HOT TOPIC: Leadership

IN THE MINORITY

BECOME A SPECIALIST or JUST THROW BOMBS

WHAT DO BOOMERS, GEN XERS & MILLENNIALS AGREE ON?

LEADERS SHOULD BE CONSIDERATE

SERVING IN ALL 3 BRANCHES

Gov. Brian Sandoval Knows the Challenges

Are You a Leader That Gets Results?

PLUM: What I Learned as a CSG Toll Fellow

“(I)n the minority, it’s a great opportunity, if you want, to become a specialist. It’s also a perfect chance to just throw bombs and accomplish nothing.”

Ohio’s House Majority Floor Leader
BARBARA SEARS
A State Official’s Guide to SCIENCE-BASED DECISION-MAKING

Base your decisions on sound science. Want data-driven solutions to your state’s problems? CSG is here to help you make decisions based on sound science. A STATE OFFICIAL’S GUIDE TO SCIENCE-BASED DECISION-MAKING gives state policymakers clear guidance on how to cut through the jargon and spin that often accompany technical issues.

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BASE YOUR DECISIONS ON SOUND SCIENCE

ASSESS THE EXPERT. ASSESS THE METHOD. ASSESS THE RESULTS. THEN ... MAKE YOUR DECISION.
ON THE COVER
Women hold only 18 percent of the state legislative leadership positions across the country. Ohio House Majority Floor Leader Barbara Sears is one of them. She was elected to leadership in 2013, when Republicans regained control of the Ohio House of Representatives. Being a woman and a former member of the minority party in the House has helped shape her perspectives on leadership.

Photo by Rodney Margison

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When the going gets tough, true leaders show the courage to do what is needed. Several state leaders over the years have been recognized for that courage to lead with the John F. Kennedy Profile in Courage Award, one of the country’s top honors for public servants.

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What kind of leader are you? Daniel Goleman, an author who often writes about leadership, says leaders get the best results when they don’t rely on just one particular style.
LEADERSHIP BY BRANCH
Nevada Gov. Brian Sandoval served in the legislative and judicial branches before being elected governor. He believes that experience broadened his perspective and is an asset in the governor’s office.

PUBLIC SECTOR LEADERSHIP
It’s one thing to be a leader in the private sector, but public sector service places some unique demands on leaders.

ACROSS GENERATIONS
Baby boomers, Gen Xers and millennials all agree that consideration for others is fundamental for good leadership.

IMPORTANCE OF FOLLOWERS
There is no such thing as bad leadership without bad followership. The balance between leaders and followers has shifted in ways that are disadvantageous to the former and advantageous to the latter.

FEMALE LEADERS
Massachusetts Senate President Therese Murray knows the challenges that come with being a female leader, but she believes it is more important than ever for women to demand a seat at the table.

KEEPING PERSPECTIVE
Tennessee House Speaker Beth Harwell believes the goal for leaders is not balance, but keeping perspective on the important things in life.

WHAT I LEARNED AT TOLLS
Alumni from The Council of State Governments’ Toll Fellowship Program share the important lessons they learned during the leadership training.

MINORITY LEADERSHIP
Minority leadership across the country has been limited in the states.

PROFILES IN COURAGE
Several state leaders have been recognized with the John F. Kennedy Profile in Courage Award, one of the country’s top honors for public servants. Here are the stories behind their courage to do the right thing.

LEADERSHIP TRAITS
Leaders with the best results did not rely on only one leadership style; they incorporate several—seamlessly—depending on the situation.
One of the best aspects of my job as CSG's executive director is the opportunity I have to meet and learn from state leaders from throughout America. The Council of State Governments serves elected and appointed officials in all three branches of state government. This perspective gives us a chance to convene a broad cross-section of leaders to work together to build stronger states and a stronger nation. I marvel at the energy, enthusiasm and expertise our members bring to their public service. They are truly representative of the diversity of our nation. It is this diversity of backgrounds that fuels the richness of their insights on how best to solve problems.

CSG was founded in 1933 by former Colorado state Sen. Henry Toll. Sen. Toll knew then what we continue to prove today: When state leaders come together to learn from each other, to share best practices and to establish friendships, good things happen. Each year CSG selects a class of Henry Toll Fellows named in honor of CSG's founder. The CSG Henry Toll Fellows are a distinguished group of state leaders who already have demonstrated exceptional ability in governing their states.

In 1993, I had the honor of being selected as a Toll Fellow. During the program, I learned a great deal about how other leaders approach team-building and problem-solving. I learned how to champion my ideas and communicate them effectively. I also learned that leaders in all three branches of government contribute to the success of a state and its government. The experience was life-changing and greatly enhanced the way I approached my work in the legislature. I am proud of the work CSG does in enhancing leadership skills and empowering our members to succeed in public service.

Now, as CSG's executive director, I get the chance to work with every new class of CSG Henry Toll Fellows. Their energy and enthusiasm for their work is always my annual transfusion of hope that self-government still works and good people are doing the tough work of governing. Many of the voices of our Toll Fellows are shared in this edition of Capitol Ideas. In their own words, they convey great insights about leadership, the hot topic for this issue.

Throughout state government, from governors to interns, dedicated public servants are committed to doing the people’s business and serving the common good. At CSG, we value the role we play as a trusted, nonpartisan organization of the states. The states and their leaders look to CSG to be a leader in providing new ideas, researched policy options and analysis that aids understanding. The four CSG regions, our Washington, D.C. office and the CSG Justice Center are all assets created by the states to help state leaders learn more and accomplish more. We take very seriously the role entrusted to us by the states and invite all state leaders to become involved directly with CSG and to call on us when we can be of service.

In the past two years, CSG has pursued a Focus on Federalism initiative to study and reassert the role of the states in our federal system of government. We have also launched a new leadership initiative, State Pathways to Prosperity, designed to significantly enhance the ability of states to create a better life for their residents and employers. These are just two recent examples of how CSG's leaders have marshaled the resources of CSG to positively empower state leaders and productively shape public policy.

CSG above all is a member-driven organization. That means CSG's priorities are the goals and objectives determined by state leaders themselves. CSG succeeds because our leaders are committed to making CSG a relevant and valued resource for our states and the nation. Leaders throughout state government turn to CSG as a resource to help them accomplish more. Their leadership is making a difference for CSG, the states, our nation and the world.

David Adkins
Executive Director CEO

STATE LEADERSHIP—MAKING A DIFFERENCE

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David Adkins
Executive Director CEO
As a leader, if you’re going to be effective, you need to think about how you’re going to create that environment in which everyone feels included.”

—David Thomas, H. Naylor Fitzhugh Professor of Business Administration at Harvard Business School, as quoted in Forbes, June 5

“No man will make a great leader who wants to do it all himself, or to get all the credit for doing it.” —Andrew Carnegie

“In the future, there will be no female leaders. There will just be leaders.”

—Facebook COO Sheryl Sandberg in “Lean In: Women, Work, and the Will to Lead”

“Progress occurs when courageous, skillful leaders seize the opportunity to change things for the better.”

—Former President Harry S. Truman

“Help us in this country break this terrible gridlock. Help us hold this society together.”

—Former New Jersey Gov. Tom Kean, in a May commencement address at Rutgers University, according to NJ.com

“If you want to do well in life, you have to do good for others.”

—Wisconsin Gov. Scott Walker, in a May commencement address at Concordia University Wisconsin

“As we look ahead into the next century, leaders will be those who empower others.”

—Microsoft Founder Bill Gates
ALTERNATIVE ENERGY
U.S. Virgin Islands Gov. John P. deJongh in May signed into law the "Feed-in Tariff" bill, which is designed to promote the use of alternative energy. The law will allow third party entities to develop small to mid-size renewable energy generators, the Virgin Islands Daily News reported. In signing the bill, deJongh warned additional time for power purchase agreements and increased funding for Public Service Commission oversight are needed.

TRANSGENDER RIGHTS
Maryland has joined a handful of states that extend anti-discrimination laws to transgender individuals. Gov. Martin O'Malley signed the state's transgender rights legislation into law in May, according to The Baltimore Sun. The new law prohibits discrimination against transgender people in employment and housing.

GAS TAX INCREASE
New Hampshire residents will pay more for gas following the first increase in gas taxes in 23 years, WMUR News of Manchester, N.H., reported in May. Gov. Maggie Hassan signed the tax increase into law; it will take effect July 1. The tax hike is estimated to raise $30 million annually, which will be used to maintain the state's red-listed bridges and roadways.

PENSION PAYMENTS
Payments to the pension fund for New Jersey's public workers may be reduced as part of Gov. Chris Christie's plan to balance the state's budget. According to NJ.com, the governor's plan reallocates $2.43 billion in budgeted payments to the public workers' pension fund over a two-year period to cover more than $2 billion in budget shortfalls for the current and upcoming fiscal years.

CASINO REVENUES
Pennsylvania's casino revenues have leveled off eight years after the gambling industry was introduced in the Keystone state. The Pocono Record reports the saturation of casinos in Pennsylvania, combined with the development of new casinos in surrounding states, has resulted in stagnated gambling revenues. All but one of the state's dozen casinos reported a decline in 2013 profits. Some policymakers are considering proposals to add Internet gambling in an effort to boost revenues.

MASSACHUSETTS NURSING HOMES CALL FOR INCREASE IN MEDICAID REIMBURSEMENTS
Medicaid reimbursements are insufficient to cover the costs of the Bay State's nursing home residents, according to the Massachusetts Senior Care Association, an organization representing the state's nursing home operators. In the past 10 years, more than 50 Massachusetts nursing homes have closed their doors, citing Medicaid reimbursement rates that have failed to keep up with the cost of care, The Boston Globe reported in May.

According to the American Health Care Association, the cost of care for residents of senior care facilities exceeded Medicaid reimbursements by nearly $8 billion nationally. For Massachusetts' nursing homes, that means a loss of $350 million—approximately $37 per day per patient.

Some nursing home operators claim they simply cannot keep up and have called for the state to increase Medicaid reimbursement rates for the first time in nearly a decade. Some state officials counter, however, that fewer people are using nursing homes—looking, instead, to in-home and other caregiving arrangements—and therefore increases in state funds for Medicaid reimbursements are unnecessary.

Madeleine Biondolillo, associate commissioner at the Massachusetts Department of Public Health, reported the state has nearly 5,000 empty nursing home beds. Gov. Deval Patrick has proposed nearly $21 million in cuts to state Medicaid spending for nursing homes.

Some state legislators, however, argue an increase to state Medicaid funds for nursing homes is critical to keep nursing homes open to individuals and the communities they serve. “It's very hard to live on 2005 rates in 2014,” said Sen. Harriette L. Chandler of Worcester. Chandler has proposed legislation that would increase funding for Medicaid reimbursements, while also creating training and career programming for nursing home employees.
LETHAL INJECTION DRUGS

The Georgia Supreme Court in a 5-2 ruling upheld the state’s lethal-injection secrecy law, The Atlanta Journal-Constitution reported in May. Justices said the reasons to keep the identities of suppliers of the lethal-injection drugs secret are obvious. The ruling comes on the heels of a controversial execution in Oklahoma, during which Clayton Darrell Lockett writhed and grimaced after he had been declared unconscious.

TORNADO RECOVERY EFFORTS

More than $2 million has been approved to help Arkansans recover from severe storms that swept the state in April. The Federal Emergency Management Agency has approved nearly $1.7 million in housing assistance to individuals and families whose property was damaged or destroyed. The agency also approved more than $355,000 to repair or replace damaged or destroyed personal property.

TRANSPORTATION PROJECTS

As the federal Highway Trust Fund runs out of money, more than 70 transportation projects in Georgia could be delayed indefinitely, The Atlanta Journal-Constitution reported in May. Federal dollars account for more than half the money in the Georgia Department of Transportation’s budget. The current U.S. surface transportation law expires Sept. 30. U.S. Transportation Secretary Anthony Foxx warned states the trust fund could be depleted as early as August.

PORTMIAMI TUNNEL OPENS

Florida Gov. Rick Scott officially dedicated the new PortMiami Tunnel in May, the Miami Herald reported. The $1 billion project provides the first direct link for cargo trucks from area expressways to the port. The upgrade of PortMiami also includes dredging of the harbor in advance of the Panama Canal expansion to allow giant container ships to reach the port. Those ships are expected to carry more cargo than the ships that can now reach the port.

