



# LEADING IN TIMES OF GREAT CHANGE



Stronger Counties. Stronger America.

# LEADING IN TIMES OF GREAT CHANGE



**LEADING IN TIMES OF GREAT CHANGE**

**WHAT WILL YOU DO WITH  
THE WORLD AS YOU FIND IT?**

**WHAT SHOWS UP WHEN  
YOU DO?**

**ENGINEER**

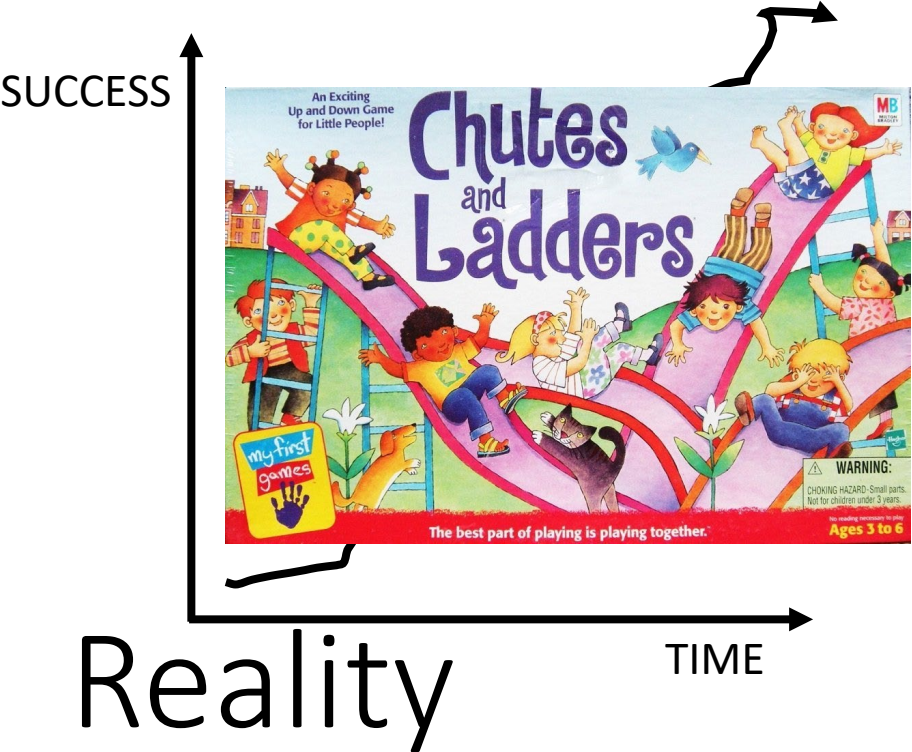
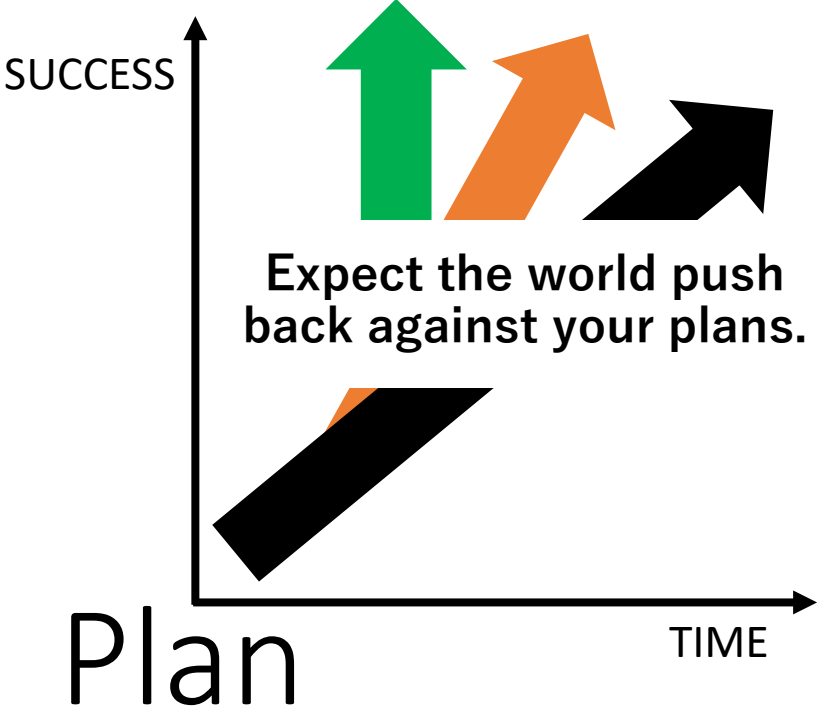


