

# Fundamentals of Leadership

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Presented to: The dedicated men & women of  
Novi's Community Emergency Response Team

David E. Molloy  
Director of Public Safety / Chief of Police  
City of Novi  
June 23, 2021

# Leaders have Perspective

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“Your work is going to fill a large part of your life, and the only way to be truly satisfied is to do what you believe is great work. And the only way to do great work is to love what you do.”

- Steve Jobs



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Definition: *leadership* | lead·er·ship

“noun”

- the office or position of a leader
- capacity to lead
- the act or an instance of leading
- leaders



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## Leadership:

A process by which person influences others to accomplish objectives and directs the organization in a way that makes it cohesive and effective.





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## Key factors of this definition:

- Influence others
- To achieve goals / objectives
- Prioritize the goals of the organization over individual ambitions



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“Before you are a leader,  
success is all about growing  
yourself. When you become a  
leader, success is all about  
\_\_\_\_\_.”

- Jack Welch



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Quite simply, a Leader is....

“a person who influences a group of people toward the achievement of a goal.”



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## Why have this Leadership discussion?

- Promote private thought – introspection
- Encourage discussion – share beliefs, values, norms which shape organizational culture
- Identify/discuss important issues – you are leaders!
- If somehow, we can provide you with the leadership framework, this time will be well spent
- Please be prepared to share two “ah-ha” moments
  - 83% of what we learn here today will be forgotten unless we do what?





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## Leaders keep an open mind:

- Keep an open mind about all issues, people, policies
- Look at issues from as many perspectives as possible before forming an opinion
- There's no right or wrong
- Good leaders surround themselves with people who will challenge them – their decisions, policies, engagement & their **ETHICAL BEHAVIOR**
- I surround myself with people smarter than me

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"If you chase popularity, you're chasing something that's just a fleeting moment; but your principles last forever."

- President George W. Bush



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Who is the most effective leader you have known?

- \_\_\_\_\_

What behaviors, characteristics, or attributes caused you to choose this person?

- Please list those:
  - \_\_\_\_\_
  - \_\_\_\_\_
  - \_\_\_\_\_



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What about the most ineffective leader you have known?

- \_\_\_\_\_

What behaviors, characteristics, or attributes caused you to choose this person?

- Please list those:
  - \_\_\_\_\_
  - \_\_\_\_\_
  - \_\_\_\_\_

You learn far more from negative leadership than from positive leadership. Because you learn how not to do it. And, therefore, you learn how to do it.

Norman Schwarzkopf  
American Soldier

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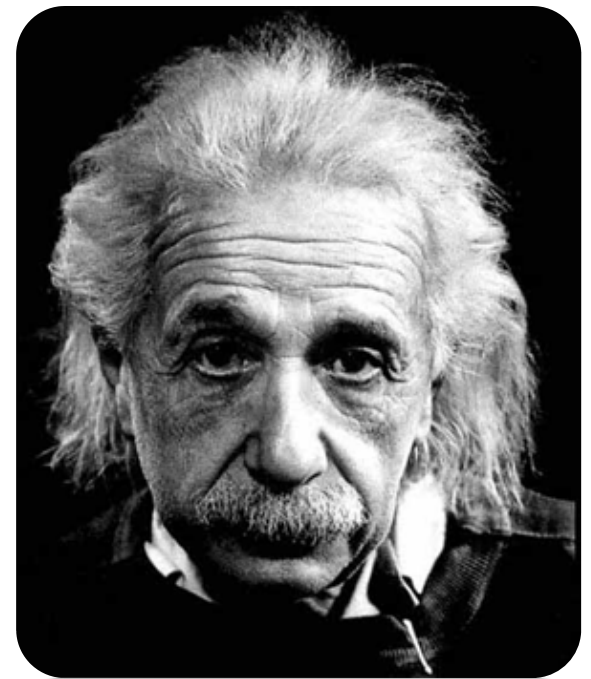
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Leaders will fail:

“The definition of Insanity... Doing the same thing over and over again and expecting different results.”

- Albert Einstein



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Leaders have focus:

As leaders, we must treat every contact as an opportunity to build \_\_\_\_\_.





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Leaders do what is right:

"The right way is not always the popular and easy way. Standing for right when it is unpopular is a true test of moral character."