HIGH SCHOOL LAWMAKER

A 17-year-old high school student defeated a two-term state representative in West Virginia’s primary election May 13. Saira Blair defeated incumbent Larry Kump and is expected to win in November in the heavily Republican district, NPR reported. The election drew only about 1,600 voters to the polls, and Blair encouraged her friends to vote, as long as they turn 18 before the general election. Blair is one of only about a half-dozen teenagers elected as state legislators since 1998, according to NPR.

TEXAS OFFERS UP TO $2,500 INCENTIVE FOR ALTERNATIVE FUEL VEHICLES

Texans who purchase alternative fuel vehicles are now eligible for up to $2,500 in state incentives, according to Fuel Fix, a project of the Houston Chronicle and other Hearst newspapers.

The incentives, made possible by Senate Bill 2717 approved last year, are the first offered by the Texas Commission on Environmental Quality for light-duty vehicles. The agency will provide up to $7.7 million to defray the cost of leasing or buying light-duty vehicles powered by electricity, compressed natural gas or liquefied petroleum gas. The agency previously offered incentives only for heavy—and medium—duty vehicles that were part of fleets. The new incentives cover consumer vehicles, such as the electric Nissan Leaf or Chevy Volt, or compressed natural gas versions of the Honda Civic or Ford F-150. The Texas Commission on Environmental Quality has been working to determine which vehicles would be eligible for the incentives since last year. These changes are part of the state’s efforts to improve air quality. The Texas Emissions Reduction Plan offers financial incentives for lower-emissions vehicles.

The program runs through June 2015 or until the money runs out, whichever comes first. Texas officials say the incentives can be combined with other grant programs offered by the state or federal government to help cover the cost of the alternative fuel vehicles, which typically cost significantly more than gasoline-fueled vehicles.
**AID FOR RANCHERS**
Just a month after the Livestock Indemnity Program—an aid program for disaster-stricken ranchers—began taking applications, nearly one-third of submissions came from South Dakota, The Associated Press reported. Ranchers suffered major losses after an October blizzards in which 43,000 cattle and other livestock across the state were killed. Of the $343,000 distributed through the program to ranchers across the country, 85 percent has gone to South Dakota.

**NEBRASKA NICE**
Nebraska has a new tourism brand, the Star Herald of Scottsbluff, Neb., reported. After nine months of research and development, the Nebraska Tourism Commission adopted “Nebraska Nice” as the message of its tourism promotion campaign. According to tourism officials, the brand has a dual meaning—referring both to the reputation of Nebraskans as being nice and to the nice, special experiences visitors have in the state. The Nebraska Nice campaign started May 15 and will spotlight some of the state’s best assets.

**TEACHER PROTEST**
Teachers and education advocates in May protested policies by Kansas Gov. Sam Brownback’s administration they say are attacks on public schools. According to The Associated Press, about 300 people rallied on the statehouse steps on the 60th anniversary of the U.S. Supreme Court’s Brown v. Board of Education decision, claiming inadequate funds for public schools prevents the country from achieving the decision’s demand for equal educational opportunities for all children.

**STATE ASSISTANCE**
A federal judge believes the Sept. 30 deadline for disposition of Detroit’s bankruptcy case may be unrealistic; that could put promised state funds to assist the city in jeopardy. According to The New York Times, Michigan has promised state funds to Detroit, but only if the beleaguered city gets its bankruptcy exit plan approved by the end of September. U.S. District Judge Steven Rhodes said objections to proposals to use Detroit’s famous art collection to raise $816 million to fund retirees’ pensions may make meeting the bankruptcy deadline challenging, if not impossible.

**DEATH PENALTY REFORMS**
A task force of the Ohio Supreme Court released a report May 21 urging sweeping reforms to the state’s capital punishment policies. The report includes 56 recommendations, including creating a panel under the state’s attorney general to approve death penalty charges before cases proceed and allowing capital punishment only in cases where the crime is proved by DNA evidence, video confession or other video recording. According to the Cleveland Plain Dealer, lawmakers are unlikely to act on the report this year.

**MINNESOTA BECOMES FIRST STATE TO ADOPT KILL SWITCH LAW**
Responding to violent cell phone thefts across Minnesota, Gov. Mark Dayton signed the nation’s first “kill switch” bill into law May 14. The law requires smartphones and other mobile devices sold in the state to have a software application that enables owners to disable the device remotely if it is lost or stolen.

The law, which takes effect July 1, 2015, also prohibits retailers from paying cash for used devices. According to the Star Tribune of Minneapolis, students at the University of Minnesota have been particularly vulnerable to cell phone thefts. Campus officials report that up to 62 percent of robberies at the university are now cell phone related.

In April, facing mounting pressure across the country, leaders of the cellphone manufacturing industry agreed to develop smartphone software to remotely wipe a device and prevent its reactivation by an unauthorized user.

Some smartphones, such as Apple’s iPhone, already feature remote disabling applications. Other states and the federal government may follow Minnesota’s lead. The California Senate passed a similar bill in May requiring a kill switch, while U.S. Sen. Amy Klobuchar of Minnesota has introduced kill switch legislation at the federal level.

“I think whoever is first to get there and install kill switches on these devices will be very well-received by the public ... and it will probably be good for business as well,” Rep. Joe Atkins, who sponsored the Minnesota bill, told the Star Tribune.

For more on CSG Midwest, visit: capitolideas.csg.org and www.csgmidwest.org.
ALASKA TO REINTRODUCE WOOD BISON

The wood bison, common to the Alaskan wilderness for nearly 10,000 years before they disappeared, will once again return to the Alaskan frontier. After eight years of raising the endangered animals in partnership with staff at the Alaska Wildlife Conservation Center, the Alaska Department of Fish and Wildlife has received approval from the U.S. Fish and Wildlife Service to reintroduce wood bison into three areas of the state, the Anchorage Daily News reported in May.

The approval came through a rule published by the U.S. Fish and Wildlife Service allowing a “non-essential experimental” population to be reintroduced in three designated areas. Department officials announced they will introduce an initial group of animals to the Innoko River area in western Alaska in spring 2015. The Minto and Yukon flats areas also were approved for reintroduction of the bison.

The regulation has been in development for nearly 10 years, and earlier iterations would have placed strict burdens on landowners in the approved release areas if they wanted to pursue development. Through the final approved regulations, however, the state is authorized to manage the bison population in the identified areas with exemptions for incidental effects of development, land management and regulated hunting.

Wood bison, at nearly 2,000 pounds, are the largest land mammal in North America. State officials plan to transport 100 bison from the Alaska Wildlife Conservation Center in Girdwood to the Innoko area via C-130 aircraft using specially designed trailers.

“Who knows what it’s like to fly 100 wood bison out to this area?” said Mike Miller, executive director of the Alaska Wildlife Conservation Center. “It feels like a good challenge, but sort of intimidating.”

RIGHT TO TRY

Arizonans will consider a ballot measure in November to decide whether terminally ill patients can have access to experimental drugs that have not yet completed the review and approval process through the Federal Drug Administration, The Arizona Republic reported in May. If passed, the measure would allow drug companies to provide experimental drugs, biological products and medical devices that have completed Phase 1 clinical trials by the FDA to terminally ill patients who request them.

PARKS PASSES

Idaho is seeing the benefits of an effort to promote state parks passes to the public, Stateline.org reported in May. After the state legislature cut parks funding by 80 percent at the height of the recession, the Idaho Department of Parks replaced its $40 season pass with a $10 “parks passport,” good for entry to any of its 30 state parks. Last year, 95,800 people purchased the $10 passport—compared to the 15,000 on average who bought the season pass—generating $1 million in revenue.

HEALTH EXCHANGE

Nevada is foregoing its state-run health exchange and will join the federal exchange for one year, according to the Las Vegas Sun. The Silver State Exchange’s board decided in May to end its contractual relationship with its software contractor, Xerox, after the company was unable to fix a series of technical glitches. The board voted to join the federal exchange for enrollment in 2015, after which it will develop a new state-run exchange for the 2016 enrollment year.

For more on CSG West, visit: capitolideas.csg.org and www.csgwest.org.
BEING EFFECTIVE ON PURPOSE

Influence is not guaranteed just because you’ve been elected; it is available to the wise, disciplined, reflective and purposeful legislator.

In December of every even-numbered year since our formation in 2007, the Kansas Leadership Center has targeted a very specific niche of potential leaders: those elected to the Kansas legislature for the first time.

KLC’s program for newly elected lawmakers and the accompanying Legislative Planner were designed to help new lawmakers plan and conduct their activity before and during a legislative session. It contains concepts, strategies and tactics—like the ones below—to allow freshmen lawmakers to more effectively lead.

Come prepared.
Every session is dominated by a handful of mega-issues. Usually, these can be predicted based on the governor’s agenda or the political or economic context. Most likely you will eventually vote on multiple matters related to these big issues. The sooner you prepare the better.

Despite good intentions, most lawmakers do not have the human capacity to engage deeply in all the mega-issues facing the legislature. Choosing the one, or maybe two, in which you want to leave your mark is important. Every other piece of legislation you care about will eventually connect to these mega-issues. Understanding the mega-issues helps you advance the other things you care about.

Study process.
Our system of government is designed to make it difficult to enact legislation. Most bills die not because they don’t get enough votes, but because they never make it through the process. Helping shepherd a bill throughout the entire process takes good politics, effective planning and hard work.

Sometimes committee hearings are used to score political points, rather than to help the committee gain a greater understanding of the situation. Caucus conversations tend to be simplistic and one-sided. Similarly, discussions with advocates can be myopic and skewed. Equally important, legislators seldom ask themselves tough questions needed for good leadership.

Take care of yourself.
Leadership in the statehouse takes a toll on the best of us. Purposefully maintain your physical, mental and emotional health/well-being.

Prepare to handle the stress that comes with the statehouse. If others were observing your behavior, how would they know you were valuing key relationships during the session (i.e., would they hear you calling loved ones to chat?) How do you know when your energy is waning? What activities, practices and places revitalize you?

Know yourself.
Part of managing yourself when exercising leadership is understanding what you are good at, where you are vulnerable and what can set you off. Then you can deploy yourself in ways most likely to lead to success.

Think of the standard factions or groups in the legislature (e.g. liberals, conservatives, moderates, rural, urban, suburban, Democrat, Republican, etc.) List your strengths, vulnerabilities and triggers and contemplate how to best deploy yourself with each faction.

Finally, a hallmark of great leadership is the ability to relentlessly hold to purpose, which so many legislators fail to do, choosing—probably unconsciously—instead to rush from this to that, to be pushed and pulled in a thousand directions. Our Legislative Planner helps legislators be more purposeful.

Being more purposeful will lead to more leadership and a stronger legacy in the statehouse.
John F. Kennedy once said, “There are costs and risks to a program of action, but they are far less than the long range risks and costs of comfortable inaction.” Leadership often is like that. Members of President Kennedy’s family created the Profile in Courage Award in 1989 to recognize and celebrate the quality of political courage he admired most. The award has been presented to several state leaders, who understood and faced the consequences of their actions while pushing for things they believed were right. It’s not always easy being a leader, and the different leadership styles can play a role in a variety of situations. Nevada Gov. Brian Sandoval, for instance, believes leaders must understand each situation presents a different set of challenges, but doesn’t necessitate a change in leadership style. But author Daniel Goleman says good leaders choose their leadership style based on the situation.
Throughout my career, I’ve had the distinct pleasure to serve Nevada as a legislator, gaming regulator, attorney general, federal judge and now as governor. To have worked in all three branches of government has broadened my perspective, and my experiences have been a tremendous asset in my current job as governor. Each branch is very distinct, and each position presents a unique set of challenges. That being said, the one constant, no matter the position, has been the necessity to make key decisions and, when the time comes, to lead.

The three branches of government possess distinctively different qualities that go beyond the classic definition of each branch. Moving from one branch to the other, their distinctions become obvious. The legislative branch truly is closest to the people, especially in a small state like Nevada. It acts as the most populist in the conduct of its business, and hearings often become emotional and personal as people want, expect and should be heard.

The judicial branch operates at a much different pace. When I was on the bench, I was the one in charge of my calendar, my courtroom and the process by which information came before me. My decisions were subject to review only by the appellate courts.

The executive branch is a mixture of the legislative and judiciary. Like the legislature, there is often a hectic pace as problems transform one into the next. The level of public scrutiny is extremely high. Much like my time on the bench, as governor, I must weigh information and make decisions on a continuous basis. Unfortunately, the time afforded to weigh these decisions is nowhere near the time afforded to me while on the bench. As governor, I have found that even the best-laid plans can be taken off course by a change in circumstances or a new crisis that arises, forcing everything else off the table.

