

Leadership In Code Administration

Hon. James (Tim) Ryan

Speaker for Today



Tim Ryan, CBO

- City of Overland Park, KS, Building Safety Div. for 40 years(ret.) Code Administrator for 20 years.
- Certified in 15 Separate Categories of ICC
- BOCA Board of Directors (1993-2002)
- ICC Board of Directors (2002-2009)
- Executive Director, Int. Association of Building Officials
- NIBS Board of Directors-Presidential Appointee
- Bob Fowler Award - ICC
- Mortimer M. Marshall Lifetime Achievement Award - NIBS
- ICC Past Presiding Officers
- ICC Moderator
- ICC Building Code and Standards
- ICC Code Correlation
- Has served on over 20 committees and task groups

Topics of Discussion

- ▶ Management vs Leadership
- ▶ Knowing your Trade
- ▶ Thinking Politically
- ▶ Generational Differences
- ▶ Building Relationships
- ▶ Leadership Failure
- ▶ Courage in Leadership
- ▶ Realities of Leadership

Management vs. Leadership

Knowing the Difference

Knowing the Difference Between Management and Leadership

Management:

- ▶ Establishes Rules - stick to the script
- ▶ Does the right thing-rules are rules, no exceptions
- ▶ Minimizes Risks
- ▶ Accepts the Status Quo
- ▶ Thinks short term

Leadership:

- Breaks the rules
- Relies on Control
- Takes Risks
- Challenges the status quo - can we do it better
- Thinks long term.