- Margaret Chase Smith



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## Leadership is Pursuit: Mike Myatt – 2011

- Pursuit of excellence, truth, what's next, of value, of relationships, of service, of knowledge
- Pursuit leads to attainment – failing to do so will cede opportunity to others
- Pursuit must be intentional, focused, consistent, and unyielding





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## Leadership is Pursuit:

- Pursuit is highly collaborative, very inclusive, and seeks diverse opinion
- Nothing tells the world more about a leader than what/who they pursue – you pursue what you VALUE – be a lifelong learner
- The best leaders pursue being **BETTER LEADERS!**

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Leaders create opportunity:

"Opportunity is missed by most people because it is dressed in overalls and looks like work."

- Thomas Edison





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Leaders have high standards:

“If you walk by something  
that is not up to standards  
then you have just created a  
new \_\_\_\_\_.”

- USAF General (Ret.) Paul McGillicuddy

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## Born vs. Made?

“Leaders are made, they are not born. They are made by hard effort, which is the price which all of us must pay to achieve any goal that is worthwhile.”



- Vince Lombardi

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“The supreme quality of leadership is \_\_\_\_\_.”



- Dwight D. Eisenhower

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- “Being responsible sometimes means pissing people off.”
- You have a responsibility to the welfare of the group - which means some people will get angry at your actions and decisions;
- Trying to get everyone to like you is a sign of mediocrity;
- You'll avoid tough decisions & avoid confronting the people who need to be confronted;
- By procrastinating on the difficult choices, by trying not to get anyone mad, and by treating everyone equally you'll simply ensure that the only people you'll wind up angering are the most creative & productive people.



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Leaders despise the status quo:

**“We, as a profession  
must quit accepting  
mediocrity.”**

- Chief Neal Rossow



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And mediocrity too:

- Mediocrity will always try to drag excellence down to its level.
- Don't trade your superiority for their inferiority.





# Ten Characteristics of a Good Leader:

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1. Integrity
2. Ability to delegate
3. Communication
4. Self-Awareness
5. Gratitude
6. Learning Agility
7. Influence
8. Empathy
9. Courage
10. Respect



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## Ten Characteristics of a Good Leader:

- What are your top five? Please list those:
  - \_\_\_\_\_
  - \_\_\_\_\_
  - \_\_\_\_\_
  - \_\_\_\_\_
  - \_\_\_\_\_
  - Let's discuss them and why...

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Here's where many get it wrong:

“Leadership is not a right – it’s a responsibility.”

- John Maxwell



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Leaders are inclusive:

“The time is always right to do what is right.”



- Dr. Martin Luther King Jr.



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- **Leaders take responsibility:** We must mentor, supervise, and teach our next generation AND provide them with the moral and ethical framework to be great.
- **“The best leader is the one that develops his people so that eventually they don’t need him anymore.”** - Lau Tsu

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## The Three Rules

1. Do what is right
2. Do the best you can at all times
3. Treat others as you wish them to treat you



- Lou Holtz

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In order for leaders to build public trust, every participant in the chain must embrace and practice a spirit of **transparency**, a culture of **accountability** and individual **integrity**.





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## Leaders work hard:



“There are no secrets to success. It is the result of preparation, hard work and learning from failure.

- Colin L. Powell

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## Leaders embrace Transparency:

- In our policies, complaint process, dashboards, and how we treat our customers
- Principles of integrity and professionalism are the cornerstones of community trust-building
- Don't do/say one thing in public and another in private – will lack credibility
- Right the Wrongs – When you break trust, repair the damage

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## Leaders build a culture of Accountability:

- Begin with a commitment to get better as a person, agency – continuous improvement builds trust
- The more commitments you make and keep, the more trust you build
- Be mindful of what you think & say, and refrain from blaming others
- Seek out opportunities to build trust
  - Trust sessions
  - Build relationships
  - Schedule these



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## Leaders are people of Integrity:

- Credibility is essential for developing trust
- Calls for saying what you mean, meaning what you say and doing what you commit to do
- Only make the commitments to yourself and others that you know you CAN and WILL keep
- Every leader must understand he/she represents their agency, profession, and personal conduct is his/her responsibility
- Name on the front vs. the back





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## Leaders Confront Reality:

- Have the courage to face hard facts
- Ignoring them doesn't change the facts; it only destroys trust
- **ALWAYS** tell the truth
- Are you going to leave your position or agency better than you found it?