To be effective in any branch of government, or even in the private sector, one must understand that each situation presents a different set of challenges. These differences, however, do not always necessitate the need for a change in leadership style.

In my first job as a state legislator, and each job I have held since, I have tried to embody and set the example of service above self. Now, I am not unique, as there is a whole body of literature relative to this ideal. In the early '70s, Robert Greenleaf developed a theory of “servant leadership” and wrote extensively on the topic. His beliefs picked up steam in the '90s and today, “The Servant as Leader” is espoused by many, particularly in the area of nonprofits.

Greenleaf's work is as much about ethics as it is about leadership. He begins with the premise that leaders should be attentive to the concerns of their followers, and that they should empathize and take care to nurture them. For many academics and leadership practitioners alike, this idea of servant leadership is a far cry from traditional “transactional leadership,” which espouses that leaders exchange items of value with subordinates to advance an agenda.

In contrast, the servant-leader is servant first. Greenleaf said it begins with a feeling that one wants to serve and that conscious choice then brings one to aspire to lead. That is a very different approach from someone
who is a leader first, either because of personal desire for power or the drive to accumulate possessions or change the way things operate. In the world of politics, one can always tell the leader who desires to serve from the leader who seeks to be viewed exclusively as a leader. As I continue to serve the public, I still reflect on what leadership truly means.

More and more, I contemplate what literature describes as “transformational leadership.” Transformational leadership is about change and not just achieving a common goal. It signifies a process that changes and transforms people, organizations or cultures. Like servant leadership, it is concerned with emotions, values and ethics. Theorists argue that transformational leadership motivates followers to do more than what is expected by raising the level of understanding about the importance and value of the task at hand and about the ultimate goals. It also focuses on the importance of motivating followers to put the greater good ahead of their own transactional needs.

It is my belief the transformational leadership style fits the needs of today’s workforce.

Employees and stakeholders want to be inspired and empowered, they want to share in the decision-making and they want to experience the success. Times are uncertain and they need to know the future will be better than the present.

Hope and optimism need a place in our public lives and in our corporate and legal organizations. I believe we get to that point by putting service above self and working for transformational change. If you place service above self, and if you seek to transform and not just to lead, you will have a true and tangible impact on the world.

Servant leadership and service above self are not unproblematic. In fact, the model is often criticized by leadership theorists because of the lack of measurement tools. But it is hard to isolate leadership traits or define the process of serving because service is altruistic. Large, complex organizations and issues are difficult to approach from the position of making all followers healthier, wiser, freer or more autonomous.

Nonetheless, for me it has been worth it. I firmly believe that I have achieved in life, despite my small beginnings, because I approach public life from a position of service. I often tell students and young leaders there is a difference between wanting to do something and wanting to be something. In the end, one must follow his or her own path. The difference, however, between just showing up or truly making a difference is what will establish a lasting and meaningful legacy.

“TO BE EFFECTIVE IN ANY BRANCH OF GOVERNMENT, OR EVEN IN THE PRIVATE SECTOR, ONE MUST UNDERSTAND THAT EACH SITUATION PRESENTS A DIFFERENT SET OF CHALLENGES.”
Karen enjoyed an enviable reputation as a leader in her community. After earning a business degree at a nearby college, she took over the small retail business her parents had started and, even in a tough economy, grew the business into a major regional enterprise. Karen started a philanthropic organization and found herself on a number of community boards. She was regarded as an effective leader and it was no surprise when she was recruited to run for the state legislature. She won her election handily and soon found herself in the midst of other community leaders working in state government.

Officials in the executive, legislative and judicial branches of state governments need all the traits and skills required of leaders generally. They must have vision, passion and energy. They must be able to communicate and both command respect and be respectful. The institutions of government and the values of public service place unique demands on state government leaders. Karen soon learned the generic characteristics of leaders are not enough when serving in the state legislature.

Democracy fundamentally depends on government leaders representing the very people they are supposed to be leading. This, of course, is a contradiction and requires public officials to decide when to act in accordance with the wishes of their constituents and when to provide leadership on an issue.

The tensions of leadership and representation are most obvious in the legislature. In the executive branch, the governor and elected heads of state also must wrestle with the two principles. Administrators, even at the most senior levels, often have discretion, but in the final analysis must follow the direction of their elected superiors.

Ideally, judges and justices—even when voted to the bench—are the furthest removed from the pressures of representation. We count on our courts to apply law to the facts of a case and to arbitrate without regard to the traits of the litigants. The selection of judges and justices through elections is to allow the public to apply their general values, not to satisfy special interest demands or constituent needs.

As Karen reflected on her experiences in state government, she concluded there are few exact parallels between leadership in the public and the private sector. Profit provides a yardstick that determines how to reconcile divergent pressures. Notions of representing the interests of stockholders or other owners are profoundly different from the responsibility of representing the public.

Leadership responsibilities associated with positions present officials in state governments with sometimes very significant challenges. Here there are some of the dynamics found in private organizations, but again without the mandates for representation. A legislator who holds a leadership position in a caucus or a committee almost inevitably has to cope with legislators who are his or her competitors and who have different agendas. Legislative leaders need to dip into their bag of persuasive and coercive techniques to work effectively with reluctant or hostile committee members. They may need to bargain in order to get the results they are seeking.

Similarly, gubernatorial appointees in administra-
tive agencies must deal with professionals who have expertise and job security that can be used to obstruct leadership. Effective direction typically requires a blend of persuasion and determination. In addition, effective leadership in this setting requires listening as well as representing. Those who serve at the pleasure of elected officials ideally bring with them the authority that comes from the ballot box. We rely on gubernatorial appointees, and on legislators, to ensure public accountability and service. At the same time, the formulation and implementation of public policies needs to be anchored on empirical evidence. This means public officials must listen to those with expertise and experience. Respectful discourse that applies both the values that come from representation and the expertise of experienced professionals ensures that problems will be addressed by realistic, workable solutions.

When Karen considered running for a seat in the state legislature, she hesitated. Public cynicism toward government and politicians is considerable—above what one would regard as healthy. The current concern is not corruption. Although there is an occasional scandal, corruption is clearly an exception. And Karen understood the differences between ethics in the public and the private sectors. What is common and acceptable in a family business is nepotism and conflict of interest in government. Contemporary public cynicism is primarily a concern about extreme partisanship and the influence of money on elections. The question Karen had to answer was what, if anything, she could or would do to generate respect for the institutions and processes of government. How was she going to balance the need for representation and problem-solving?

Karen’s general answer was to represent her constituents when defining the agenda for policymaking and then to rely on evidence and expertise when developing responses to public concerns. This approach allowed her to be a responsible leader—in the community and in state government—by addressing the problems and opportunities faced by those who elected her. And she could be an effective leader by pursuing solutions that were relevant and feasible. Leadership for her was working with other officials—elected and appointed—to find practical ways of responding to the real needs of the people she represented.

The common traits of leadership, shared in the public and private sectors, are working with others to pursue evidence-based approaches to problems and opportunities. The unique dimension of public sector leadership is the role of representation, the demands of democracy.
Leaders in government around the country are facing the same challenge: leading a workforce composed of generations of people whose experience ranges from remembering the aftermath of World War II to not remembering a time when email didn’t exist. While some of the differences among the generations may be overblown, many are real—including the way we dress, the way we consume information, the music we listen to and beliefs about acceptable personal behavior.

There are also real differences among the generations with regard to their career stage. While baby boomers, ages 51–68, are in the later stages of their careers; Gen Xers, 34–50, are mid-career; and millennials, 14–33, are early in their careers.

Along with these other differences, conventional wisdom suggests baby boomers, Gen Xers and millennials have radically different expectations of leaders. As more millennials enter the workplace and more baby boomers retire, many leaders are anticipating having to substantially change their behavior to be able to lead millennials. But do boomers, Gen Xers and millennials actually have substantially different ideas about what makes a leader effective?

The research we have conducted at the Center for Creative Leadership suggests the answer to that question is no. Our evidence suggests there is enough overlap in what boomers, Xers and millennials want in a leader to make it possible to effectively lead all generations at the same time.

Fundamentally, people of all generations believe effective leaders:

- Act in a collaborative and inclusive way (participative);
- Show enthusiasm, are inspiring, motivate others (charismatic);
- Help teams deal with conflict, work together and develop cohesion (team-oriented); and
- Help others, are generous and compassionate (humane-oriented).

So, what should leaders do to be participative, charismatic, team-oriented and humane-oriented for boomers, Gen Xers and millennials all at the same time? While millennials, Xers and boomers may have different clothing and music preferences, they all believe that consideration for others is fundamental for good leadership.

Leaders are perceived as being considerate when they respect and invite others’ opinions (are participative), help teams work more effectively with one another (are team-oriented), inspire and excite others to do their best work (are charismatic), and show compassion toward others at work (are humane). In general, a good way for leaders to live up to these expectations is to demonstrate that they see value in others. While everyone has their own individual way to do this, our research shows that leaders should work toward being more participative, team-oriented, charismatic and humane.

While creating programs to address generational differences in the workplace is popular, they aren’t entirely necessary. Rather than spending time, energy and funds on creating rubrics for leading boomers, Gen Xers and millennials differently, leaders in government should instead focus on helping staff learn how to be more participative, charismatic, team-oriented and humane-oriented, which will appeal to employees of all generations—and help drive organizational results that will make everyone proud.
BE MORE PARTICIPATIVE

Make it common practice to ask your team members for their ideas and opinions when making decisions about how work is done or how to handle an issue. People of all generations perceive leaders who ask for input as more participative than those who do not, and boomers, Gen Xers and millennials want leaders who are participative. Also, make sure you're implementing others’ ideas, not just your own. Encouraging suggestions and implementing the best ideas—from wherever they come—demonstrates participative leadership.

BE MORE CHARISMATIC

Leaders who are enthusiastic about their work are more compelling than those who are not. Charisma at work is often about others seeing how much you like your work and who you work with. Do you think your work makes a difference? Do you think your work is important for others’ lives? Do you appreciate the people you work with? If so, show the enthusiasm you feel! Leaders who are perceived as positive also are perceived as being more effective, so being positive about what you’re doing also could improve your effectiveness.

BE MORE TEAM-ORIENTED

While we know time is precious and agendas are important, teams often need to go beyond the specific agenda items to work effectively together. Meetings should allow team members enough time to really talk about what is happening with the work the group is doing, in addition to ticking agenda items off a list. Teamwork improves when team members have the time to support one another in addressing challenges as they arise, provide constructive feedback to improve the process and eventual outcome, reflect on what happened to improve learning from the process and celebrate what they have accomplished. Leaders who facilitate teams engaging in more interactive support and constructive learning are more likely to be seen as a team-oriented, and the teams who work together this way will become more efficient and effective as they are better able to leverage their learning over time.

BE MORE HUMANE-ORIENTED

Fundamentally, leaders need to be aware of and flexible to meet the needs of their people, regardless of generation. For example, while boomers, Xers and millennials all want flexibility in the workplace, the flexibility may result from different causes. Understanding the specific causes of the need often is a critical part of helping someone both work more effectively and achieve their goals. Work definitely has to get done and it can be frustrating when someone has a personal conflict he or she must attend to during an inopportune time. Still, being patient and flexible and working with the employee to make sure individual and organizational needs are met will benefit the leader and the organization in both the short and the long term. Regardless of their age, high-performing employees of all generations want to feel as if their leader understands their needs and is flexible enough to help them achieve their and the organization’s goals. If they feel they have to make too many sacrifices for work or do not have the support needed when a personal situation arises, they will become dissatisfied and may disengage, or leave entirely.
I had been writing books and articles about leadership for years when, overnight or so it seemed, I became a contrarian. It all started when I began to speculate about why my field—leadership studies or leadership education or leadership development—was so fixated on good leaders and so entirely without interest in bad leaders. Put differently, there are a gazillion books on how to become a good leader and nearly none on how to stop, or at least slow, a bad leader. So I sought to rectify, at least slightly, the problem by writing an entire book on the subject—“Bad Leadership: What It Is, How It Happens, Why It Matters.”

In writing this book I realized viscerally—not only intellectually, but also viscerally—that there is no such thing as bad leadership without bad followership. This would seem counterintuitive. When we explain or try to explain bad outcomes—whether genocide, corruption or merely inefficiency—our tendency is to blame the person in charge. But when we peel back the onion, we can see clearly that no single individual is responsible for what happens. Inevitably, the bad leader has at least some followers who play a part and bear some responsibility. I remind my various audiences that of Hitler it is said he killed 6 million Jews. Then I go on to ask this question, “How many Jews did Hitler actually kill?” The correct answer is, of course, none. He, like other tyrants, had followers do his dirty work for him. And so, to explore this particular phenomenon I wrote another book, this one similarly contrarian—“Followership: How Followers Create Change and Change Leaders.”