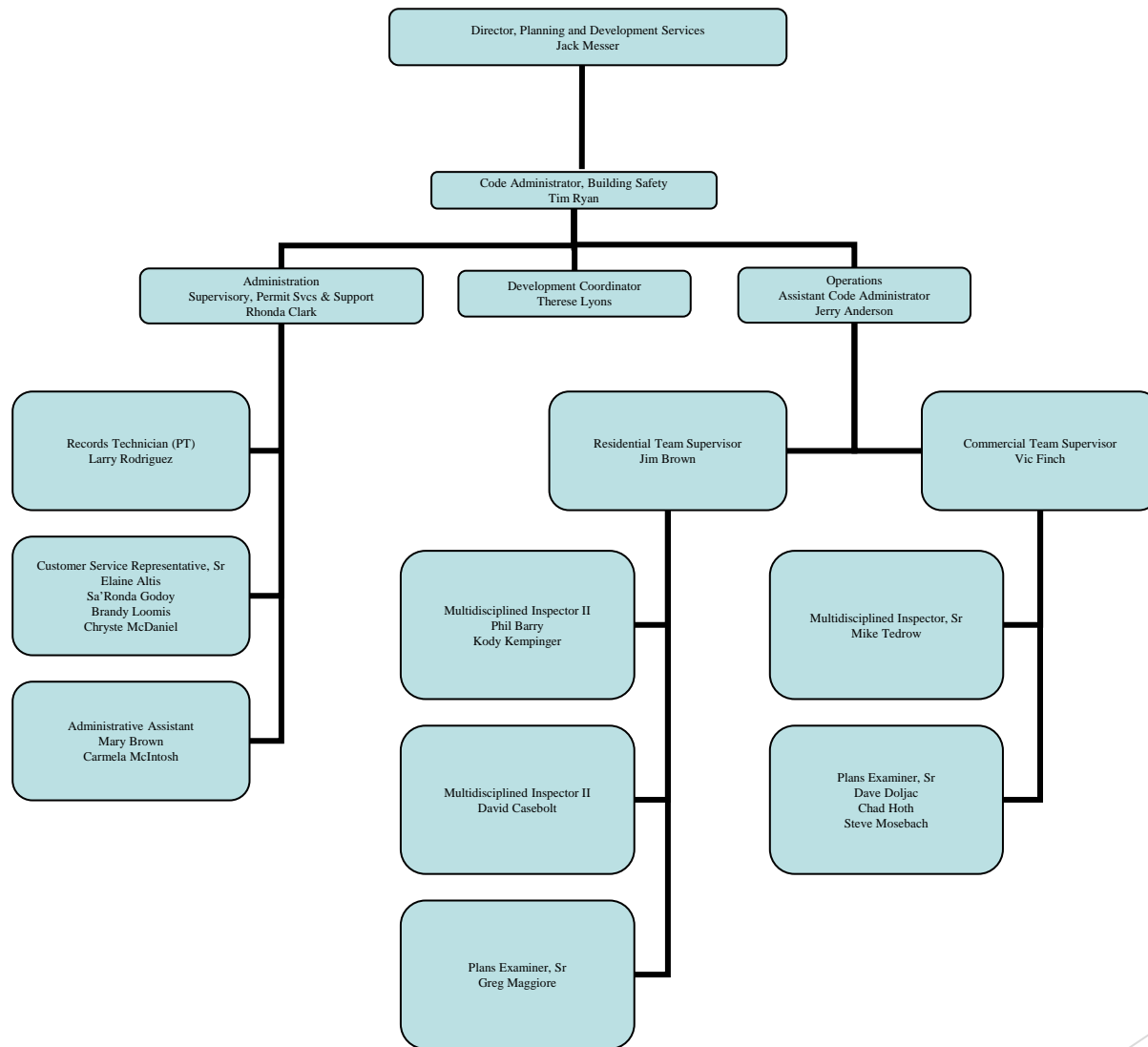
Participative Management

- ▶ Horizontal Management
- ▶ All employees are involved in life of company including strategic decision-making
- ▶ Encourages active participation of employees at all levels of the organization

Participative Management

5 Principles of Participative Management

1. Participative management environment
2. Working together - work teams
3. Autonomy to make decisions in area of expertise
4. Open & Transparent Communication
5. Collective decision-making



Organization

“Organization doesn’t really accomplish anything. Plans don’t accomplish anything, either. Theories of Management don’t much matter. Endeavors succeed or fail because of the people involved. Only by attracting the best people will you accomplish great deeds.”

Colin Powell



Knowing Your Trade

Administration of Model Building Codes

*How Good are you at what you
do?????*

How important are you to your community

Knowing Your Trade

- ▶ Duties and Powers - Where they come from
- ▶ The Importance of Continual Training and Education
- ▶ Attendance at Code Hearings, chapter meetings
- ▶ Customer Service
- ▶ Having a Network *********
- ▶ Using Board of Appeals
- ▶ When in-doubt, using your experience and conscience (gut)
- ▶ Consequences of not doing it right - it continues.

Knowing Your Trade

Job Descriptions

- ▶ Solid technical knowledge
 - ▶ Construction methods and materials
 - ▶ Code provisions
- ▶ Soft Skills
 - ▶ Equally important to hard skills
 - ▶ Elevate inspector from good to excellent
 - ▶ Accomplish goal of safe buildings
 - ▶ Public acceptance of department mission
 - ▶ Inspections benefit community
 - ▶ Success depends on buy-in from the public.
 - ▶ Or is it **build-in?????**

Knowing Your Trade

"Our Codes"

How many of you think our codes are perfect?

How many of you have issues with certain requirements within our codes?

Then why don't you change them?



Thinking Politically

Understanding the Politics in Building Code Administration

Thinking Politically

Six Essential Aspects of Thinking Politically in the Exercise of Leadership:

1. Find Partners (get the right people on the bus)
2. Keep the Opposition Close
3. Accept Responsibility for your Piece of the Mess
4. Acknowledge Their Loss
5. Model the Behavior
6. Accept Casualties

Thinking Politically

Conclusions

- ▶ The lone warrior myth of leadership is a sure route to heroic suicide
- ▶ Nobody is smart enough or fast enough to engage alone the political complexity of an organization or community when it is facing and reacting to adaptive pressures.
- ▶ Relating to people is central to leading and staying alive.
- ▶ If you are not naturally a political person, find partners who are
- ▶ Your efforts to gain trust must go beyond your allies and opposition, to those folks who are uncommitted
- ▶ Find appropriate ways to own up to your piece of the mess
- ▶ Acknowledge the risks and losses people may have to sustain