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## Leaders exude Professionalism:

- They're not afraid to say; "I'm sorry or I need your help."
- Are prepared for the next level – what got you here won't get you there
- They don't forget where they came from
  - First Tuesday's policy
- They challenge the status quo
  - They set themselves apart

What Got  
You Here  
Won't Get  
You There

How Successful  
People Become  
Even More  
Successful

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Leaders prepare:

“By failing to prepare, you are preparing to fail.”



- Benjamin Franklin





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“Example IS  
Leadership”

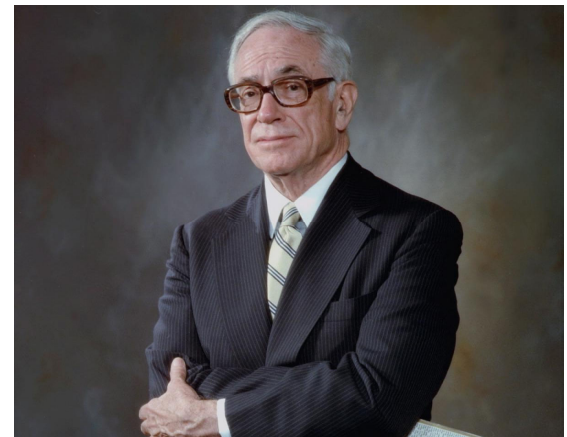
- Albert Schweitzer

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“You can easily judge the character of a man by how he treats those who can do nothing for him.”

– Malcolm Forbes





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A message received from a colleague – May 2021:

*“David, One of my residents manages your department’s cleaning crew and shared this with me.”*

*“Morning sir, So I still work at Novi PD. I must say after working there I have a whole new respect for what YOU and every police officer does and deals with every day. Novi PD is a bunch of dedicated and respectful people. I wish more people could see what I’ve seen since being in that building. Some hard-working people. I have NEVER been treated better or worked in a place like this. Respect is everywhere.”*



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“If you want to make everyone happy, don’t be a leader – sell ice cream.”

- Steve Jobs



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## Leaders are people of high character:

- Trustworthiness – do what you promise to do & be honest
- Respect – treat others courteously
- Responsibility – do what's expected and answer for your actions
- Fairness – treat others in a just and equal way
- Caring – show concern for others – this is key
- Citizenship – help your neighbors & improve your community
- Do you practice each and every one of these?

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A Leader's Core Values will drive virtually all of your leadership decisions:

- Honesty
- Integrity
- Accountability
- Professionalism
- Choosing the “hard right” over the “easy wrong”
- Inspect what you expect...
- Doing the right thing...