**Importance of Followers**

Leadership experts do typically say something—in passing—about followers. They do realize leadership is relational—you cannot have a leader without at least one follower. But for a range of reasons—some of them
obvious, some less so—leadership experts give followers short shrift. More precisely, they tend to ignore them entirely. To reframe some of the numbers I earlier cited, there are a gazillion books on leaders and nearly none on followers. It turns out, though, that followers have always been important, much more important than historically we have given them credit for. And, it similarly turns out that for several reasons, they are more important in the 21st century than they ever have been before. In fact, followers explain in large part why leadership in America has become so notoriously difficult to exercise.

My newfound awareness of the importance of followers led me to pay newfound attention to the relationship between leaders and followers, that is, to the leader-follower dynamic. This, in turn, led to another book—“The End of Leadership.” In this book I take on two tasks. One is to provide a critical commentary on what I call the leadership industry—my catchall term for the “countless leadership centers, institutes, programs, courses, seminars, workshops, experiences, trainers, books, blogs, articles, websites, webinars, videos, conferences, consultants, and coaches claiming to teach people—usually for money—how to lead.” The other, more extensive and expansive part of the book is a close look at how leadership in the 21st century is different from what it was before, how in democracies in particular the balance between leaders and followers has shifted in ways that are disadvantageous to the former and advantageous to the latter.

To be sure, the evolution of relations between leaders and followers is not new. To the contrary: Leadership and followship have evolved throughout human history. Beginning with the Enlightenment, marked by the American and French revolutions and continuing into the 19th and 20th centuries, there has been an expansion of democratization in both theory and practice. Now we are at a point where many more nations are democracies than autocracies; where there is less respect for authority in every realm, including religion, than there used to be; and where power and influence continue to devolve from the top down. For their part, followers, ordinary people, have an expanded sense of entitlement—demanding more, giving less and demonstrating a far lower level of tolerance, not to speak of admiration, for people in positions of authority now than they did even as recently as 30, 40 years ago.

Impact of Technology and Context

Some of this leveling between leaders and followers is attributable simply to the trajectory of history. But in the late 20th and early 21st centuries there have been two other phenomena that have further fueled this shift, which further exacerbated the problems of leaders and followers. One quick example—the law. Whatever the virtues of the law in 21st century America, there can be no doubt the relatively new rigid regulatory environment makes leading now harder, more complex, than it was before. In the old days, a school principal had to worry about only three stakeholders—students, staff and, maybe, some interested parents. Now, school principals have to worry about a whole host of additional stakeholders—including regulators at the federal, state and local levels—in addition to their various constituents who have not only multiplied in number, but also become far more clamorous and more demanding.

The bottom line is this: There are reasons why, as poll after poll confirms, leaders in 21st century America are in historically low repute. And they are not, at least not primarily, related to the leaders themselves. It’s not, in other words, that leaders now are radically different from what they were before, radically lesser than what they were. Rather, it is that we, the American people, have changed—and the context has similarly changed. No wonder it’s harder for leaders—all leaders across the board—to lead now than it was only a decade or two ago.

No wonder America seems stuck, so many of our problems apparently intractable. No wonder so many Americans—66 percent—believe their country is moving in the wrong direction, and so few Americans—30 percent—believe their country is moving in the right direction, according to an April ABC News/Washington Post poll. As I write in “The End of Leadership,” there are not problems destined to be without solutions. But the solutions are not likely in the leadership industry, which continues to obsess about leaders while it ignores nearly entirely followers, not to speak of the context within which both necessarily need to operate.

Barbara Kellerman is the James MacGregor Burns Lecturer in Public Leadership at Harvard University’s John F. Kennedy School of Government. She was the founding executive director of the Harvard Kennedy School’s Center for Public Leadership, from 2000 to 2003; and from 2003 to 2006 she served as research director. Kellerman also has held professorships at Fordham, Tufts, Fairleigh Dickinson, George Washington, Uppsala and Dartmouth/Tuck. She served as dean of Graduate Studies and Research at Fairleigh Dickinson, and as director of the Center for the Advanced Study of Leadership at the University of Maryland. She is the author of several books on leadership, including the upcoming Hard Times, Leadership in America.
As president of the Massachusetts Senate, I have encountered—and still encounter—many challenges. Being a leader is never without struggle, but it can be especially difficult when you are also a woman.

When I was first elected to the Massachusetts Senate in 1992, I was surprised to learn that I was only the 16th woman to be elected to the body since 1790. And making the decision to run certainly did not come easily. Although I loved politics and had worked on campaigns in the past, when I was encouraged to run for office, I hesitated. I was a single mother and thought I couldn’t afford to. Instead, I pursued several different careers before I decided to run for public office myself. I worked fighting for equal pay for equal work as the director of the Municipal Women’s Project. I worked in community relations for cable companies, and I was also the mitigation director for the Massachusetts Highway Department’s major construction jobs. In many of these roles, I was often the only woman at the table—literally—and I realized I had to make my opinions known and to not take criticism personally. It was evident that I had a passion for equal rights for women and fighting for change where I recognized the need for it, and these reasons, among many others, were what inevitably drove me to the legislature.

I launched my first campaign against a 20-year incumbent and won. When I came into the Senate, I was hoping to use the experience I had gained in my previous careers and requested a committee that was related to those issues. Instead, I was given the chairmanship of the Joint Committee on Human Services and Elder Affairs—issues I knew practically nothing about.

I learned quickly, however, that you need to embrace the opportunities given to you to make a difference. You need to do your homework, know what you are talking about and speak up when you believe something needs to be addressed. I engrossed myself in these issues, tackled welfare reform head-on and ended up changing the way our system ran.

My hard work throughout the years was recognized by my predecessor, former Senate President Robert Travaglini, and I...
was appointed to be the chairwoman of the Senate Ways and Means Committee, where for four years I was responsible for crafting a $26 million to $29 million budget. This was an incredible learning experience for me and required much trust in collaboration and delegation—two leadership skills that I continue to be guided by today.

In 2007, I was elected by my colleagues to be the president of the Massachusetts Senate and became the first woman president in the history of the Massachusetts legislature. I continue to be the only woman leader during the weekly legislative meetings with the governor and the speaker of the House, which often allows me to bring new perspectives to the discussions.

Throughout these past seven years I have been fortunate to bring many changes and reforms that not only affect the Plymouth and Barnstable district, but the entire commonwealth as a whole. Whether it was driving statewide transportation finance reform or securing funding for local projects, I have experienced success because of my abilities to listen to the needs of the residents of the commonwealth and also work with my colleagues to find a compromise when necessary. Over the course of my 22 years in the Senate, I have seen the landscape of the legislature change with the many legislators that have come and gone. I have been happy to see more women elected to office, especially since the 2012 election, which brought our legislature’s overall representation of women to a total of 25 percent.

But we can do better. The underrepresentation of women in politics is a nationwide problem and we need to encourage more women to seek leadership positions—and not just in politics.

Throughout my career, I have fought against damaging stereotypes about women in leadership roles, such as the ideas that women are too emotional or weak and are unable to be strong leaders. The sad realization is that both men and women feel this way. Even in the year 2014, despite our belief that we live in progressive society, we still have a ways to go. To move forward, we need to encourage one another and build a network and foundation of support. By helping each other succeed—both women and men—we will be able to create even more opportunities and potential for growth.

I have often been asked what advice I would give to women who want to run for office—and my response is always simply, “Just run!” This advice applies to all people who are interested in running for office. While our commonwealth is filled with so many accomplished and qualified individuals, many young people feel they don’t have enough credentials to run. Likewise, older people feel they have missed their window of opportunity.

Both ideas are wrong. If you want to run, the time to do so is now. It may seem like a scary decision, but what you are able to accomplish is worth taking a stand. If you have a passion for change, that will be shown in your strength as a leader.

As a society, our collective hope should be that we will set an example for future generations to build on our success. But to make this happen, you first need to demand your seat at the table.

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**FEMALE LEGISLATIVE LEADERSHIP**

**10 STATES HAVE FEMALE SENATE PRESIDENTS**

- Colorado: Morgan Carroll
- Delaware: Patricia Blevins
- Hawaii: Donna Mercado
- Iowa: Pam Jochum
- Kansas: Susan Wagle
- Massachusetts: Therese Murray
- Michigan: Tonya Schuitmaker
- Minnesota: Sandra Pappas
- New Mexico: Mary Kay Pappan
- Rhode Island: M. Teresa Paiva-Weed

**19 STATES HAVE OTHER FEMALE SENATE LEADERS**

**6 STATES HAVE FEMALE HOUSE SPEAKERS**

- California: Toni Atkins
- Nevada: Marilyn Kirkpatrick
- New Hampshire: Terie Norrelli
- Oregon: Tina Kotek
- Tennessee: Beth Harwell
- Utah: Becky Lockhart

**16 STATES HAVE OTHER FEMALE HOUSE LEADERS**
In many elections, women vote at a higher rate than men. Why then, are there so few female legislators? The numbers suggest it’s not due to indifference.”
Leadership, in its widest sense, is simply an extension of human talents, but it is of use for the benefit of others as much as for oneself. Entrepreneur and author Jim Rohn once described leadership this way: “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.”

That’s a tall order, and one that is difficult to achieve. There is no perfect recipe for leadership, but during my time as speaker, I have found many of the above maxims are true, especially in the realm of politics. And while more men hold leadership positions in states across the country, the above quote easily applies to both male and female leaders.

I was elected as speaker of the house in the state of Tennessee in 2011. As the first woman elected to that role, the history of that accomplishment is not lost on me. I am, however, always quick to point out, my male and female colleagues together chose to entrust this leadership position to me, and their confidence in me is humbling. I do not presume to know everyone’s individual reason for electing me, but for many, I doubt my gender was the impetus. I certainly hope that it was due to my proven record, my values and my leadership skills.

I am keenly aware that I can serve as a role model to other young women, and this is a role I take quite seriously, especially because I have a daughter. She inspires me to be a better leader, and to try to make a positive difference in this state and country. I want to be a leader who remembers that every decision can have an impact on her future—what kind of world will we leave behind for her?

As the first female speaker of the house, I am often asked to speak to women’s groups about their involvement in politics. In many elections, women vote at a higher rate than men. Why then, are there so few female legislators? The numbers suggest it’s not due to indifference.

That is a complex question, one that does not have a precise answer. I encourage women to run for office, provided they are doing it for the right reasons. Women have a different perspective than men—not better, but different—that is vital to the political process. In my experience, they also tend to focus on more family-oriented issues: education, child welfare and family law. Americans are better off when these different perspectives are presented at all levels of government.

I am often asked how I balance a family, politics and work. I have concluded that really, the goal is not so much balance, but keeping perspective that I heard described as “sequencing” life. This allows me to concentrate on each of life’s tasks, both minor and major, at the proper time and enjoy them in the process.

For example: When my father became ill, I dropped everything to be at his side. My children were without me for a period of time and my legislative activities were curtailed. I canceled long-standing engagements, which I am loath to do. Was my life balanced? No. But it was the most appropriate action given that period of my life.

I share that story with women considering a run for office often. I do it to illustrate there are times when profession comes first, times when family comes first and times when self comes first. While not perfectly balanced, it is understanding the ebb and flow of life. Taking the trouble to squeeze it all in—work, kids, pets, exercise, church and volunteer work—that is the point. We do it all because we want to live full lives. These are the invaluable perspectives women bring to leadership roles.

Serving as speaker of the house in Tennessee is the greatest honor of my professional life. My experiences as a wife, a mother and a former professor all have played a part in shaping my leadership skills. Most of all, however, is the passion and caring nature women often possess that leads them to public service and helps them rise to leadership roles. Eleanor Roosevelt said it best: “When people say a woman’s place is in the home, I say with enthusiasm—it certainly is, but if she really cares about her home, that caring will take her far and wide.”
What are some barriers to women rising to leadership positions in state legislatures?

“I think, in part, a lot of women never get the opportunity to go through the leadership process. Men are just more likely to be trained, whether it be by early sports, early leadership opportunities as kids. I think women are getting there, but I don’t think we’re really, by nature, there yet. I think a big part of it is that women can just tend to be a lot more complicated, in that a lot of us still have families that we are trying to prioritize—not that men aren’t prioritizing. … As a lot of women legislators do things with women’s legislative caucuses, those types of organizations, I think that can also alienate, to some extent, men. … I think it’s crucial that we coach and lead and give women the opportunity to understand they can be on equal footing, that they don’t need any assistance, that they’re equal by their nature. I try to coach (women) out of segregating themselves.”