Generational Differences

Working together with other generations

Generational Differences

► *Managing Employees from different generations*

1. Don't overthink it - have perspective that all want to do well
2. Modify your style - They have separate needs; customize your management style to each person's strength and aspirations
3. Get out of the office - a good way for employees to learn about each other **
4. Let younger employees be heard - rely on expertise not age
5. Mix generations - when assembling teams - various skill sets (most powerful)
6. Ask - what each person values and how they prefer to work
7. Office layout
8. Mentorship (not supervision)

Building Relationships

Your survival depends on it

Building Relationships

“It’s not our job just to find problems, but to help in solving problems”

*Bob Fowler
First President of ICC*

Building Relationships

- ▶ Communication
 - ▶ Tell them what they need to hear
 - ▶ The four truisms
- ▶ Solving Problems
 - ▶ Don't create barriers
- ▶ Networking
 - ▶ Don't make it too narrow

Building Relationships

▶ Communication

- ▶ Written
- ▶ Verbal vs. Non-verbal (**Albert Mehrabian 93/7 & 55/38**)
- ▶ Listening
- ▶ Visual/In person (**7-11 Rule like, don't like, don't trust**)

▶ Pitfalls of Communication:

- ▶ "its just between you and me"
- ▶ Social media, texting, emails (***"anything that can go wrong, will go wrong"***)
 - ▶ Get it right before sending







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Building Relationships

Marketing!!!

You are the third leg of Public Safety!

Determine who you will market to

What you do

How well you do it - the results

Presentation of Accomplishments

Leadership Failure

What went wrong?

Leadership failure

When your staff stops coming to you with problems, you are no longer leading:

One of two things have occurred:

- ▶ They have lost confidence in you as their leader, or
- ▶ They have concluded you don't care

Creation of two primary cultures

- ▶ Building barriers to upward communication
- ▶ The management culture they foster defines asking for help as weakness or failure

Courage in Leadership

What Are You Willing to Risk?

Courage in Leadership

*Dare to be Daring -What can you get away
with*

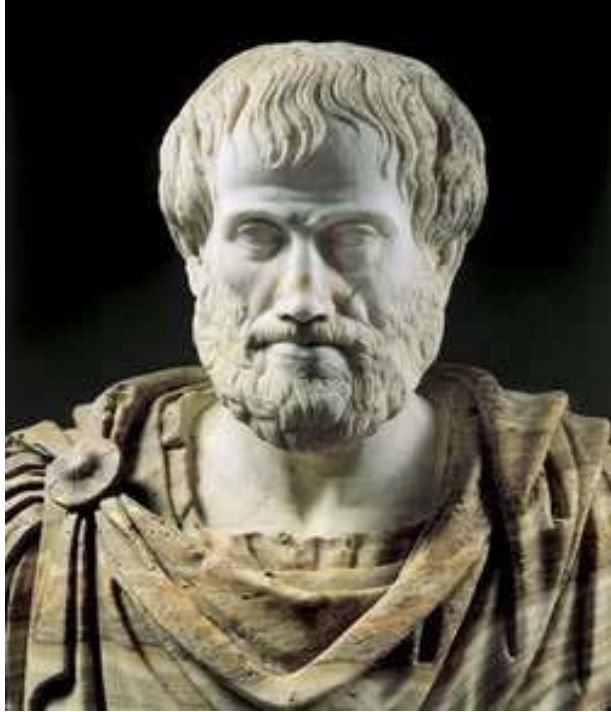
Be Decisive.

Right or Wrong,
Please Make a Decision.

The Road of life
is paved with

Flat Squirrels

Who couldn't
make a decision



- ▶ Aristotle, the great Greek philosopher, called courage the first virtue, because it makes all of the other virtues possible. (For Example: Leadership and Innovation)
- ▶ The most important aspect of courageous leadership is choosing how we respond to fear. Will go autopilot and protect, control, or people please and appease?

What is Courage in Leadership?

- ▶ Courage and Comfort will never be friends
- ▶ If you are comfortable, chances are you aren't learning, growing, or forgoing a new path
- ▶ If you are comfortable, you are probably not really leading
- ▶ When you say yes to sitting with discomfort rather than avoiding it, you are saying a big yes to yourself.