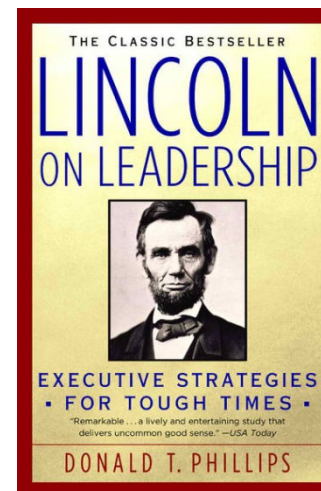
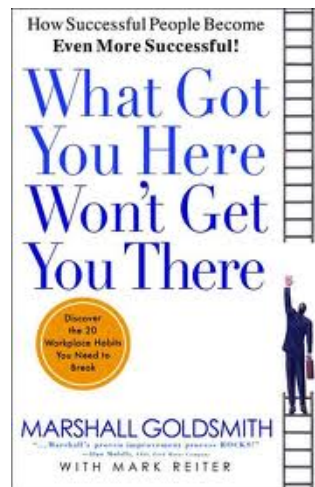
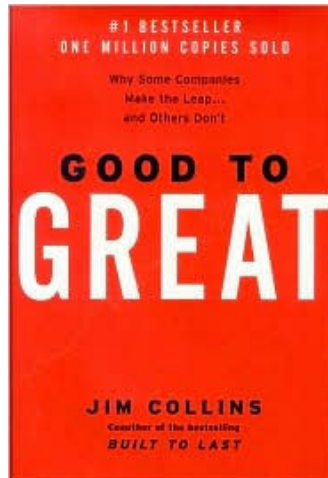
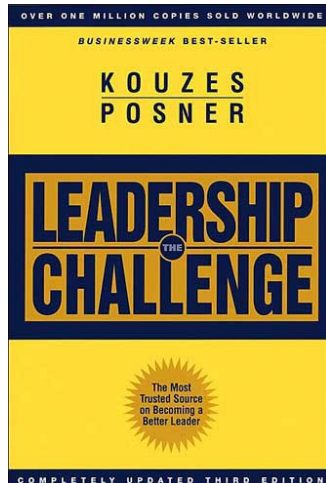
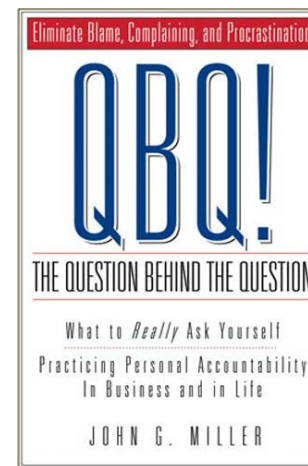
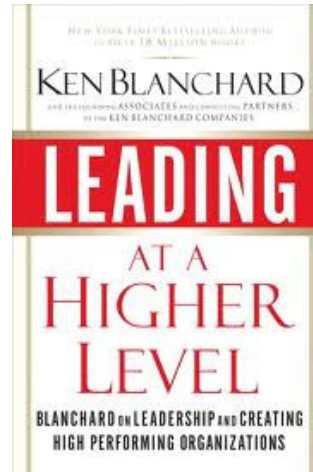
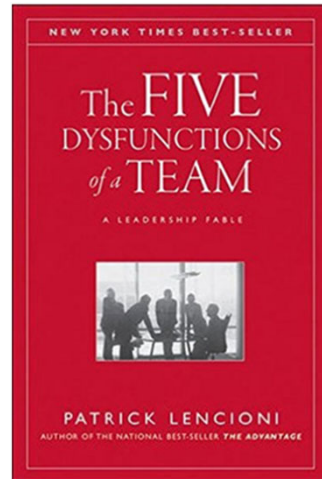
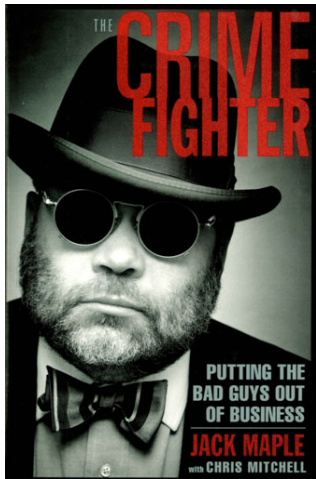