What qualities are necessary for a woman—or a man—to advance in legislative leadership?

“You have to have the edge that says, ‘Not only am I going to compete for my elected position, but within my own caucus, I’m going to compete at that level also.’ You really are running through a variety of different competitions. It can be difficult because, for me, what the district may require in order for me to get elected may not necessarily put me in the best position to be elected in a leadership position. I’m in a 53 percent Republican-leaning district, which means I’m in a 47 percent Democrat-leaning district. The caucus that I lead is more conservative than my district. Making sure that my messaging speaks to both groups is very difficult because it’s one thing to get elected, but it’s a whole other thing to get re-elected. That takes integrity. That takes the trust and relationships you build with caucus members and that takes time.”

What was the best piece of advice you received when you sought the leadership position?

“When I was appointed (to the legislature), I was in the majority party and I really aligned myself with the leadership team that lost. ... When we came out of the minority, trying to get into a leadership position after I had outright supported the other team, so to speak, it was a lot of work. The message I took from talking with folks on how to master that was the integrity. Work hard, be a specialist, find where you can be a useful tool and then find out how to be useful. And work on relationships so you’ve got that trust and that integrity with the leadership team that was coming into power.”
How do you manage different personality types to be an effective leader?

“That’s very difficult. Even within the party, with the huge tea party movement, getting all the caucus members on the same page can be incredibly difficult. … One thing as a leader that we need to do is just make sure we remind our caucus just how diverse the state of Ohio is. … I will say to the caucus, the state is really big and think about all four corners and the center of the universe (which is what Ohio State University fans call Columbus), meaning you have to look at the whole state. Even though you don’t see this as a policy issue for your part of the state, it could be horrendously impactful for another member and if you need support on your legislation that impacts your area, you need to make the yeoman’s effort to support something that’s crucial for another part of the state.”

How does being a leader in the majority differ from serving in the minority?

“A quick story I tell to our members that have never served in the minority: I went from the first year in majority party … and immediately went deep into the minority and the phone stopped ringing, people stopped asking can you look at this, can you do this? (I asked) one of the other gentlemen I was serving with. … ‘What do we do to make ourselves relevant?’ … We pulled out our Ohio Revised Code and we started reading the chapters that provide the oversight and rules and regulations for Medicaid. … So when it came time for the budget to roll around, we actually knew more as minority members than the majority members on the committee knew. … I think that in the minority, it’s a great opportunity, if you want, to become a specialist. It’s also a perfect chance to just throw bombs and accomplish nothing.”

How did your perspective change when your party took control of the state house?

“That gets back to the integrity. Are you willing to say the same thing in the minority party as you are willing to say in the majority party? And that’s really, quite frankly, an integrity question. … Speaker (William) Batchelder, to his credit, who had … served a good number of years in the minority, he made it an objective as part of his leadership that he was going to recognize that both Rs and Ds had good quality ideas. Both sides were capable of putting forth solid public policy and he was not going to limit public policy to majority party only.”

How do you think about your priorities serving both as a legislative leader and as a representative for your constituents?

“I think there is a balance. I’m heavy union up here. The Toledo area is 45 minutes from Detroit, so from a union experience we are Detroit light. They say you’re elected by 115,000 in your district, … but you serve 11-and-a-half million, which is the size of our state. … I talk to people all the time about that. I get the fact that, me personally, these are issues that I might like to support, but they don’t fit the district. … I don’t take it lightly, but I will vote against the party line if I feel it is wrong for the district I serve because I think that’s my job. Speaker Batchelder is very open to that. He understands. Quite frankly, he will tell you it’s your responsibility to vote your district.”

How do you measure success?

“I think I’m successful, generally speaking, if I can work with the caucus to get them to go along with the leadership recommendations. … If I can keep the floor speeches to a minimum, even those that agree or disagree, to get them to join forces … so I don’t get a lot of my own members speaking against my own members. … Obviously if we can get bipartisan votes, we always strive to do that. … I think getting members to engage on issues, getting them to really understand it so they’re voting knowledgeably on issues—I think that speaks to success as a leader. … When you get the caucus in a position where there are no bombs being thrown at each other, quite frankly, I think that’s success.”

As the majority leader, how do you think about working with the minority party?

“One of the other areas Speaker Batchelder really did a great job was encouraging us as majority members, when we have a bill that we believe has the ability to be bipartisan, to bring a minority member on as a joint sponsor. … I think reaching out to them right away, trying to, where you can, understand that we have similar outcomes we want, we just have different pathways of getting most things. And then just recognizing that the minority party is going to have to vote against things just because their constituency is going to demand that they vote one way, just like our constituency demands that we vote one way. In addition to that, we’ve been trying … to do some things that brings folks together; do activities with both sides. … It’s a heck of a lot harder to fight with somebody that you’re actually friends with.”

What advice would you give to female legislators who are considering legislative leadership?

“Don’t pigeonhole yourself with the same group of folks. Don’t follow your natural inclination. Go out and do things with different folks. … Develop that relationship that sometimes it’s tough to do … The biggest thing I believe that made a difference for me was becoming a recognizable expert in some subject matter, something that people have to go to you to ask your opinion. … I think that puts you in a position of leadership without a title, then it’s an easy step to make the transition to a leadership position with a title.”
Women make up slightly more than half the total U.S. population, but significantly less than that in state governments across the country, according to data from the Center for American Women in Politics at Rutgers University. Only five states have female governors—Jan Brewer in Arizona, Maggie Hassan in New Hampshire, Susana Martinez in New Mexico, Mary Fallin in Oklahoma and Nikki Haley in South Carolina. Brewer and Hassan represent states where electing women to the highest office is old hat; both Arizona and New Hampshire have had two previous female governors. Connecticut, Texas and Washington also have had multiple women serve as the chief state official; all have had two female governors. In total, 33 women have served 26 states as governor.

In other statewide elective offices, 11 women are serving as lieutenant governor; eight as attorney general; 11 as secretary of state; seven as state treasurer; eight as auditor; and six as the chief state education official.

Women have fared better in state legislatures, but still hold only 24.2 percent of legislative seats, and only 17.9 percent of state leadership positions. Six current state house speakers are women, while 10 state senate presidents are women. Oregon leads the country with the most women in legislative leadership positions with five, followed by California with four. Sixteen states have no women in leadership positions.

Of the five states with the highest percentage of female state legislators, only Minnesota has never had a female governor. All five states with the lowest percentage of female state legislators have elected a female governor.

“I think I really want to get things done. I think that is the goal. Sometimes you win; sometimes you lose, but you create relationships in the process.”
—California Assembly Speaker Toni Atkins
States that have never had a female governor

States that have had one female governor

States that have had more than one female governor

States with lowest percentage of female legislators

12.5% Louisiana
12.9% South Carolina
13.4% Oklahoma
14.3% Alabama
15.6% Wyoming

States with highest percentage of female legislators

41% Colorado
40.6% Vermont
34.4% Arizona
33.8% Minnesota
32.8% New Hampshire
WHAT I LEARNED AS A TOLL FELLOW

The Council of State Governments’ Henry Toll Fellowship Program has been developing leadership skills in state policymakers from across the country since 1986. For many, the lessons they learned during their fellowship helped them in their state government roles immediately. Those lessons still resonate today. In their own words, CSG Toll Fellows share how the program has helped them lead their states.

TRUE LEADERSHIP KNOWS NO LIMITS

TENNESSEE SENATE MAJORITY LEADER MARK NORRIS SR.

2014 CSG National Chair

“The most important thing I learned during the Henry Toll Fellowship experience is that true leadership knows no limits.

“There is no lack of demand for it; no geographic boundaries nor partisan peculiarity. We all have this in common: people and communities filled with promise limited only by the realities of life that all too often intervene.

“The Toll program provides a forum for leaders to discover the individual strengths which distinguish them among the strong; their weaknesses, which nurture humility in a less than humble arena; and the wisdom to find the way forward without depriving others of the sense that they pioneered the path without assistance.

“The Henry Toll Fellowship has a distinguished history of cultivating some of the nation’s top leaders and forging lasting relationships among a special few who serve without fear or favor.”

A CHANCE TO SEE OTHER POINTS OF VIEW

GEORGIA REP. TERRY ENGLAND

“I continue to draw on my Toll Fellows experience on a daily basis, from how to better interact with my fellow House members to how I respond to my constituents. Participating in the program opened my eyes to different points of view that I had never realized before. Not coming from a political background before being elected to the Georgia House, I brought with me a fairly narrow understanding of differing viewpoints. Not that it was bad to have those initial narrow viewpoints, but Toll Fellows helped me better understand and be able to work with those I did not agree with. At the beginning of the five days, I questioned the time I was taking out of my schedule and away from my family, but as I left Lexington with a new group of friends and folks I could turn to for help, I realized it was worth it.”

INTERBRANCH RELATIONSHIPS ARE IMPORTANT

NEBRASKA SEN. BEAU MCCOY

2014 CSG National Vice Chair

“It can be challenging to find time to attend conferences. The Henry Toll Fellowship Program is one that should not be missed.

“I received valuable insights that helped me grow as a leader, yet what I treasure most is the relationships I have made.

“You must be willing to work with others and build relationships to get anything done in the nation’s only nonpartisan unicameral. Building those relationships is just as important between the three branches of government.

“I was honored to have Kansas Chief Justice Lawton Nuss and Arizona Secretary of State Doug Ducey in my 2011 Toll Fellow class. Through our exchanges, I have a greater understanding of the difficulties the executive and judicial branches face.

“We need to take the time to understand each other, so we can offer the most efficient and effective state government possible for our citizens.

“Toll Fellows made me a better legislator.”

CLASS OF 2002

CLASS OF 2011

CLASS OF 2011
**ALL BRANCHES SERVE THE PUBLIC**

**INDIANA SEN. ED CHARBONNEAU**

“State government is a complex mix of three branches that, while separate, work best when there is a fundamental understanding of their interrelationship. The Toll Fellows program provided me an excellent opportunity to meet and interact with individuals from other branches of government, as well as from other states and territories. The program not only gave me a chance to examine issues of importance to other branches, but also their perceptions of the entire legislative branch. No matter what our calling, what our industry, we are all in the business of serving the public. Interaction with individuals who approach state government with a perspective different from mine has better equipped me to perform my role as one piece of a much larger puzzle.”

**HUMOR AND LAUGHTER BUILD BONDS**

**MONTANA REP. LIZ BANGERTER**

“Being a Toll Fellow taught me the importance of recreation in building relationships. At Tolls, we partnered with strangers to save people from the fire swamp and tried our hands at being chefs. The activities were geared toward teamwork, but another product was the element of fun and learning to laugh with each other. We saw people out of their comfort zone and sometimes the only way to ‘win’ was to step back and enjoy the humor in our unusual predicaments and creative solutions.

“While fire swamps and cooking contests are sparse in the halls of the Montana state capitol building, I used these same ideas by initiating a bipartisan dinner and game night in my own home. Watching fellow representatives play charades and laughing at ourselves proved to be a powerful force for fostering relationships. Humor and laughter build bonds that cross even political parties and ideologies.”

**LEADERSHIP MATTERS IN ALL ENDEAVORS**

**ARIZONA TREASURER DOUG DUCEY**

“As a newly elected public servant who spent the previous 20-plus years in the private sector, the Toll Fellowship program reinforced my belief that leadership matters as much in state government as it does in building a successful business. There is no doubt that the experience helped me hone my communication and consensus building skills. Regardless of your area of expertise, political affiliation, tenure or future ambition, the people, ideas and perspectives that you are exposed to during the process inspire personal development and professional growth. I’ve been able to successfully apply those lessons to number of initiatives that I’ve spearheaded on behalf of Arizona taxpayers, and as a proud Toll Fellow alumnus, I am committed to further pursuing even greater opportunities in the future.”

**BRANCHES SEPARATE, BUT MUST WORK TOGETHER**

**IDAHO REP. MAXINE BELL**

“I have so many memories of my opportunity to become a Toll Fellow. One lesson comes back so very often in my work in the Idaho legislature. It was a very cool and damp morning in Kentucky, we were in a wooded area doing different activities to promote team building. I can still remember so vividly wobbling on a rope a foot off the ground, trying to move to a tree while hanging on to very widely spaced hand holds. As the rope swayed dangerously, I still remember the hand reaching for me from the tree trunk and safety. He continued to reach out and call encouragement as I finally made it to the trunk. The helping hand was from one of our group who is a judge.