Russ Martinelli

# ENGINEER

**We live in a highly  
specialized world where it's  
easy to overlook the  
FUNDAMENTALS.**

# LEADING IN TIMES OF GREAT CHANGE





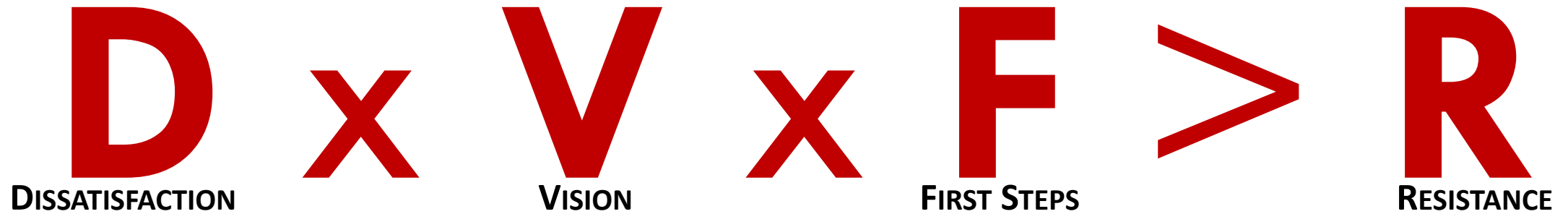
# LEADING IN TIMES OF GREAT CHANGE

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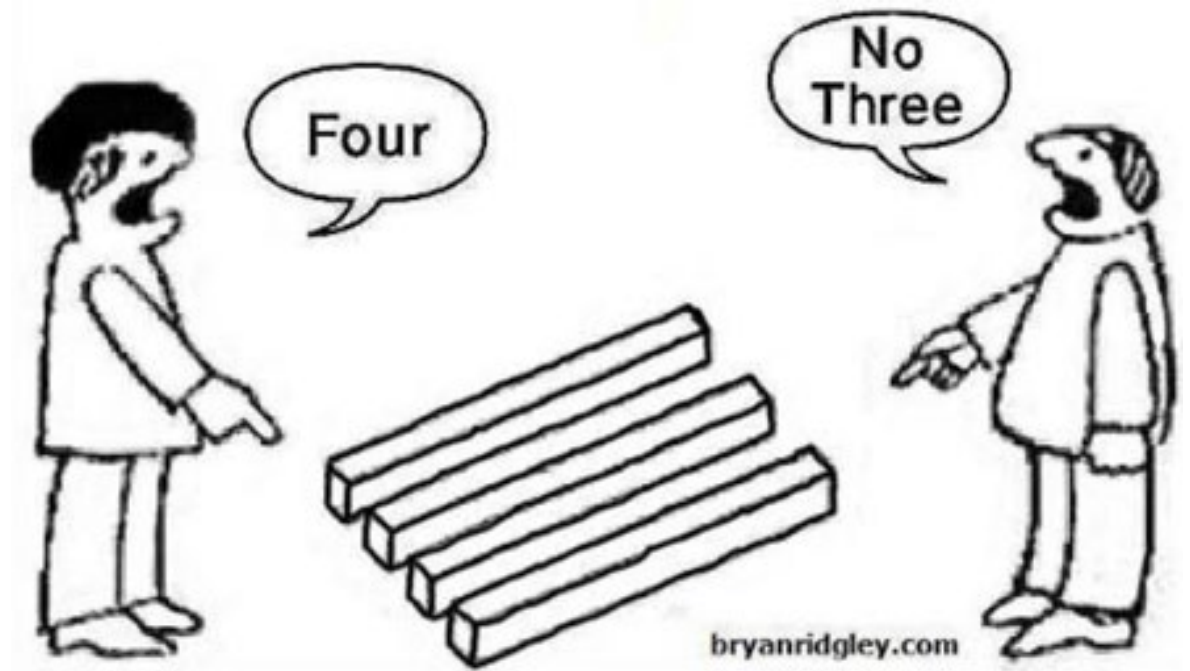
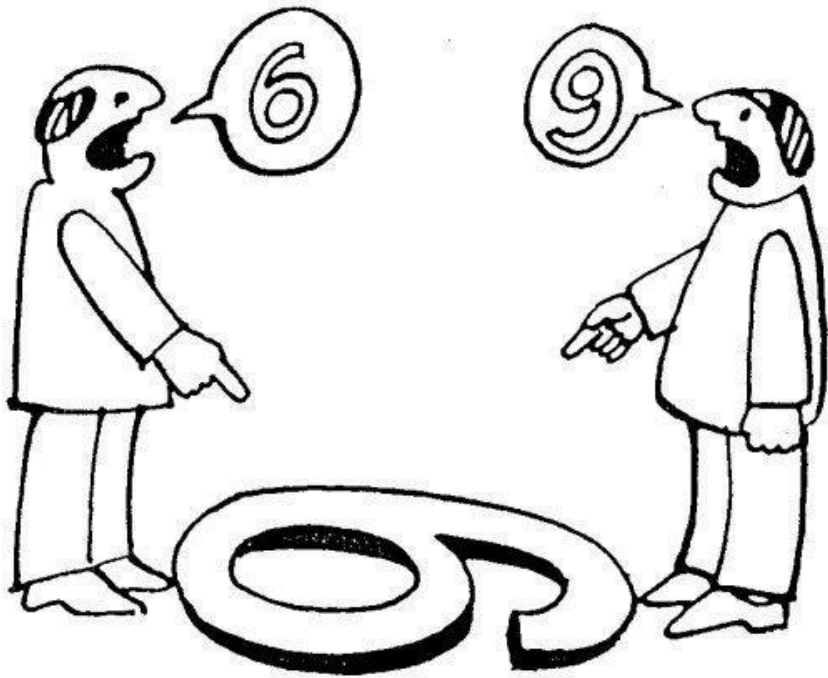
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**“It’s not what you don’t know that kills you. It’s what you know for sure that ain’t true.”**