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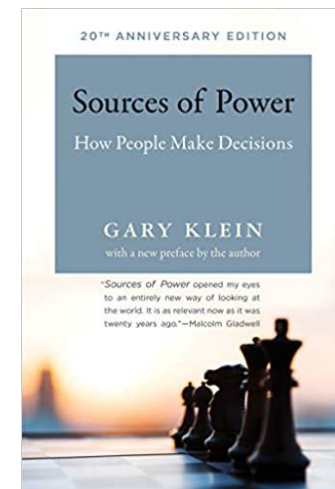
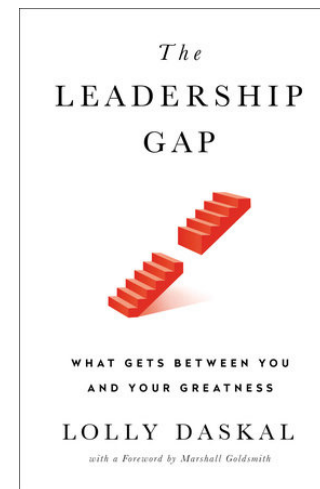
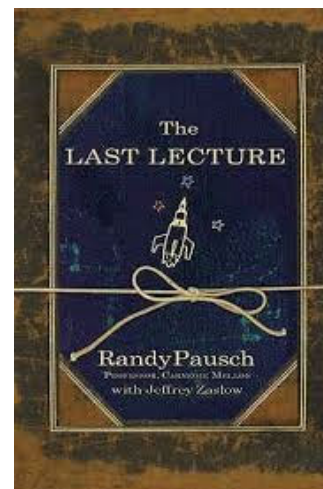
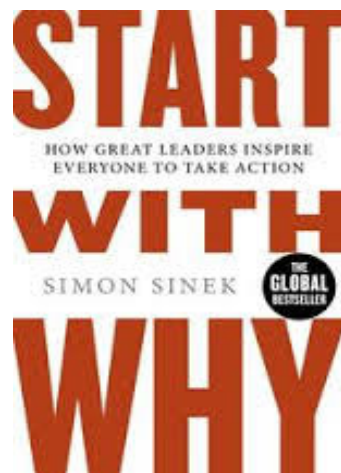
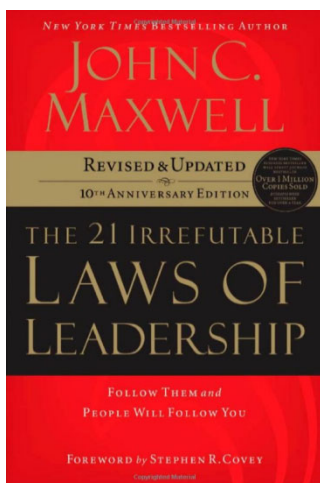
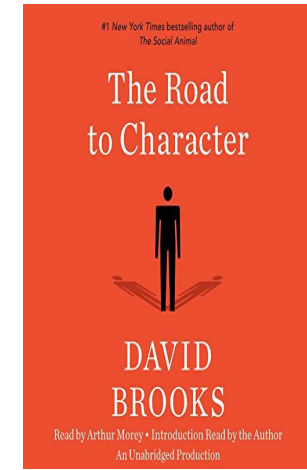
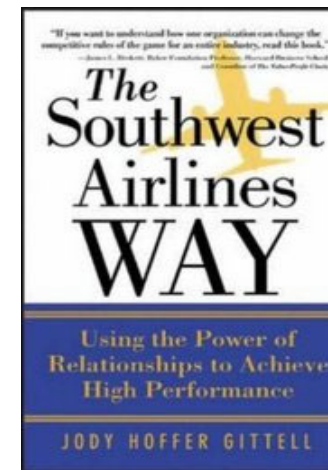
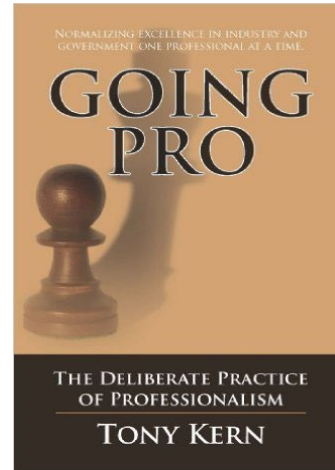
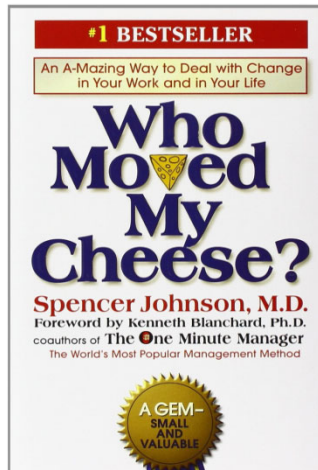
Years from now nobody will remember what **YOU** did, **YOUR** rank or other achievements, but they will remember how **YOU** made them feel...

