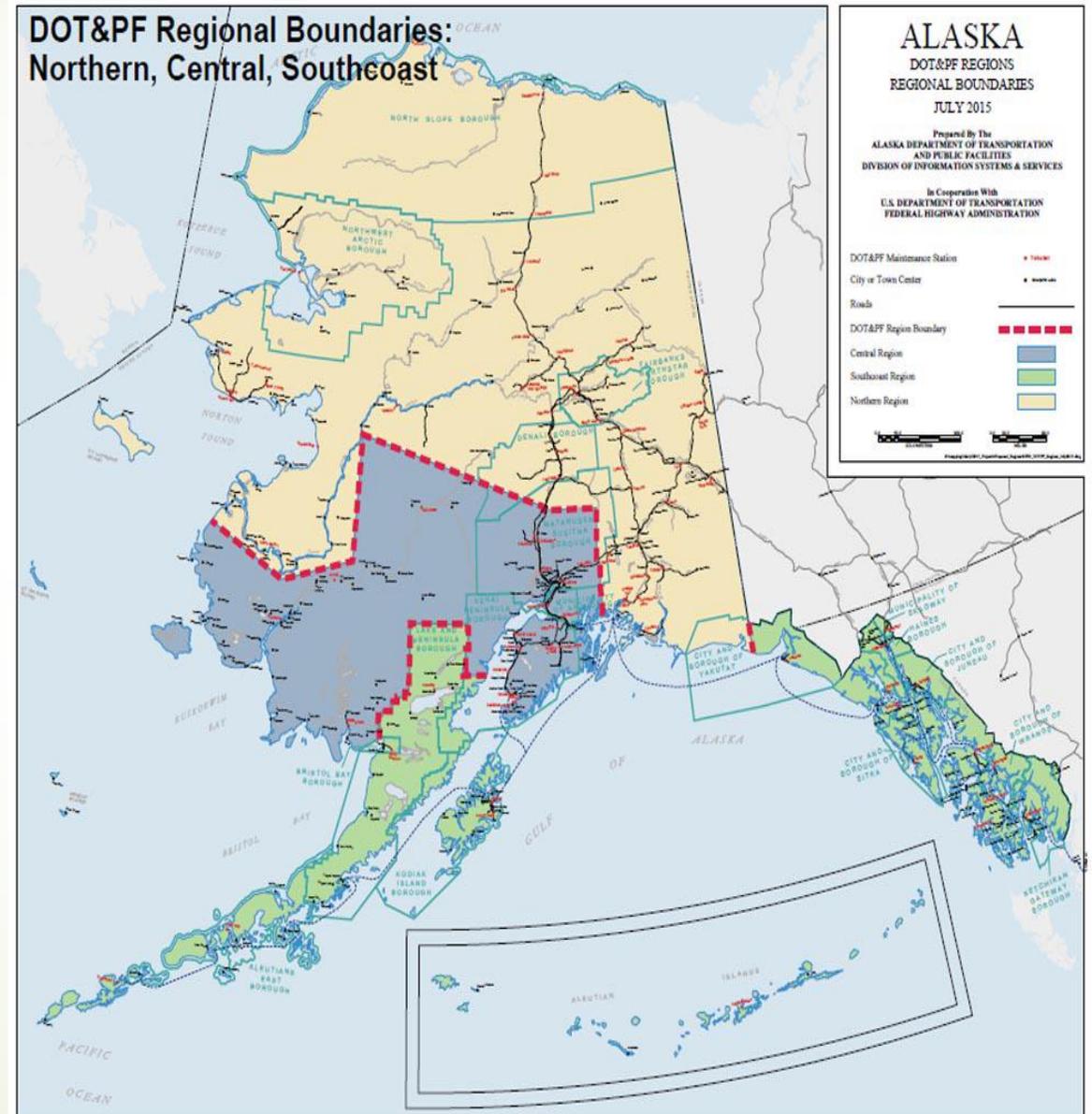
- 3300 Employees
- 12,000 Lane Miles
- 74 Maintenance Stations
- 5,600 Centerline Miles
- 836 Bridges
- 239 Rural Airports
- 2 International Airports
- 19 Harbors
- 776 Buildings (DOT owned or managed)
- Alaska Marine Hwy System
 - 35 ports of call
 - 10 vessels
 - 3,500 miles



DOT&PF Organization

5

- Three Regions
 - Northern Region headquartered in Fairbanks
 - Central Region headquartered in Anchorage
 - Southcoast Region based in Juneau
- 13 M&O Districts
- 74 Manned Stations



Retirement Take-aways

- It's about LEADERSHIP
- It's about a people first attitude
- It's about being a team
- It's about supporting your team
- It's about having their back
- It's about having a positive impact on someone's career – their life
- It's about being a role model
- It's about caring
- It's about service
- It's about serving