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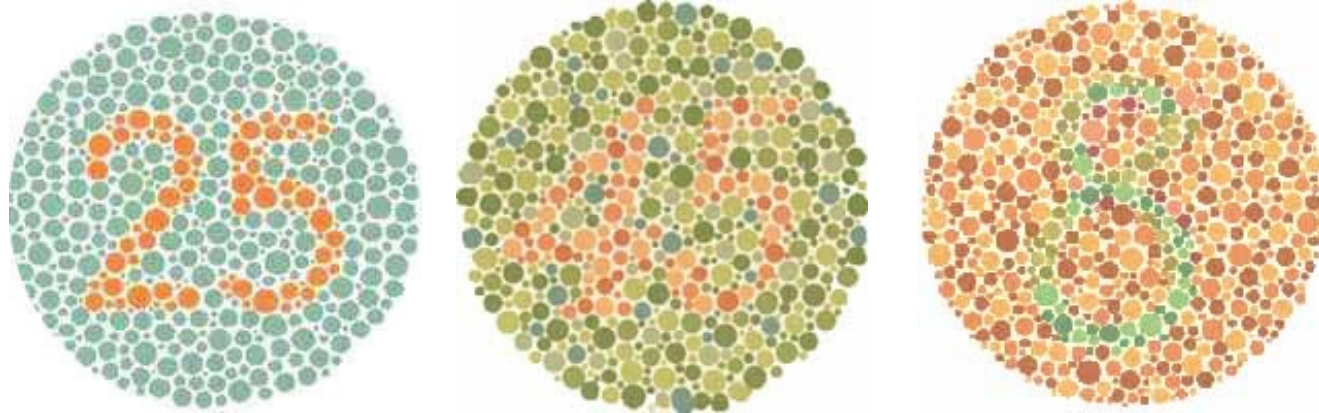
**Stop believing everything you think.**