# Today a Reader – Tomorrow a Leader

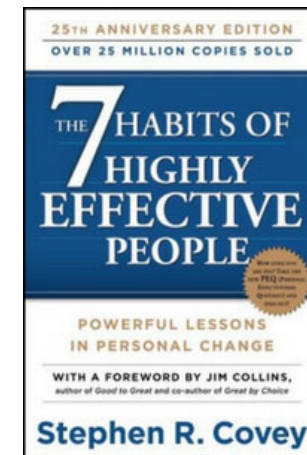
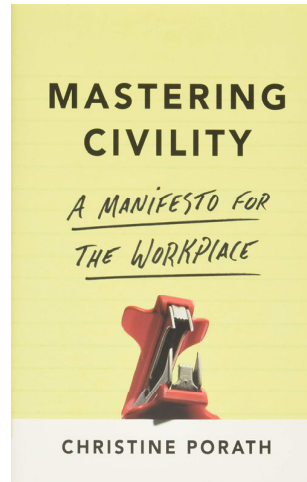
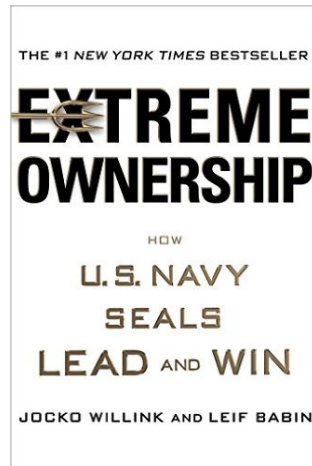
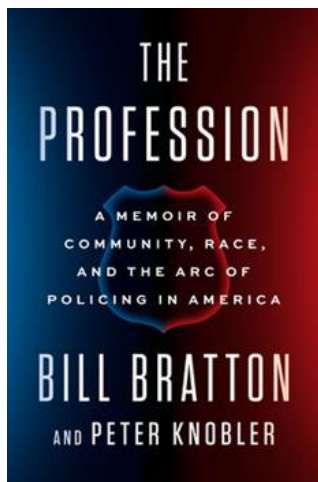
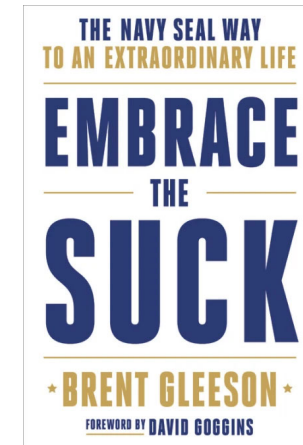
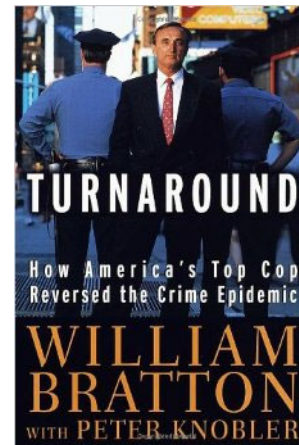
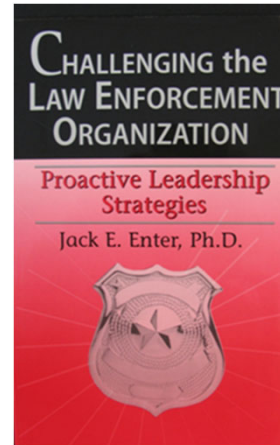
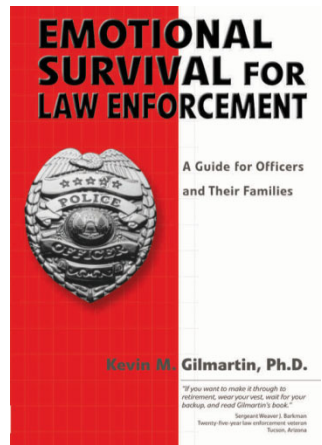
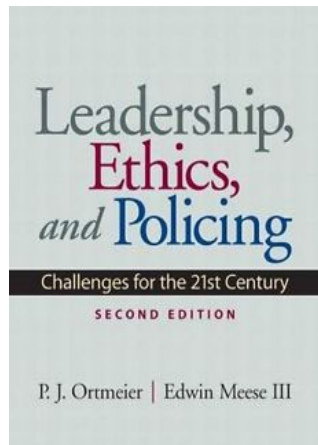




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## Leadership Counts

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“If your actions inspire others to dream more, learn more, do more and become more, you are a leader.”

- John Quincy Adams



# Final Thoughts

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- “Ah-ha moments
- If I can ever assist you in any way, please don’t hesitate to contact me.
- David E. Molloy  
dmolloy@cityofnovi.org  
248.921.2693  
twitter: @chiefmolloy