Leadership Traits

7

- **Vision** – where are we going
- **Desire to Serve** - **servant** first
- **Courage/Conviction** - A strong vision and the willingness to see it through is one of the most important characterizes of leadership. The leader who believes in the mission and works toward it will be an inspiration and a resource to their followers.
- **Caring** – Caring means showing sincere interest in and genuine concern for others. It includes consideration, compassion, empathy, sympathy, and nurturing..
- **Honesty/Ethics** – About credibility. Consistency. Must be consistent.
- **Humility** - You have the humility to admit when you are wrong or have made a mistake.
- **Authentic/Genuine** - “To thy own self be true.” –Polonius, *Hamlet*
- **And all Leaders have character**

Business
Administration
International
Business
and Logistics

Facilities
Engineering
Technology

**The wisest person
I ever met in my life,
a third grade dropout.**

Grow Your Influence – Make an Impact

- ▶ I won't have a problem if you aim high and miss, but I will have a problem if you aim low and hit
 - ▶ **I'm not worried that you will be successful, I'm worried that you will not fail from time to time**
- ▶ When you hit rock bottom, remember this – rock bottom can be a great foundation to build upon and grow
- ▶ **You are what you repeatedly do, therefore excellence ought to be a habit not an act**
- ▶ You'd rather be an hour early than a minute late
- ▶ Maybe my boys will catch me in the act of excellence
- ▶ If you're going to do a job, do it right
- ▶ **I know you're tough but always remember to be kind**
- ▶ **Make sure your servants towel is bigger than your ego**
 - ▶ Ego is the anesthetic that deadens the pain of stupidity, Pride is the burden of a foolish person
- ▶ **Find your broom – grow your influence**
- ▶ Just Stand

How to Grow Your Influence and Make an Impact

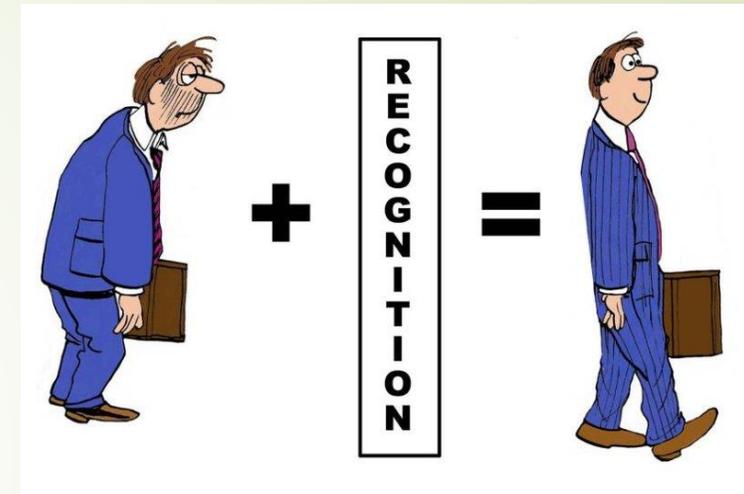
- ▶ You would not judge
- ▶ You would show up early
- ▶ That you would be kind
- ▶ Make sure that servants towel is huge and used
- ▶ If you're going to do something do it the right way
- ▶ It's never wrong to do the right thing
- ▶ How you do anything is how you do everything

In that way you will grow your influence so you can grow your impact

In that way you will honor those that have come before you and invested in you

Develop a High-Trust Culture

- Empower all Levels of your organization
- Allow Mistakes without overall failure
 - You can fail without being a failure
- Find ways to reward innovators
- Encourage your team to get involved
- *Start with personal integrity*
- *Invest in respect*
- *Create a common dream/vision*
- *Keep everyone informed*
- *Embrace respectful conflict*
- *Show humility*



Recognition

12



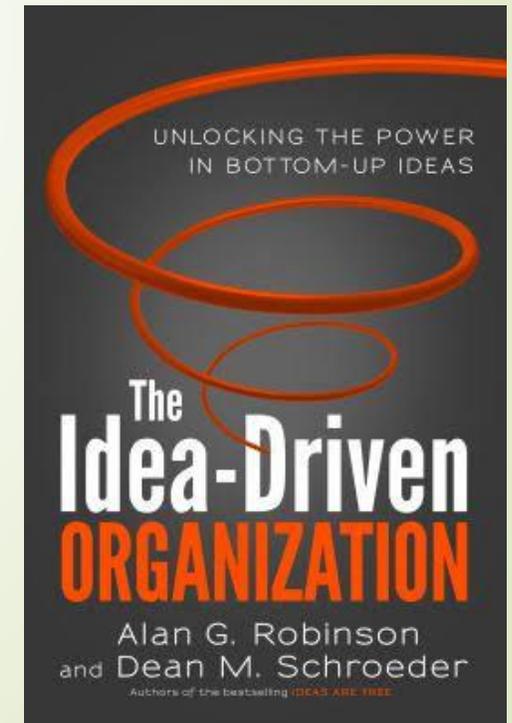
Develop a High-Trust Culture

- Empower all Levels of your organization
- Allow Mistakes without overall failure
 - You can fail without being a failure
- Find ways to reward innovators
- Encourage your team to get involved
- *Start with personal integrity*
- *Invest in respect*
- *Create a common dream/vision*
- *Keep everyone informed*
- *Embrace respectful conflict*
- *Show humility*