While we embrace our separation of power in our state government, I have never forgotten that lesson. We can be separate with separate responsibilities, but need to seek ways to work together for the good of the people we represent.”
**DISCOVER THE BIGGER PICTURE**

KENTUCKY REP. SANNIE OVERLY

“By bringing together a diverse group of leaders representing all three branches of government from all over the country, the Toll Fellows program challenged me to discover the bigger picture—to find commonality rather than differences, to put away preconceived notions, and to think creatively to find mutually agreeable solutions to problems.

“More specifically, I learned how to use my leadership style to bridge the gaps we sometimes construct based on notions about what it means to be Republican, Democrat, Southern, Northern, rural and urban. This program is a powerful demonstration of what we can accomplish and the problems we can solve when we check labels at the door and focus on working together for the common good.

“These insights guide me in my role as a legislator to realize the powerful results that come from engaging all interested stakeholders to craft thoughtful and enduring policy solutions to improve the lives of our citizens.”

**FINDING NEW SOLUTIONS**

TENNESSEE REP. KAREN CAMPER

“I am so grateful for the skills I have been able to hone through the Toll Fellowship program. One of the most memorable exercises during our program was the group project with leaders from around the Southeast. The great thing about it was that instead of just offering the same old solutions to a common problem, poverty, we were challenged to think outside the box. That led us to put our region in a more global perspective by working on a plan to capitalize on the expansion of the Panama Canal in a way that would create sustainable jobs and grow our economy. Since then, I’ve taken the lessons I learned to Tennessee, passing a new law that created a Certificate of Employability for former convicts as a way of reducing crime and recidivism. I like to think that my experience as a Toll Fellow helped improve my skills to ensure passage of this important piece of legislation.”

**LETTING GO LEADS TO SUCCESS**

RAÚL E. BURCIAGA

Director, New Mexico Legislative Council Service

“I thought it would be a lot easier to let go and fall from a platform about 30 feet above ground. I’d always wanted to do a ropes course and I knew it was safe and secure. Yet, I sat on that platform for a seemingly long time before pushing off. The fear didn’t quite go away; it was the cheering support from my Toll Fellows colleagues that helped me let go. Similarly, when our regional team was deadlocked on what project to present, I let go of my idea and lent my support to another project. Intellectually, I know it’s important to let go of the lack of trust, possibility of a mistake, preference for one’s idea, need for perfection and—the biggest one—fear of failure. It’s not easy to let go, but when I have, it’s often brought success. If not, it’s brought opportunity.”

**BE A MODEL OF LEADERSHIP**

MEAGHAN BRENNA

Director, Budget Development, Planning and Administration | Delaware Office of Management and Budget

“My experience as a Toll Fellow provided numerous tools that contributed to my success this past year. The most important lesson I took back to Delaware was to be a model of leadership for state government. I have incorporated the leadership training I gathered at Toll Fellows into my management team meetings, and I follow those principles in all that I do. Each year, development of the state’s budget involves communication, trusted relationships and fiscal problem solving. My leadership skills in each of these areas have been sharpened through participation in Toll Fellows. This was truly a unique opportunity to gain additional leadership resources and skills that I am applying to my career in public policy. This experience has provided a great return on investment for both me personally and the people I serve.”
FINDING ENDURING RELATIONSHIPS
OREGON REP. SARA GELSER

“The Toll Fellowship is by far the most valuable legislative leadership program I’ve had the privilege to attend. I appreciated the ability to work with colleagues from other regions of the country and across party lines. The opportunity to hear from members of the executive and judicial branch about their unique leadership challenges changed my perspective of the other branches of government and increased my commitment to collaboration.

“While training on negotiation, public speaking and ethics were all valuable, I most appreciate the development of new relationships that have endured over the years. In the end, the Toll Fellowship provided essential skill development while also underscoring a fundamental truth of political leadership: It is all about relationships, flexibility and collaboration. If we strip away our party affiliation and leadership titles, we all come to the table with a desire to improve state government and the lives of the people we serve.”

FACILITATE POSITIVE OUTCOMES

ALASKA REP. LANCE PRUITT

“The Toll Fellowship is an opportunity to interact with leaders of all three branches from across the United States with varying political ideologies. You would think that with a group this diverse, it would be chaos, but it is not that way at all. Through the Toll Fellowship program you can gain a better understanding of how to use your own strengths and weaknesses to encourage involvement and to facilitate positive outcomes in various situations. As the house majority leader, I have an opportunity to apply these tools frequently—including within my own caucus, between the two legislative bodies and when working with the administration.

“Public service includes working in the best interest of the public; it takes teamwork to be successful. The Toll Fellowship helps you work through the physical and mental challenges it takes to end up at an acceptable consensus. I am grateful for the opportunity to have participated in such a great program.”

MOVE BEYOND PARTISAN LABELS

WISCONSIN REP. KATRINA SHANKLAND

“The Henry Toll Fellowship challenged me as a legislator and a leader. The program taught me to move beyond preconceived notions of partisan labels. I learned firsthand how to develop personal relationships first, and develop policy upon those relationships second. Exchanging ideas and working on projects with members of all three branches of government from 48 states was an incredible opportunity that gave me more confidence and ability to build coalitions and work with members of both parties. As a freshman legislator in a highly polarized state like Wisconsin, these skills were particularly valuable to bring home with me. I now follow the careers of my fellow Toll Fellows with delight and hope to continue to develop the same kind of relationships I made at the Henry Toll Fellowship with my colleagues in the state legislature. Now if only I could get them all on a high ropes course!”

LEADERSHIP IS ABOUT THE PEOPLE WE HELP

IDAHO SENATE MAJORITY LEADER BART DAVIS 2009 CSG National Chair

“Dwight Eisenhower said, ‘You don’t lead by hitting people over the head—that’s assault, not leadership.’

“Today, some seek service as assault-style leaders. In contrast, the Toll Fellowship program taught me to remember leadership isn’t about me, but the folks we help, our caucus, our legislative body, our constituents. Each Toll tool—effective and long-term communication, team-building skills and enhanced self-awareness—centers Tolls on ethical leadership. As Idaho’s Senate majority leader for 12 years, I frequently draw on these Toll lessons learned.

“Some years later, as CSG’s national chairman, I attended a portion of another Toll Fellowship program. My mind drifted back to my own experience. I recalled my colleagues from all over. So far, one classmate became a governor, another to Congress, some to formal leadership titles, but all were better elected or appointed officials, in part, because of the Toll ethical-leadership experience.”
LEARN FROM LEADERS ACROSS THE NATION

Wyoming House Speaker Pro Tempore Rosie Berger

“The CSG Toll experience gave me a national perspective from all three branches of government. In legislative leadership, one needs to know the cause and effect of enacted legislation. It is not often that legislators have the opportunity to discuss national issues with both the executive and judicial branches. Effective communication among all three branches of government is essential. Through the week I never thought about the political affiliation of any participant. More impressive were the collective skills of the group and how we strived to find common ground to develop better outcomes to complex issues. The mental and physical activities allowed for creative and challenging exercises to teach innovative techniques to build trusting relationships. As leaders of the 21st century, the Henry Toll Fellowship Program provides an environment to learn from leaders across the nation and gives you time to build on your personal strengths.”

COMPREHENSIVE VIEW FOR WHOLE STATE SOLUTIONS

COLORADO SEN. NANCY TODD

“My experience of being a Toll Fellow was one of adventure, challenges and relationships! The opportunity to work with elected officials who serve their states in various leadership positions provided a more comprehensive view of the need to work for whole state solutions. As we learned from each other, we were able to draw from one another’s strengths, whether we were preparing a skit, a meal or taking the zip line challenge. The relationships that were formed created a bond of support and contact that can be enhanced at other levels of engagement in future gatherings. I have had an opportunity to become a stronger leader in the Colorado General Assembly as a result of this valuable experience because I learned more about who I am and how to develop my skills of collaboration and team building for the good of the whole!”

WORK FOR THE COMMON GOOD

MISSISSIPPI SEN. WILL LONGWITZ

“Unlike other legislative conferences, the Toll Fellowship is not about public policy. Rather, the program is about shedding your limitations and working for the common good. The Toll program helps you see your own strengths and weaknesses. You then apply those insights to a practical set of facts. You learn that character, plus strength of will, can turn a given situation into a moral decision. This helps you serve people better.

“I have brought the Toll experience back home to my legislature. Toll helps me most when I am setting goals for myself. Instead of chasing trends, I can both see priorities better and tell how my strengths can lead to progress. With a stronger foundation for choosing worthy common goals, I can use my own abilities—along with the abilities of others—to reach those goals. The result is better relationships with colleagues and higher-quality results for my district and for Mississippi.”

THREE POWERFUL ASPECTS OF LEADERSHIP

BRIAN EBBERT
Assistant Chief Clerk/Parliamentarian
Office of the Chief Clerk, California State Assembly

“The Toll Fellowship provided exactly the kind of learning experience that I wanted in a leadership training program: skills development, networking opportunities and self-analysis. For me, the Tolls program stressed three powerful aspects of leadership—the power of positive thinking; the power of knowing yourself; and the power of education. We all work in groups, whether it is in an office setting, on a nonprofit board or in team sports. At the Toll training, we worked on group projects in an intense environment, helping me to understand how to adapt to group dynamics. I personally implemented what I learned at Tolls. I became more active in my community, including service on more nonprofit boards. I actively sought to provide others with credit-taking opportunities. Empowering others is rewarding, because you achieve the group goal while watching others thrive. Self-assessment is really about appreciating the strengths of others.”

CLASS OF 2013

CLASS OF 2009

CLASS OF 2007

CLASS OF 2013

CLASS OF 2007
STRATEGIES FOR SOLVING PROBLEMS CONSISTENT
CONNECUT STATE COMPTROLLER KEVIN LEMBO

“It has been 10 years since I was named a Toll Fellow by The Council of State Governments, but the relationships developed and the experiences gained during that single week continue to influence my public service today.

“At the time of my fellowship, in 2004, I served as Connecticut’s state health care advocate—and faced great challenges in helping residents navigate the complexities of our health care system.

“The privilege of being a Toll Fellow allowed me to spend time away with colleagues who shared my drive for solution-driven policy work. It allowed me to debate important issues—sometimes over the course of several days—in search of solutions that were more about common sense than party politics or sound bites.

“Even more important are the relationships that I forged with fellow Toll classmates, whom I still call on today for feedback on policy matters.

“The policy challenges that I continue to encounter today as Connecticut’s state comptroller are constantly evolving—but the approaches and strategies to solving these problems that I learned from my fellowship more than a decade ago are the same.”

TEAMWORK ESSENTIAL TO ACCOMPLISH GOALS
OREGON SEN. JACKIE WINTERS

“As a Toll Fellow in 2012, I knew I would work with legislators from other states—and I did—and we each shared our stories and challenges. What I had not envisioned, however, was the power and richness of the overall Toll Fellow team-building process when nonlegislators—judges and executives—joined with us. Within those new teams, we worked as partners, developing and practicing interdisciplinary strategies in ways that legislators alone can seldom practice.

“When Oregon’s 2014 legislative short session convened, I was assigned as one of four co-chairs to develop, present and carry a critical public safety package that involved judges, law enforcement and corrections executives, and would impact multiple programs. Teamwork, collaboration and shared solutions were essential to accomplish the goals. My Toll Fellows experience provided me with the confidence, the knowledge and the special skills that helped to ensure a successful outcome for our efforts.”

COMMUNICATION IS CRUCIAL AT ALL LEVELS
SEAN FINNIGAN
Chief of Staff, Delaware House Majority Caucus

“The Toll Fellows program offered me the opportunity to reflect on how I had been approaching my job as the chief of staff for the House Democratic Caucus, and through this reflection I realized that I needed to do a much better job of communicating at all levels. So when I returned to the office, I immediately reached out to the governor’s chief of staff and the chief of staff in the state Senate to schedule a meeting to discuss the upcoming legislative session. The first meeting went so well that we now meet regularly to review current legislative issues, discuss strategy, as well as share information about how we each have handled challenging situations with our jobs. I strongly believe that these meetings have been very helpful during a very busy legislative session.”

