

# Leader 2 Leader

**Presented to  
Investment Recovery Association**

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CEO, Colorado Springs Utilities  
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# Agenda

- **Introduction**
- **Colorado Spring Utilities**
- **What is Leadership?**
- **Leader Connections**
- **Leader 2 Leader**
- **Questions**
- **Your Leadership Destiny**
  - **Course Introduction**
- **Questions**



## My Vision

To invest in multiple generations of leaders, we must grow leaders who grow leaders!

## Leadership Legacy



*"Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others." --Jack Welch*

# Colorado Springs Utilities

- We serve more than 220,000 households and businesses
- An annual budget of nearly \$1 billion
- \$4.6 billion in total assets
- Citizen-owners elect our governing board
- Four utility services in one efficient organization
- Up to 530 square mile service territory
- Over 1800 employees



# Colorado Springs Utilities

- **Decisions are made locally**
- **We are a non-profit organization**
- **Excellent customer satisfaction**
- **Reliable service**



# Colorado Springs Utilities

**Mission:** To provide **safe, reliable, competitively-priced** electric, natural gas, water and wastewater services to citizen owners and customers of Colorado Springs Utilities.

**Vision:** Colorado Springs Utilities is a **treasured community asset**. We are welcome partners, well-known for providing responsible and dependable service. We are vital to the future of our region.

- Values:**
- Safety
  - People
  - Trust
  - Responsibility
  - Collaboration
  - Continuous Improvement

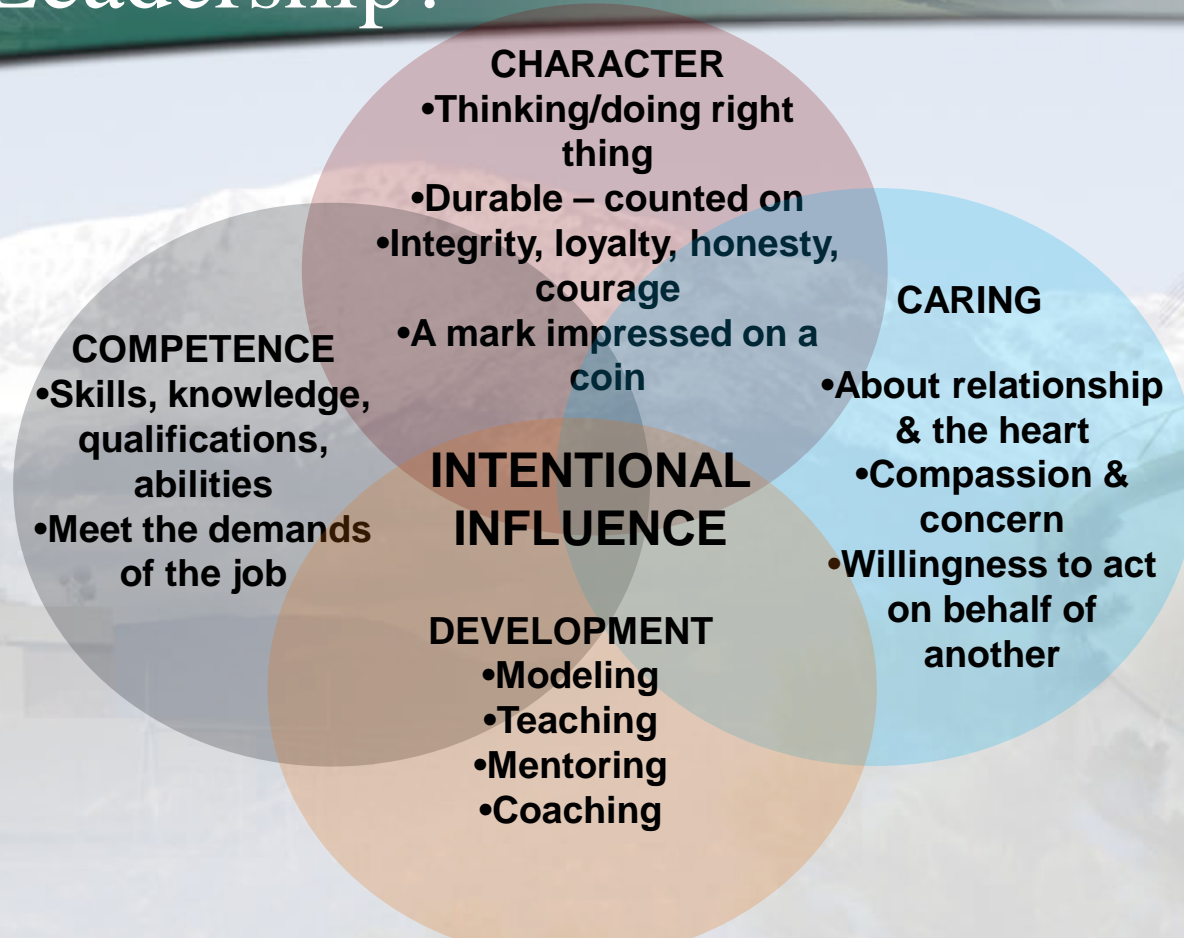


- **2015 WaterSense® Excellence Award**
- **Better Business Bureau's Excellence in Customer Service Award**
- **President's Volunteer Service Awards**
- **Top 10 Placement in the Leadership 500 Awards**
- **Secretary of Defense Employer Support Freedom Award**
- **American Heart Association**
- **JD Power and Associates**
- **Project Management Award**