# LEADING IN TIMES OF GREAT CHANGE

## Key Take Away

**Focus on getting it right,  
not on being right**

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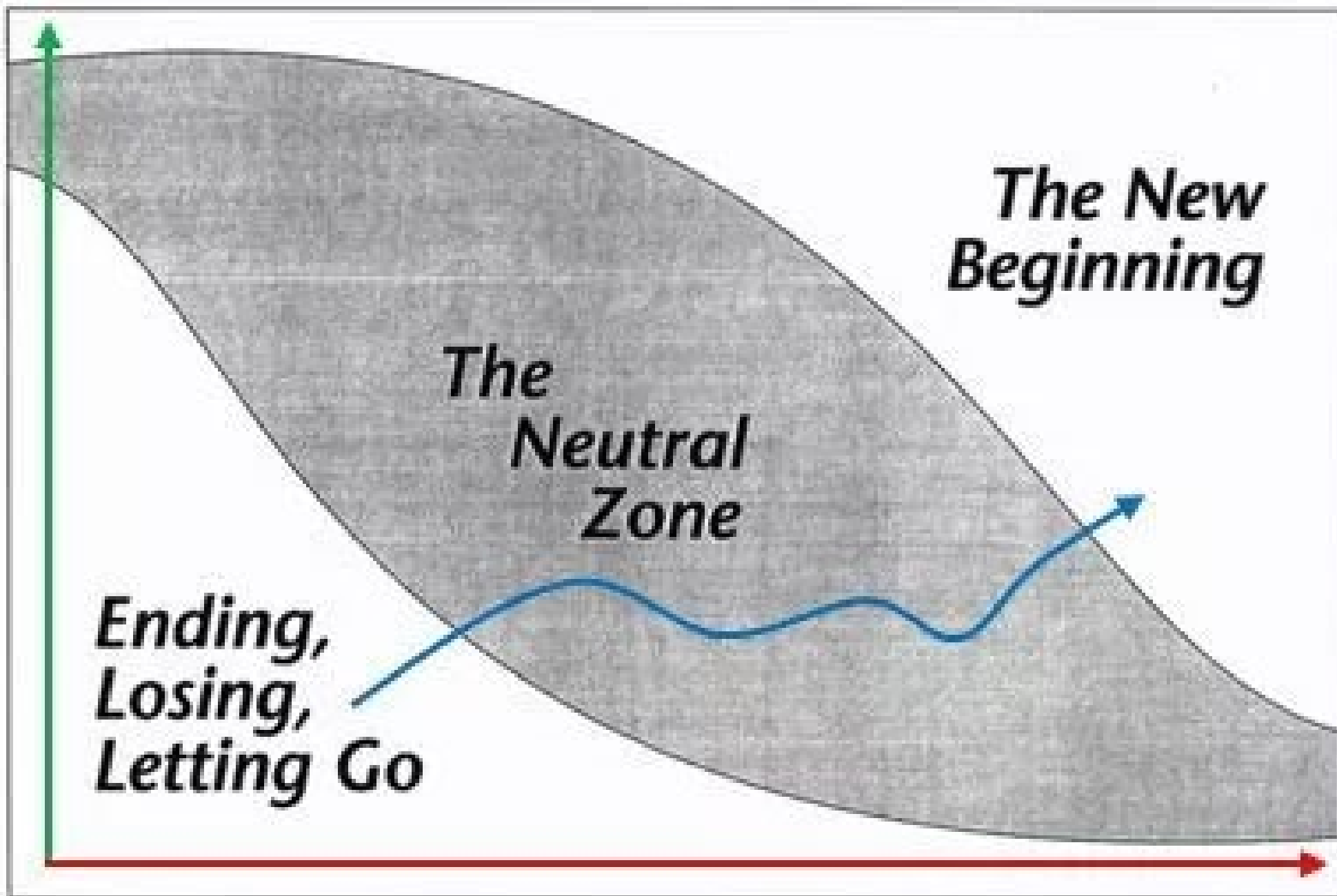
**Have a point of view, but be willing to change it.**

# LEADING IN TIMES OF GREAT CHANGE

Meet people where they are, not where you think they should be or may want them to be.