MEDIA TRAINING STILL HELPS TODAY
NEVADA SEN. KELVIN ATKINSON

"By far, this was the most useful training I have ever attended as a state legislator. The experience and friendships I gained from attending the Toll Fellows program are invaluable. The media training blew my mind and I am still surprised at how much it helps me today."
Cooperation across the aisle, across the branches and across state lines is key to states thriving in today’s tumultuous political environment, which is centered around gridlock on Capitol Hill. State officials, now more than ever, must continue to pursue excellence in consensus building, communication, adaptive leadership and the sharing of capitol ideas.

The Council of State Governments is committed to providing its members with unparalleled training opportunities on both a national and regional level. Through its leadership development programs, CSG continues to empower state leaders with the skills they need to accomplish even more.

**CSG EAST**

ROBERT J. THOMPSON
EASTERN LEADERSHIP ACADEMY (ELA)
WWW.CSGEAST.ORG/LEADERSHIPACADEMY

The Robert J. Thompson Eastern Leadership Academy, known as ELA, in partnership with the Fels Institute of Government, convenes state officials from across the Eastern region to share knowledge and experiences from their respective states. Designed to sharpen and develop the skills participants need to become more effective leaders, session experts provide a context for state officials to effectively evaluate information, build consensus and communicate messages successfully to constituents, colleagues and media.

Who should apply?
ELA is aimed at legislators, legislative staff, executive and judicial branch officials in the early-mid stages of their government careers from CSG Eastern region states and territories—Connecticut, Delaware, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont, Washington, D.C., Puerto Rico and the U.S. Virgin Islands.

**CSG MIDWEST**

BOWHAY INSTITUTE FOR LEGISLATIVE LEADERSHIP DEVELOPMENT (BILLD)
WWW.CSGMIDWEST.ORG/BILLD

The Bowhay Institute for Legislative Leadership Development, known as BILLD, in partnership with the Robert M. La Follette School of Public Policy at the University of Wisconsin-Madison, is the only leadership training program designed exclusively for Midwestern legislators. The institute offers a unique opportunity for lawmakers to improve their leadership skills and explore the issues of the day with nationally renowned scholars, professional development experts, and legislative leaders and colleagues from across the region. The highly interactive curriculum, which is designed for legislators in their first four years of service, includes a series of leadership training courses, policy seminars and professional development workshops.

Who should apply?
BILLD is designed for legislators who are in their first four years of legislative service in CSG’s Midwestern region—Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Nebraska, North Dakota, Ohio, South Dakota and Wisconsin.

Also Check Out CSG Midwest’s Under the Dome Program
Through its Under the Dome program, CSG Midwest offers policy seminars or professional development workshops for members in their capitols. This is a cost-free membership service available by request. Legislative leaders request the topic that will benefit their members—a policy-specific issue, for example, or a skills development seminar—and CSG Midwest will tailor an educational program to meet that need. Visit www.csgmidwest.org/MLC/CSGMidwestsUndertheDomeInitiative.aspx for more information.
The Western Legislative Academy, known as WLA, is an intensive three-and-a-half day professional development program designed to help legislators become more effective leaders and to strengthen legislative institutions. The WLA focuses on communications, time management, governing, ethics and consensus building. A highlight is a half day spent at the U.S. Air Force Academy working on personnel assessments and team building.

Who should apply?
Legislators in their first four years of service are eligible to apply for WLA. Each state in CSG’s Western region—Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington, Wyoming, American Samoa, Guam and Northern Mariana Islands—is allocated at least two, and no more than four, slots for participants in the WLA each year.

Also Check Out CSG West’s WESTRAIN Program
CSG West’s WESTRAIN offers professional development training to legislators and legislative staff by bringing expert trainers to state capitols. WESTRAIN is offered to Western state legislatures on a rotating basis. Legislative leaders pick the training topic. CSG West provides, and covers the expenses for, an expert trainer who will tailor an educational program that best meets the needs of legislative members and/or staff. Visit www.csgwest.org/legislativeacademy/WESTRAIN.aspx for more information.
HAWAII AND WASHINGTON ARE THE ONLY TWO STATES THAT HAVE ELECTED A GOVERNOR OF ASIAN/PACIFIC ISLAND DESCENT

FAST FACTS

MINORITY LEADERSHIP

352 LEGISLATORS ARE OF HISPANIC DESCENT; NEW MEXICO HAS THE MOST HISPANIC LEGISLATORS AT 48

GOV. BRIAN SANDOVAL IS THE FIRST HISPANIC ELECTED GOVERNOR OF NEVADA

South Carolina Gov. Nikki Haley is the daughter of immigrants from India

THE FIRST PERSON OF COLOR TO SERVE AS GOVERNOR WAS PINCKNEY BENTON STEWART PINCHBACK OF LOUISIANA, FROM 1872–73

GOV. DEVAL PATRICK IS THE FIRST AFRICAN-AMERICAN ELECTED GOVERNOR OF MASSACHUSETTS

HISPANICS REPRESENT 2.9% OF ALL STATE LEGISLATORS

375 OF THE 1,789 FEMALE LEGISLATORS ACROSS THE COUNTRY ARE WOMEN OF COLOR

8.1% OF STATE LEGISLATORS ARE AFRICAN-AMERICAN

IN ADDITION TO PUERTO RICO AND THE U.S. VIRGIN ISLANDS, FIVE STATES—ARIZONA, CALIFORNIA, NEW MEXICO, NEVADA AND SOUTH CAROLINA—HAVE ELECTED A HISPANIC GOVERNOR

ONLY 4 STATES—LOUISIANA, MASSACHUSETTS, NEW YORK AND VIRGINIA—and the U.S. Virgin Islands have had an AFRICAN-AMERICAN GOVERNOR

352 legislators are of Hispanic descent; New Mexico has the most Hispanic legislators at 48

375 of the 1,789 female legislators across the country are women of color

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Sources: National Governors Association, National Conference of State Legislatures, Center for American Women in Politics
Thank you to CSG’s founding LEADERSHIP CIRCLE MEMBERS

To learn more about CSG’s Associates Program and Leadership Circle, please contact Maggie Mick, Director of Development | The Council of State Governments | ph 859.244.8113 | mmick@csg.org
Courage is having the willingness to do what’s right in spite of knowing what it may cost you.

That willingness to do the right thing is honored every year with the John F. Kennedy Profile in Courage Award, one of the country’s top honors for public servants. Recipients have included people ranging from Ukraine’s first democratically elected president, Viktor Yushchenko, who nearly died from a poisoning attempt during his country’s tumultuous 2004 election, to U.S. Sens. John McCain and Russ Feingold for their work on campaign finance reform.

During the past 24 years, several state leaders have received the sterling silver lantern that symbolizes the award. Here are some of their stories.


The Prize is What You Do with the Position

Things weren’t looking too bright for Connecticut when former Gov. Lowell Weicker Jr. was sworn into office in 1991. The state was facing a $1 billion deficit and, as one of the few states in the country without an income tax, the options for raising that much money were scarce.

“Clearly, we were not able to raise revenue except by enacting an inordinately high sales tax,” Weicker said. “We would have had to take the sales tax to probably somewhere around 12 to 13 percent. That would obviously have been devastating to the poor and middle classes.”

While Weicker had hoped to be able to stabilize the budget without enacting an income tax, it soon became clear that wasn’t going to happen.

“Nobody had been able to enact one (an income tax),” Weicker said. “They had tried earlier, but it had always been defeated. I very well knew what the sentiment was. Obviously when we did enact it, there was a huge demonstration—probably about 50,000 people on the capitol grounds—in protest of the measure. I went in there with my eyes wide open, but I also knew if we were going to secure the future, it was the only way to go.”

Weicker said legislators ended up agreeing to a new income tax, slightly cutting the sales tax and cutting many of the state’s business taxes. After it was over, Weicker regularly saw protesters, was spat upon and even compared to Hitler.

“I knew we were going to get very negative attitude toward it once it was enacted,” said Weicker, “and it was just barely enacted by one vote in the Senate. All the Republicans and Democrats—and it was a coalition that passed it—all of them received the same abuse, if not worse. Who the hell likes to pay taxes? Obviously, no one.”

But the abuse was worth it to preserve the economic health of Connecticut, Weicker said. He ended up serving just one term as governor. But prior to his election as governor, Weicker had served in the U.S. Senate, the U.S. House of Representatives, authored the Americans with Disabilities Act and served on the Senate Watergate Committee.

Being elected to serve in a legislative body, Weicker said, isn’t the goal. It’s only the beginning.

“It’s a position that they hold, it isn’t the prize,” he said. “The prize is what they can do with that position. You don’t go into politics, as least in my book, to get elected and re-elected. You go in there and you call the shots as you see them. If you don’t get re-elected, that’s fine. Go back to what you were normally doing.”
In 1982, education in Mississippi wasn’t looking very good. It was the only state that didn’t have public kindergartens or even require children to attend school. Gov. William Winter wanted to change that.

“I think that education, adequate education of our citizenry, is the most important element in leadership in our country,” Winter said. “And Mississippi had been behind in that regard. So I felt if we were going to be competitive in this state that we had to make a stronger effort to educate all of our people. That’s what motivated me.”

But change would not come easy. Education reform packages Winter supported already had been defeated more than once. A special session called by the governor to address education reform in December 1982—when the reform finally passed—would come to be known as The Christmas Miracle.

After having suffered several defeats in the normal legislative process, Winter made the shrewd move of taking his case to the voters, said Dick Molpus, who was Winter’s first gubernatorial appointee as governor; he served as executive director of the Governor’s Office of Federal-State Programs.

Public meetings conducted across Mississippi to discuss deficiencies in the state’s schools drew thousands of concerned parents.

“We didn’t even get a bill out of committee in 1981,” Molpus said. “It became obvious we weren’t going to be able to play the inside game because it was stacked, again, with these older, plantation mentality (legislators). … Gov. Winter and all his young staff decided the only way we were ever going to get this passed was if we created a groundswell movement out there and let those parents know it’s up to them to make the schools better.”

“It was the first time in Mississippi history that true democracy had worked. He was beaten twice in the legislature over this. On the third time, he decided to take it to the people and, literally, the people rose up and made their legislators pass the Education Reform Act of 1982.”

In addition to establishing public kindergartens and mandating school attendance, the reform act established an accreditation system, placed teacher’s aides in the first through third grades, and paid for all of it with $110 million in new taxes.

“It was more difficult than I thought it would be,” Winter said. “I didn’t see how anybody could be against improving education. Yet I found that people were concerned that it might cost a little more money. We had to sell that as part of the package. I take great pride in the fact that we got the approval of the largest tax increase in the history of the state for education and that had never happened before.”

Molpus said one of Winter’s lasting legacies in Mississippi is the idea that the state legislature could, and should, be involved in education.

“It put education as a topic for the legislature to deal with,” Molpus said. “In the past, there was this kind of old plantation, bourbon whiskey royalty type belief that if your children were worthy of going to school, you could afford to pay for private schools. Everybody else should be content with their lot.”

“Education, I was told, had no political constituency,” Winter said. “I found that it did have a political constituency and as a result, people rallied to that effort. … As a matter of fact, education now, I think, has been labeled a top priority as far as political issues are concerned.”

“You don’t go into politics, as least in my book, to get elected and re-elected. You go in there and you call the shots as you see them.”

In early 2009, California was in trouble, said Senate President Pro Tem Darrell Steinberg, who had just been sworn into his leadership post.

“Within weeks of getting sworn in, the budget deficit ballooned to about $42 billion on a base budget of about $100 billion,” Steinberg said. “The numbers were what I describe as absurd—nearly half your budget in deficit.”

Steinberg and the other leaders in the house and senate—Karen Bass as Democratic speaker of the assembly; David Cogdill as senate Republican leader and Mike Villines as assembly Republican leader—quickly realized they would have to work together to solve this massive budget problem. It wasn’t always easy.

“I didn’t know Mike Villines at all,” Steinberg said. “When we first got together as a fivesome, including the governor, he and I really went at it. … I can’t say we were that warm to each other.”

“Ultimately, we started to listen to each other and work through a compromise,” Villines said. “It actually became important for the four of us to try to find a real solution that made sense and balanced it fairly. That took months to get through, but we did it.”

The Budget Compromise of 2009 contained something for everyone to dislike. It included almost $15 billion in spending cuts, $12.5 billion in tax increases and more than $5 billion in new borrowing. It was not popular with anybody’s caucus, but both Republican leaders lost their positions because of it.

Cogdill was voted out of his leadership position just a couple of days before the budget compromise bill was passed.