*"Leadership is not about making speeches or being liked; leadership is defined by results not attributes." –Peter Drucker*

# What is Leadership?





# What is Leadership?

**“Leadership is that combination of character, competence, caring and developmental bias that intentionally influences others to accomplish the purposes of the organization.”**



leadership is influence



*“The aroma of leadership is people living life well because you were there.” --Jerry Forte*

## Overview

- Comprehensive leader development program
- Tracks for all levels and skill sets
- Over 500 employees participated in 3 years



*"The single biggest way to impact an organization is to focus on leadership development. There is almost no limit to the potential of an organization that recruits good people, raises them up as leaders and continually develops them." --John C Maxwell*

## Program Tracks

- Emerging Leader
- Leader Essentials
- Leader 2 Leader
- Leader Enhancement
- Executive Leader Enhancement



*"Tell me and I forget, teach me and I may remember, involve me and I learn." –Benjamin Franklin*

# GLADIATOR



Electricity | Natural Gas | Water | Wastewater

## My Vision

To **invest** in multiple generations of leaders, we must **grow leaders** who **grow leaders!**



*“One of the greatest values of mentors is the ability to see ahead what others cannot see and to help them navigate a course to their destination.” --John C. Maxwell*

## Legacy of leaders

- Engage corporate officers as leader developers
- Explore officers' passions and areas of success
- Partner with professionals to develop curriculum
- Discover strengths and passions of participants
- Offer more than a classroom experience



*"Trust men and they will be true to you: treat them greatly and they will show themselves great." - Ralph Waldo Emerson*

## Program Set-up

- Each officer leads a program area focus
- Participant selection process (F.A.T.)
- Assigned to teams
- Approximately a year to rotate through all officers
- Formal graduation
- Requires
  - Active engagement
  - Sharing experiences with others
  - Coordination of daily workload
  - Engaging supervisor/manager



*"A leader is one who knows the way, goes the way and shows the way." --John C. Maxwell*

# Leader 2 Leader

## Program approaches for each segment

- Kick-off
- Formal instruction
- Discussion/interaction
- Homework
- Practical experiences
- One-on-ones
- Wrap-up



*"A mind that has been stretched will never return to its original dimension." - Albert Einstein*



## Program Measures of Success

- Grow leaders who grow leaders
- Participant evaluations
- Performance evaluations
- Promotion rate
- Testimonials
- Intangibles



*“Leadership is not domination. It’s the art of persuading people to work towards a common goal.” - Daniel Goleman*

## Program Outcomes

- Understand mission, business and 'how we're all connected'
- Improve leader's self-awareness
- Grow leader's ability to live our values
- Enhance leader's contribution to success



*"A good leader inspires people to have confidence in the leader, a great leader inspires people to have confidence in themselves." --Eleanor Roosevelt*

## Program Areas of Focus

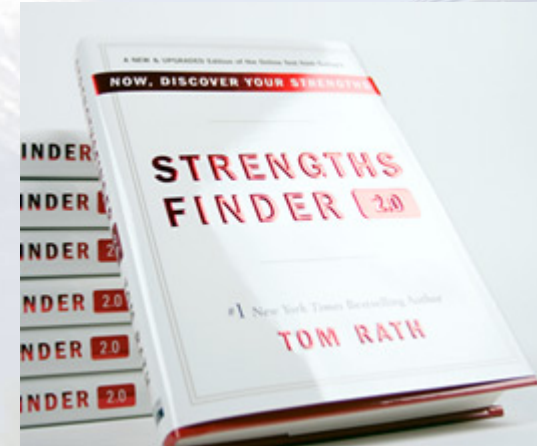
- Your Leadership Destiny
- Engaging Creativity
- Emotional Intelligence
- Relational Leading
- Leader as Steward
- Servant Leadership
- Leading with Character



*"Growing other leaders from the ranks isn't just the duty of the leader, it's an obligation." --Warren Bennis*

## Your Leadership Destiny

- What is Leadership?
- How a Leader Grows
- Taking Charge of Your Life
- StrengthsFinder 2.0
- Mapping Your Journey
- Purpose