Amber Case



Time 

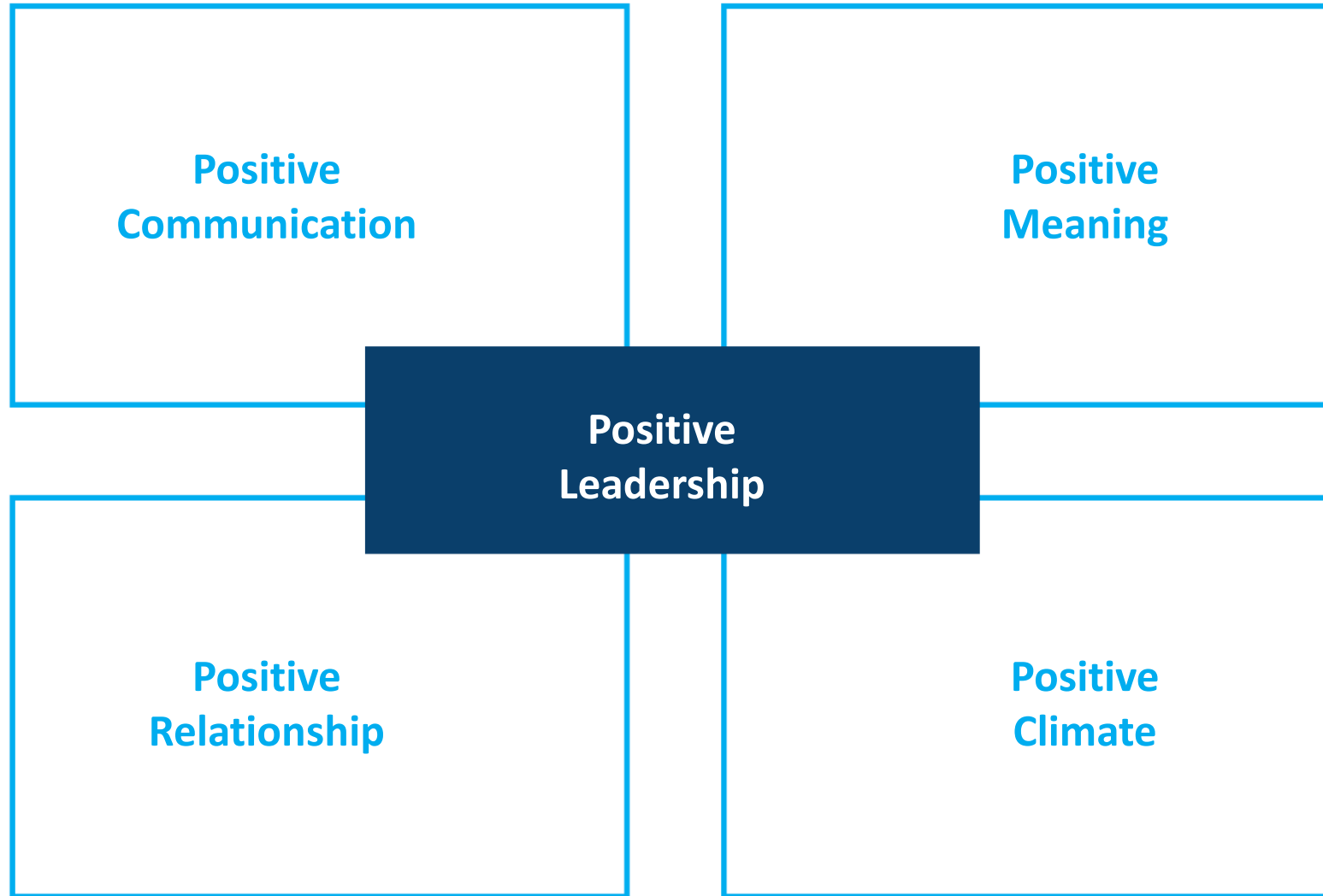


# LEADING IN TIMES OF GREAT CHANGE

## Key Take Away

**Focus on getting it right,  
not on being right**

# LEADING IN TIMES OF GREAT CHANGE



**Be the  
heliotropic  
effect.**



Stronger Counties. Stronger America.

# Be the heliotropic effect.

1. A relentless focus on the bright side.
2. Redefining negatives as positives.
3. Fast response time.  
Energizers don't dawdle.



Three things  
characterize the people  
who are energizers.



**1. Be good at what you do.**



**2. Deliver great service.**

**3. Take care of each other.**



Jim Band



# Enjoy the journey!

“I’ve come to the frightening conclusion that

**I am the decisive element.**

It is my personal approach that creates the climate. It is my daily mood that makes the weather. I possess tremendous power to make life miserable or joyous. I can be a tool of torture or an instrument of inspiration, I can humiliate or humor, hurt or heal. In all situations, it is my response that decides whether a crisis is escalated or de-escalated, and a person is humanized or de-humanized. If we treat people as they are, we make them worse. If we treat people as they ought to be, we help them become what they are capable of becoming.”