What's Worked

- Involve team in meetings that they would normally not attend
- Leadership Training
 - Alaska Maintenance Leadership Academy
 - Emerging Leaders Program
- Leadership Minute (Similar to Safety Minute)
- IDEAS Program



The Story of the YETI

15



Develop a High-Trust Culture

- Empower all Levels of your organization
- Allow Mistakes without overall failure
 - You can fail without being a failure
- Find ways to reward innovators
- Encourage your team to get involved
- *Start with personal integrity*
- *Invest in respect*
- *Create a common dream/vision*
- *Keep everyone informed*
- *Embrace respectful conflict*
- *Show humility*



Create a Common Dream/Shared Vision

- **ADOTPF** - Keep Alaska Moving through service and infrastructure
- **Southcoast Region**
 - We are the premiere region in the department both in terms of customer service and in terms of a great place to work
 - We are a department of YES.
 - We fight through the bureaucracy to help/serve the public
- **ESI**
 - **Core Purpose** - ESI exists to positively impact peoples lives
 - **Core Values** - Determined, Responsible, Progressive
 - **Business Definition** - We are an environmental solutions company

Develop a High-Trust Culture

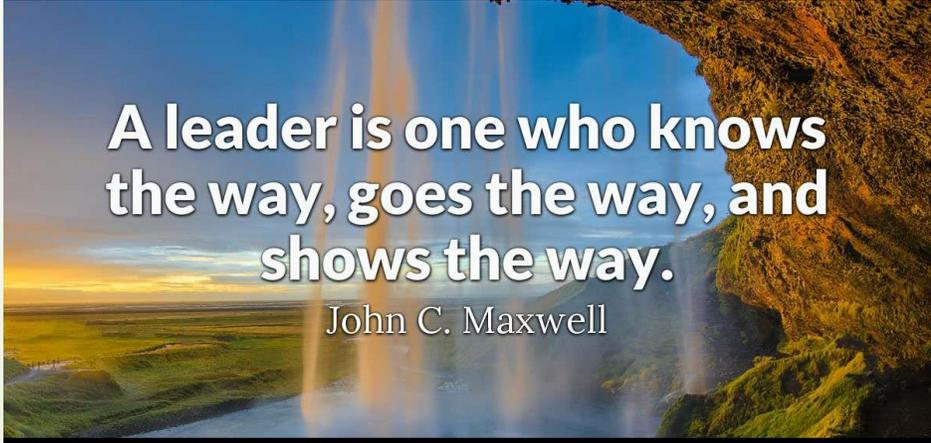
- Empower all Levels of your organization
- Allow Mistakes without overall failure
 - You can fail without being a failure
- Find ways to reward innovators
- Encourage your team to get involved
- *Start with personal integrity*
- *Invest in respect*
- *Create a common dream/vision*
- *Keep everyone informed*
- *Embrace respectful conflict*
- *Show humility*



Model the Behavior

- Leaders must model the behavior expected of their team
- Modeling the way—demonstrating values through actions not telling (do as I do)
- People follow the person first, then the plan
- Leaders need to not only have strong beliefs/values; they must also openly share those values with staff
- Words and deeds must be consistent