Ways to be a Courageous Leader

- ▶ Follow your gut when everyone tells you you're crazy
- ▶ Take Risks with big downsides and no safety net
- ▶ Deliver Bad News - one of the hardest things for a manager to do is to tell employees, customers, or investors what they don't want to hear. Tell it to them straight
- ▶ Face your critics and listen openly to what they have to say. You can do that only if your courage and humility outweigh your ego and hubris
- ▶ Act on your beliefs, knowing it may cause you pain

Courage in Leadership

- ▶ Our codes must be enforced as adopted, but:
- ▶ They are not substitute for common sense
- ▶ Know what the bottom-line results are supposed to be
- ▶ Be able to defend your position
- ▶ Document decisions and who made them
- ▶ Be smart in standing your ground based on:
 - ▶ Correctness
 - ▶ Allies and support
 - ▶ Tenure and status

Courage in Leadership

“Don’t be afraid to challenge the pros, even in their own backyards.”

“Learn from the pros, observe them, seek them out as mentors and partners. But remember that even the pros may have leveled out in terms of their learning and skills. Sometimes even the pros can become complacent and lazy. Leadership does not emerge from blind obedience to anyone.if you have a yes-man working for you, one of you is redundant. Good leadership encourages everyone’s evolution.”

Colin Powell, lesson #4

Courage in Leadership

“ You don’t know what you can get away with until you try”

....“it’s easier to get forgiveness than permission.” Well, it’s true. Good leaders don’t wait for official blessing to try things out. They’re prudent, not reckless. But they also realize a fact of life in most organizations: if you ask enough people permission, you’ll inevitably come up against someone who believes it is their job to say “no”. So, the moral is, don’t ask. Less effective middle managers endorsed the sentiment, “if I haven’t explicitly been told “yes”, I can’t do it,” whereas the good ones believed, “if I haven’t explicitly been told “no”, I can.” There’s a world of difference between these two points of view.”

Colin Powell, lesson #6

Courage in Leadership

Keep looking below surface appearances. Don't shrink from doing so because you might not like what you find.

"If it ain't broke, don't fix it" is the slogan of the complacent, the arrogant or the scared. It's an excuse for inaction, a call to non-arms. It's a mind-set that assumes (or hopes) that today's realities will continue tomorrow in a tidy, linear and predictable fashion. Pure Fantasy. In this sort of culture, you won't find people who pro-actively take steps to solve problems as they emerge. Here's a little tip" don't invest in these companies."