Johann Wolfgang von Goethe



**LEADING IN TIMES OF GREAT CHANGE**

**[WWW.NACO.ORG/SKILLS](http://WWW.NACO.ORG/SKILLS)**

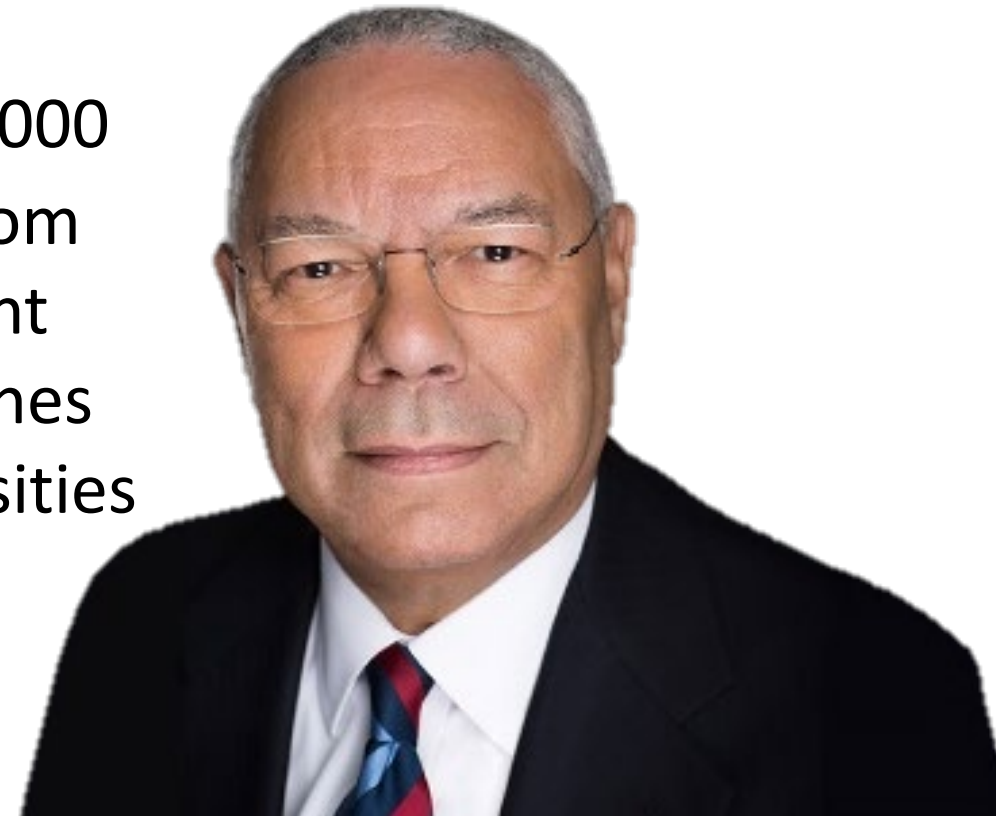


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# LEADING IN TIMES OF GREAT CHANGE

**What if . . .** General Colin Powell, Fortune 1000 CEOs, County Officials, and other executives from industry-leading organizations and government agencies came together with professional coaches and professors from the most prestigious universities to develop and mentor your leaders?



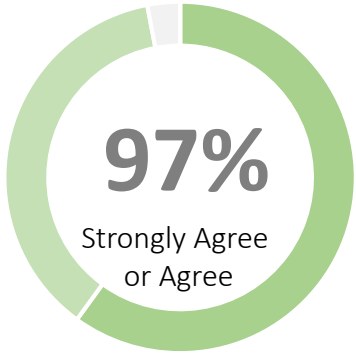


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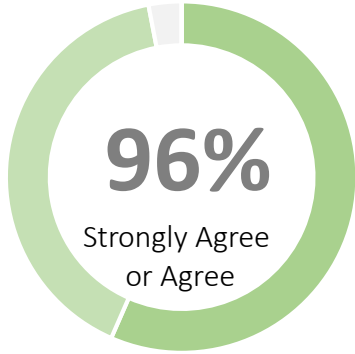
**They did and this happened . . .** The NACo High Performance Leadership Academy program was designed to enable existing and emerging county managers to achieve their fullest potential; make them smarter, more effective, and better leaders.



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Having my team participate in this program was a good investment (of their time and my budget).



This program has equipped my team to better lead in times of change.

**This isn't your run-of-the-mill leadership class. The insights from global leaders as well as weekly break-out groups were invaluable.**

**- Director of Human Resources**

**This program provided me with new tools to enable, motivate and retain employees. It has helped me better serve my staff and the public.**

**- Commissioner**

**This leadership program is a game changer! It creates in you an appetite to be the best leader you can be. And it leaves you feeling empowered with tools you can implement immediately.**

**- HR Supervisor**

**The program teaches leadership principles that should be implemented by any organization.**

**- SW Engineering Manager**



# LEADING IN TIMES OF GREAT CHANGE

## HIGH PERFORMANCE LEADERSHIP ACADEMY

WWW.NACO.ORG/SKILLS

## CYBERSECURITY LEADERSHIP ACADEMY

WWW.NACO.ORG/CYBERSKILLS