*"Imagination is more important than knowledge." --Albert Einstein*

## Engaging Creativity

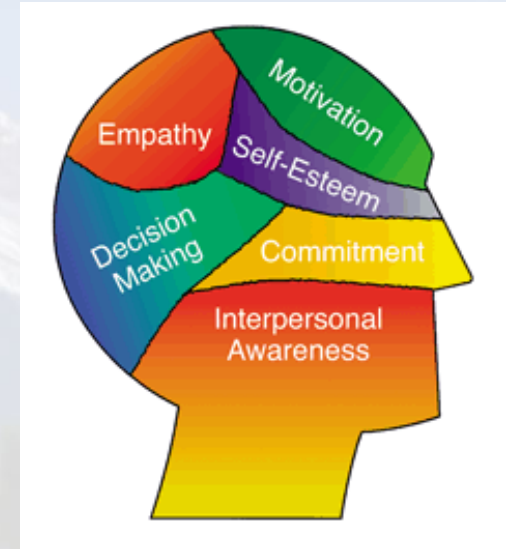
- Define creativity as a core competency for leaders
- Generate new and unique ideas
- Create alternative solutions
- Be original and value-added in brainstorming



*“Creativity involves breaking out of established patterns in order to look at things in a different way.” - Edward de Bono*

## Emotional Intelligence

- Define emotional intelligence
- Understand the importance of competency and integrity
- Challenge norms, deal with competing priorities
- Learn the value of planning



*“Integrity without knowledge is weak and useless and knowledge without integrity is dangerous and dreadful.” --Samuel Johnson*

## Relational Leading

- Learn the value, importance and benefits of relationships in the workplace
- Understand trust and integrity – the basis of a relationship
- Invest in personal and professional relationships



*"The glue that holds all relationships together – including the relationship between the leader and the led is trust, and trust is based on integrity." --Brian Tracy*

## Leader as Steward

- Explore a business case for Stewardship at Colorado Springs Utilities (“People, Planet, Profit”)
- Examine stewardship from an environmental, safety and sustainability perspective
- What is steward leadership in the public sector?



*“A leader’s job is to look into the future and see the organization, not as it is, but as it should be.” --Jack Welch*



## Servant Leadership

- Define servant leadership
- Discover through a self assessment  
– are you a servant leader?
- Discover servant leadership opportunities



*"Good leaders must first become good servants."*

*--Robert Greenleaf*

## Leading with Character

- **Why Character Counts**
- **The 6 Pillars of Character**
- **Confronting Ethical Challenges**



*"The challenge of leadership is to be strong, but not rude; be kind, but not weak; be bold, but not bully; be thoughtful, but not lazy; be humble, but not timid; be proud, but not arrogant; have humor, but without folly." —Jim Rohn*

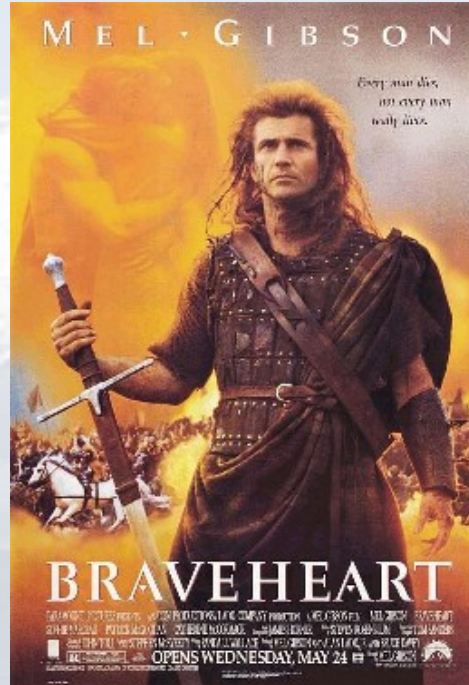
## Questions?

*"Leaders don't create followers, they create more leaders." —Tom Peters*

## Your Leadership Destiny – Course Introduction



# Your Leadership Destiny



## Conversation starter

Where does the courage to do what's right come from? How can you grow in that courage?



## Conversation starter

Where does the courage to do what's right come from? How can you grow in that courage?

*"Leadership is solving problems. The day soldiers stop bringing you their problems, is the day you have stopped leading them. They have either lost confidence that you can help or concluded you do not care. Either case is a failure of leadership." --General Colin Powell*



*"You don't lead by hitting people over the head – that's assault, not leadership." --President Dwight D. Eisenhower*

## Getting to know each other

**Pick a partner and spend the next ten minutes interviewing each other.**

- **Share a little bit of your background.**
- **If you could live your dream or have any job in the world, what would that be?**
- **What do you hope to learn from "Your Leadership Destiny"?**
- **Share something no one here knows about you?**

**Introduce the person you interviewed to the rest of the group.**

## Session 1 – Introduction to Leadership

Leadership moment

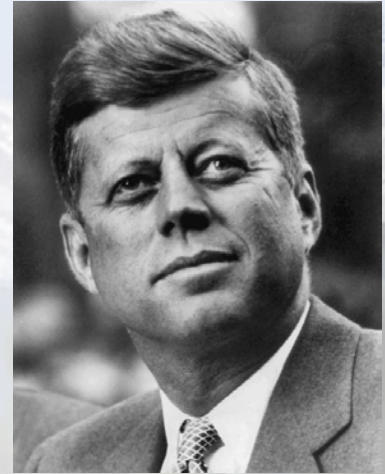
What is leadership?