Colin Powell, lesson #7

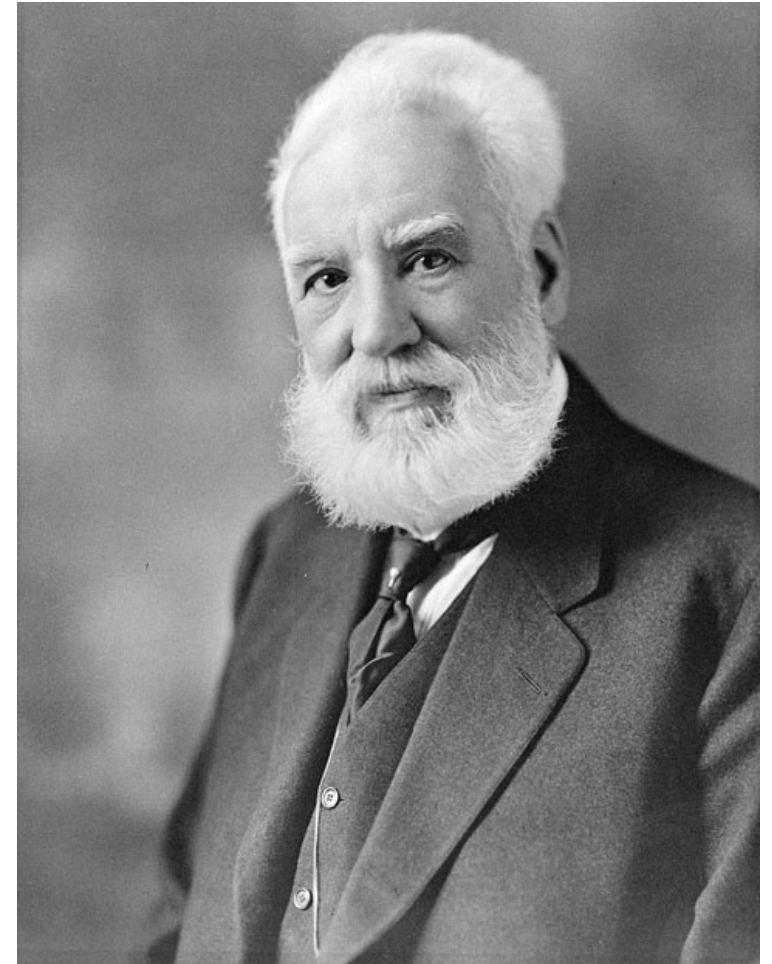
Agility

“When one door closes, another opens”

“Alexander Graham Bell”

Which he followed by saying

“but we so often look so long and so regretfully upon the closed door, that we do not see the ones which open for us”



- ▶ *“It is not the critic who counts; not the man who points out how the strong man stumbles, or where the doer of deeds could have done them better. The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood; who strives valiantly; who errs, who comes short again and again, because there is no effort without error and shortcoming; but who does actually strive to do the deeds; who knows great enthusiasms, the great devotions; who spends himself in a worthy cause; who at the best knows in the end the triumph of high achievement, and who at the worst, if he fails, at least fails while daring greatly.”*

▶ Theodore Roosevelt



Courage in Leadership

Good Leaders understand that:

- ▶ As they pay attention to details, they continually encourage people to challenge the process
- ▶ The job of a leader is not to be chief organizer, but the chief dis-organizer

“When things get grim, become the grim reaper”
Andy Reid-Head Coach-KC Chiefs



Realities of Leadership

Shifting the Power

Shifting the Power

- ▶ Too often corporate staff/management overshadows those on the front lines
- ▶ Top-Heavy Management structures usually are disconnected from the real world of the front lines
- ▶ Shift power and accountability to those folks in the trenches

Perpetual Optimism

Is a force Multiplier

“The ripple effect of a leader’s enthusiasm and optimism is awesome. So is the impact of cynicism and pessimism. Leaders who whine and blame engender those same behaviors among their colleagues. I am not talking about stoically accepting organizational stupidity and performance incompetence with a “what me worry?” smile. I am talking about a gung-ho attitude that says “we can change things here, we can achieve awesome goals, we can be the best.” Spare me the grim litany of the “realist,” give me the unrealistic aspirations of the optimist and day.”

Colin Powell

Lesson #12

Wrap - Up

Recognizing Great Leaders

Eight Signs on How to Identify Great Leaders

- ▶ Great Leaders Believe
- ▶ Remain Calm in Chaos
- ▶ Caring About Others
- ▶ Connecting People With a Purpose
- ▶ They Challenge and Support Their People
- ▶ They are Human
- ▶ Are Committed to their Integrity
- ▶ They Lead

Have Fun in Your Leadership Role

- ▶ Do not run at quantum speed - burn out pace
- ▶ You are given leave as part of your job - take it
- ▶ Spend time with your families
- ▶ Make sure your staff spends time with their families
- ▶ Surround yourself with people who take their work seriously, but not themselves
- ▶ You need people who work hard but also play hard

Five Important Things for Living a successful and fulfilling life

- ▶ **Never Stop Dreaming**
 - ▶ **Never Stop Believing**
 - ▶ **Never Give UP**
 - ▶ **Never Stop Trying**
 - ▶ **Never Stop Learning**
- ▶ **Roy Bennet**



It's Lonely at the Top.

- ▶ Whether you are the head of a department or head of a project team, the *"buck stops with you"*.
- ▶ With all the effort to establish participative management, ultimately the essence of leadership is the willingness to make the tough decisions.
- ▶ You will be called on to make choices that may impact the status and culture and reputation of your organization; the livelihood of people; your position with the organization and ultimately, your reputation or your livelihood.

Thank you for being here

Questions????