**A LEADER
LEADS BY
EXAMPLE
NOT BY
FORCE**



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

John C. Maxwell

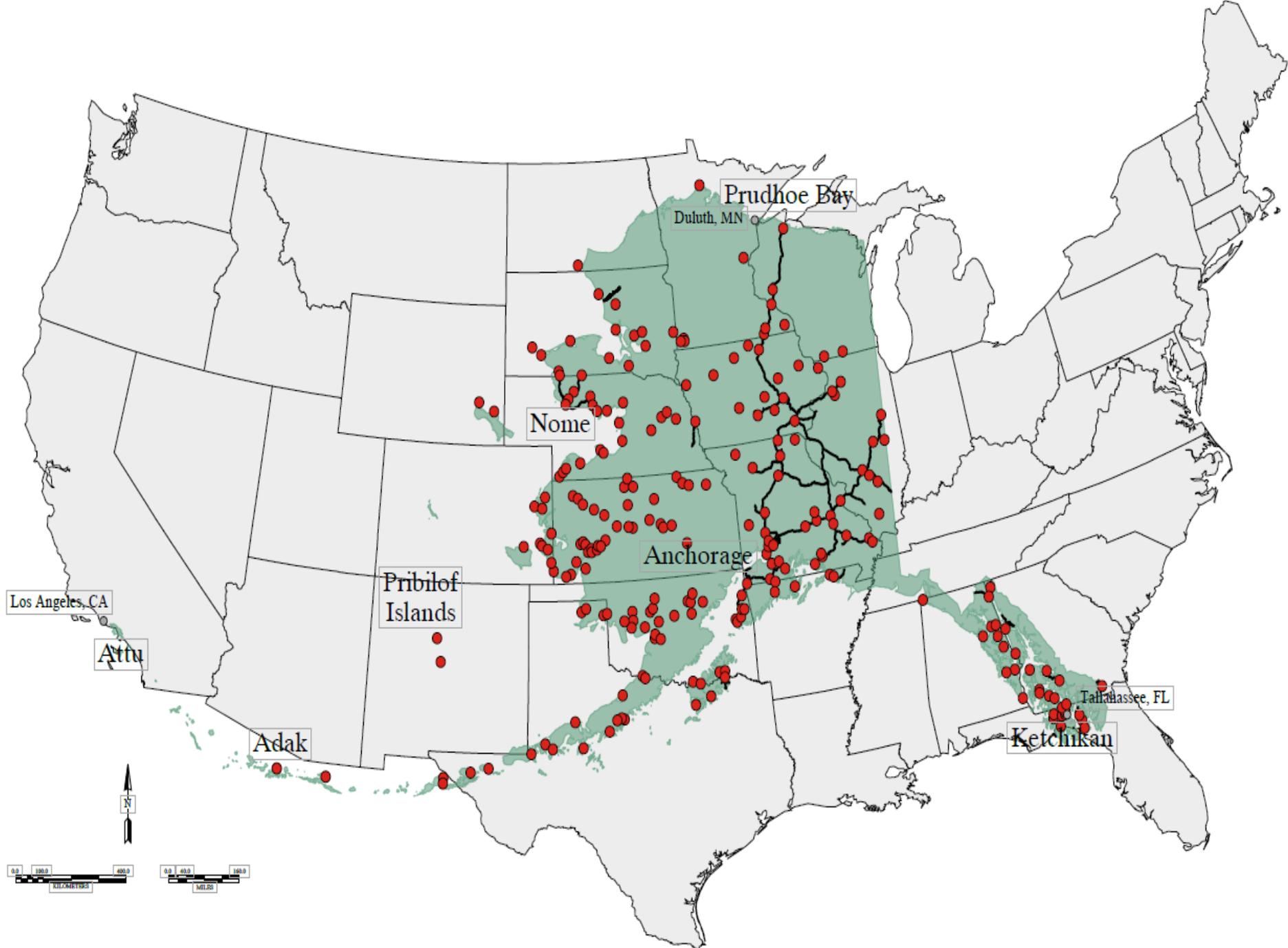
Words are Powerful

- ▶ The idea that sticks and stones can only break bones is not reality. Words can pierce through the heart, crippling the strongest of people.
- ▶ Your words as a leader are one of your strongest weapons/tools.
 - ▶ **Use them carefully.**
 - ▶ **Chose them wisely.**
 - ▶ **Speak them purposefully.**
 - ▶ **Your words matter.**
- ▶ Here are some words that every leader should be in the habit of saying often:
 - ▶ **Thank You**
 - ▶ **I'm Sorry**
 - ▶ **We**
 - ▶ **I Don't Know**
 - ▶ **How can I help?**



Leadership Impacts

- What we do as a leader matters
- Decisions we make impact employees, their families, the community, the department/agency, the State
- Decisions we make every day contribute to fulfilling the department's/agencies/companes mission
- We all have the same mission regardless of our place in the organization



A person wearing a green vest and dark clothing is seen from behind, standing on a rocky mountain peak. They are holding two trekking poles. The background features a vast, hazy mountain range under a bright sun in a clear blue sky with some light clouds. The overall scene conveys a sense of achievement and perseverance.

**Perpetual optimism is
a force multiplier.**

COLIN POWELL



The essence of leadership is service to others

- **On a basic level, as a leader, you exist to:**
 - Inspire others to strive for excellence
 - Ensure the work environment is safe, challenging, and fair
 - Teach, mentor, provide guidance
- **True leaders put the welfare of the group ahead of their own self-interest**
- **Combine knowledge and wisdom to have an impact**
- **Model excellence**
- **Great leaders enhance institutional capability by driving the actions of others to achieve greatness**

Leadership is all about helping others to succeed.

Final Thought – Making a Positive Impact





mcoffey@envirotechservices.com

Cell Phone 360-522-6519