Sixty quotes on leadership exercise

On journaling

Q&A

Home assignment



*“Leadership and learning are indispensable to each other.”*  
–President John F. Kennedy





*"A genuine leader is not a searcher for consensus but a molder of consensus."  
—Martin Luther King, Jr.*

## Session 2 – How a Leader Grows

Leadership moment

Group discussion – Personal definitions of leadership

My definition of leadership

On how a leader grows

On what every leader needs – a Mentor,  
Peer and Protégé

On being engaged and intentional

Q&A

Home Assignment

## Session 3 – Taking Charge of Your Life

Leadership moment

Group discussion – Feedback exercise

On taking charge of your life

Introduction to *StrengthsFinder 2.0*

Q&A

Home assignment



*“The first responsibility of a leader is to define reality. The last is to say thank you. In between, the leader is a servant.” –Max DePree*



*"The best executive is the one who has sense enough to pick good men to do what he wants done, and self-restraint enough to keep from meddling with them while they do it." --  
President Theodore Roosevelt*

## Session 4 – Mapping Your Journey

Leadership moment

Group discussion – Your responsibility statements

Group discussion *StrengthsFinder 2.0* exercise

Introduction to the timeline

Q&A

Home assignment

# Your Leadership Destiny

## Session 5 – Discovering Your Purpose

Leadership moment

Group discussion – Timeline exercise

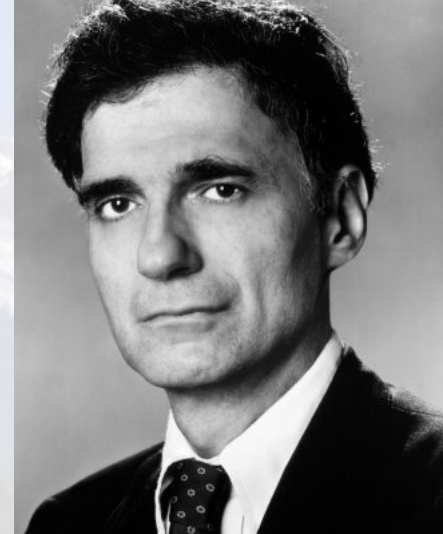
On how to discover your life purpose

Preparing for your one on one

Closing challenge

Q&A

Home assignment



*"I start with the premise that the function of leadership is to produce more leaders, not more followers."*

*–Ralph Nader*

# Participant Feedback

**“The L2L program compels you to search yourself, discover who you are and become the leader you are meant to be.”**

**Paul Garner**  
*Operations Supervisor – Energy Services*





**“The program helped me become more aware of my strengths and influence in all aspects of my life, and I've developed a stronger sense of responsibility to be a positive influence in the success of those around me -- true leadership is empowering others to achieve great things.”**

**Janet Rummel**

***SDS Deputy Program Director – Water Services***

# Participant Feedback

**“I think the biggest thing I gained from the L2L program is the understanding that I am not just here to LEAD people, but to support and serve them, and the program has given me the tools to ensure I can do that!”**

**William Hoyt**

*Operations Superintendent – Water Services*





**“The L2L Program has taught me how to comprehensively evaluate and understand what leadership means; it has provided me with the foundation to translate competencies and strategies for myself, my team and coworkers into effective action to serve our organization and ultimately our rate payers.”**

**Elizabeth Baston**  
*Analyst Supervisor – Water Services*



# Participant Feedback

**“The L2L program was one of the most rewarding and beneficial learning and growth opportunities I’ve ever been involved in. The level of commitment and the passion that Jerry put forth into the materials and the sessions he taught were second to none in professional development. I came through this course with a much better understanding of the skill sets I already have and the ones I need to improve upon for continued success....and to fully understand how to relate better to all my employees and to understand their various personalities and skill sets and how these all interact. The program benefited me tremendously and I am very appreciative and grateful that I had the opportunity to spend the last year with Jerry and the Officers.”**

**Todd Thompson**

***Investment Recovery Supervisor – Materials Management***

Electricity | Natural Gas | Water | Wastewater





# Questions?

*“The final test of a leader is that he leaves behind him in other men, the conviction and the will to carry on.” –Walter Lippman*