“I think they were under so much political pressure that they felt they needed to take the step they did,” said Cogdill, “which was to move to vacate the chair, which they did in the middle of the night after trying to convince me to
**2012 Winners | Iowa Supreme Court Justices David Baker, Michael Streit and Marsha Ternus**

Ruling was ‘worth the price’

Members of the Iowa Supreme Court knew in April 2009 they would face a backlash when they issued their unanimous Varnum ruling, which held that Iowa’s statute defining marriage as between one man and one woman was unconstitutional. A year later, Chief Justice Marsha Ternus and Justices David Baker and Michael Streit lost their jobs in a backlash-fueled retention vote.

“I can unequivocally say yes, it was worth the price,” said Ternus, who spent 17 years on the state Supreme Court and was Iowa’s first female chief justice. “I’m not sure what it was about my growing up, but I came to understand that there are principles that are worth sacrificing for and that includes a fair, impartial judiciary. I think we were all aware before we made our decision that we were putting our positions at risk. But we knew that was of secondary importance to upholding the rule of law.”

Iowa uses a merit-based system for its judges. A nominating committee recommends a certain number of judges for an open position and the governor chooses who fills the seat from that list. The judges face regular retention votes, where the public decides if they should maintain their seats. The retention vote in November 2010 for Ternus, Baker and Streit was a hot one. The justices said when the campaign against them started, the three of them decided not to raise funds or campaign.

“It was our opinion that to form campaign committees, raise funds, actively campaign, would be to become that which we didn’t want to become, which was politicians,” Baker said. “We didn’t think that was the proper role for a court, for a judge. Looking back, I still wouldn’t, because I believe the judiciary should not be another legislature.”

Streit said the Varnum decision, constitutionally, was the right thing to do regardless of its consequences.

“Our decision was based entirely upon state law, what we call our equal protection clause,” he said. “It’s a very strong protection provision in our constitution that protects everybody equally under the law in regards to civil marriage.

“We made our decision without consideration of politics. That sounds very pure and saintly, but life is just too complicated to try to factor in all those other forces.”

**Paying the Price**

**Boston, Mass.** — Caroline Kennedy, second from right, applauds as the recipients of the 2012 John F. Kennedy Profile in Courage Awards hold their lanterns at the JFK Library in 2012. From left are Michael Streit, former Iowa Supreme Court Justice; Marsha Ternus, former Iowa Supreme Court Chief Justice; David Baker, former Iowa Supreme Court Justice; and Robert Ford, U.S. Ambassador to Syria. © AP Photo/Elise Amendola

resign. I said, ‘I’m not going to resign. If you want to take that vote and remove me after this year of hell I’ve been through trying to negotiate this thing, then so be it, but I’m not giving up. I’m not going to quit.”

Villines also paid a price after he termed out of the assembly. In his ultimately unsuccessful 2010 bid for insurance commissioner, he almost lost in the primary to a virtual unknown who spent less than $5,000 on his campaign. While Villines said it was tough to feel that kind of rejection, he’d make the decision again to support the 2009 budget compromise.

“We volunteer to run for office,” he said. “We’re lucky to serve when we’re in that capacity. Nobody makes us do it. You just have to do the best you can and go forward. That was a tough time, no doubt about it, but it was nothing like what people had gone through in their personal lives during that economic crisis. That was really a tough time in California.”

“**One person can make a difference, and everyone should try.**”

— John F. Kennedy
Ask a room of leaders “What should leaders do?” and you’ll likely hear only one response. A leader should get results.

But how?

A global management-consulting firm took a random sample of nearly 4,000 executives from more than 20,000 executives worldwide and found six distinct leadership styles, each springing from different components of emotional intelligence.

Leaders with the best results did not rely on only one leadership style; they incorporated several—seamlessly—depending on the situation.

Envision these six styles as the golf clubs in a pro’s bag. The pro picks and chooses clubs based on the shot. Sometimes he deliberates over his selection, but often it’s instinctive. That’s how high-impact leaders operate, too.

“It’s important that a leader understand she can learn new styles. To do so, she must first understand which emotional intelligence competencies underlie the leadership styles she is lacking. She can then work to increase her aptitude for those.”

WHAT KIND OF LEADER ARE YOU?

We’ve determined that the more styles a leader exhibits, the better. Leaders who have mastered four or more—including the authoritative, democratic, affiliative and coaching styles—garner the very best results. And the most effective leaders switch flexibly among the leadership styles as needed.

Very few leaders possess all six styles. In fact, the most common responses to these findings have been, “But I have only two of those!”

So if you are a pacesetting leader who wants to use the affiliative style more often, be mindful of situations in which you lack empathy and hone your communication skills to improve your relationships.

Truly effective leaders use these styles interchangeably like golf clubs, the right one at just the right time and in the right measure. Expand your repertoire and you’ll see: The payoff is in the results.
**AUTHORITATIVE**

Authoritative leaders mobilize people toward a vision. When a nationwide pizza chain struggled with plummeting sales, its vice president of marketing turned the story around by rewriting the company’s mission statement to focus on customer convenience.

With a clear vision, local managers started acting like entrepreneurs, opening new, successful branches in ingenious locations: busy street corners, airports and hotel lobbies.

The research indicates that of the six leadership styles, the authoritative one is most effective. By framing the individual tasks within a grand vision, the authoritative leader defines standards that revolve around that vision. The standards for success are clear to all, as are the rewards.

The approach, however, can fail when a leader is working with a team of peers who are more experienced than he is. They may see the leader as pompous.

**COACHING**

A coaching leader helps employees identify their unique strengths and weaknesses, and ties them to their personal and career aspirations. These leaders are willing to put up with short-term failure if it furthers long-term learning.

Of the six styles, our research found that the coaching style is used least often. Many leaders told us they don’t have the time. But leaders who ignore this style are passing up a powerful tool; its impact on climate and performance are markedly positive.

By contrast, the coaching style makes little sense when employees are resistant to learning. And it fails if the leader lacks the expertise to help the employee along.

**AFFILIATIVE**

The affiliative leader strives to keep employees happy and to create harmony among them. The affiliative leader offers ample positive feedback, providing a sense of recognition and reward for work well done.

But its exclusive focus on praise can allow poor performance to go uncorrected; employees may perceive that mediocrity is tolerated. And because affiliative leaders rarely offer constructive advice on how to improve, employees must figure out how to do so on their own.

Perhaps that is why many affiliative leaders use this style in close conjunction with the authoritative style. Authoritative leaders state a vision, set standards and let people know how their work is furthering the group’s goals. Alternate that with the caring, nurturing approach of the affiliative leader and you have a potent combination.

**DEMOCRATIC**

When a school administrator was told to shut down one of her schools due to a financial crisis, she immediately called a meeting of all the teachers and staff to discuss the details. After two months of meetings, it was clear to all: The school would have to close. But by permitting the school’s constituents to reach that decision collectively, she received none of the backlash that would have usually accompanied such a move.

Spending time to achieve people’s buy-in allows a democratic leader to build trust, respect and commitment. And because they have a say in setting their goals, people operating in a democratic system tend to be very realistic about what can and cannot be accomplished.

One of this style’s more exasperating consequences can be endless meetings where the only visible result is scheduling more meetings. And the democratic style, of course, makes very little sense when employees are not informed enough to offer sound advice.

**PACESetting**

Pacesetting leaders expect excellence and self-direction. This is a style that should be used sparingly; many employees feel overwhelmed by the pacesetter’s demands for excellence and their morale drops. Work becomes too task-focused.

As for rewards, the pacesetter either gives no feedback on how people are doing or jumps in to take over when she thinks they’re lagging. And if the leader should leave, people feel directionless.

This approach only works well when employees are self-motivated, highly competent and need little direction.

**COERCIVE**

Coercive leaders demand blind obedience, which can be damaging. Most high-performing workers seek the satisfaction of work well done, and the coercive style erodes such pride. The style also undermines one of the leader’s prime tools—motivating people by showing them how their job fits into a grand, shared mission.

The coercive style should be used only with extreme caution and in the few situations when it is absolutely imperative, such as during a turnaround or with problem employees with whom all else has failed.

WHAT IS YOUR FAVORITE BOOK ON LEADERSHIP AND WHAT LESSONS DOES IT OFFER?

THE POWER OF CIVILITY

“My selection is ‘Hesselbein on Leadership,’ by Frances Hesselbein. I believe Frances is a truly transformational leader whose style and approach resonated with me. When she assumed the position of CEO of the Girl Scouts of the U.S.A., the organization was a bit staid, some would say stagnant. Through her visionary and inspirational leadership and employing the power of civility among her principles of management, she transformed the 102-year-old organization into a dynamic, forward-looking organization for the benefit of girls and young women across the country. Frances is a pioneer of achievement for women, diversity and inclusion.”

SANDRA O. ARCHIBALD
Dean of the Evans School of Public Affairs
University of Washington

GIVE VOICE TO REFORMS

“That leadership happens from the top is a myth. It evolves as leaders gather ideas from—and take the temperatures of—their constituents and stakeholders. This lesson is evident in the real-world behaviors of American presidents. (See Brandice Canes-Wrone. ‘Who Leads Whom? Presidents, Policy, and the Public.’) A president, or any effective leader, does not usually lead people to unpopular policies or innovate through their own brilliance. They simply give voice to constructive reforms with majority support. What matters most is that they can listen, distinguish good ideas from bad and communicate—qualities in shorter supply than those ‘leadership’ experts tend to emphasize: intelligence, good looks and toughness.”

JOHN GRAHAM
Dean of the School of Public and Environmental Affairs
Indiana University Bloomington
“Leadership books often provide little more than inspirational catchwords and lists of hoary maxims reminiscent of Benjamin Franklin’s ‘13 Virtues,’ such as ‘Resolve to perform what you ought. Perform without fail what you resolve.’ I like volumes such as ‘The Power Broker,’ Robert Caro’s chronicle of how Robert Moses shaped New York City; ‘Team of Rivals,’ Doris Kearns Goodwin’s book about Lincoln and his cabinet; and ‘A Governor’s Story’ about the challenges Gov. Jennifer Granholm faced during Michigan’s toughest years from 2002 to 2010. These books provide important lessons. Context matters a lot. Leaders must set goals but be prepared to improvise. Leadership requires facing challenges squarely and getting things done (resolutely) no matter what.”

“Leaders must be ‘all in, all the time,’ that is, fully committed, but without personalizing what happens around them. That is one of the key messages from Gary Burnison’s ‘The Twelve Absolutes of Leadership,’ a challenging and thought-provoking book. … For me, Burnison’s wisdom on listening and communication has been the most compelling: Listen without imposing your own thoughts on the speaker, never blame the messenger for speaking truth to power, and openly communicate your vision and operational plans to your people. As Burnison wisely cautions, leadership is not about you, it is about how you make others feel—empowered, creative, valued and engaged.”

“In his essay ‘Politics as a Vocation,’ Max Weber observed: ‘Politics is a strong and slow boring of hard boards. It takes both passion and perspective. … (M)an would not have attained the possible unless time and again he had reached out for the impossible. … But to do this a man must be a leader. …’ With these words, Weber encapsulated the unique challenge of leadership—the lofty goals of aspiration and the determination to do the hard, often tedious work that is needed to turn aspiration into reality. The world is full of dreamers and doers—the leader does both.”
 ERC Focuses on ‘Weathering the Storm’

The Council of State Governments’ Eastern Regional Conference in March brought together more than 80 state officials and staff from the Northeast for a special dialogue with a range of experts who are implementing innovative strategies for forging resiliency across the Northeast. To learn more about “Weathering the Storm: Moving Forward on Regional Resilience,” visit the ERC website at www.csgeast.org.

STUDY Prevent Bad Behavior in Schools, Don’t Punish It

The Council of State Governments Justice Center in May released a nationwide study—“The School Discipline Consensus Report”—that suggests school officials focus on improving the learning environment rather than spending so much time dwelling on how to react to bad behavior. The study also shares a set of tools that can be used to minimize reactive punishment and maximize preventing bad behavior before it happens. Read the report at csgjusticecenter.org.

NEI/NEXT Initiative

Nearly a third of all states set new records for export sales in 2013. This success has led the Obama administration to launch the NEI/NEXT initiative after the original National Export Initiative concluded in 2013.

Led by the Export Promotion Cabinet and the Trade Promotion Coordinating Committee, the NEI/NEXT builds on the original initiative by providing a more tailored approach for U.S. companies looking to export by expanding access to export finance, connecting U.S. businesses to foreign customers and improving U.S. export-related services.

The Council of State Governments and State International Development Officers—or SIDO, a CSG affiliate—are engaged with the federal government to ensure a collaborative environment between state and government officials to make the program efficient and effective.

For more on NEI/NEXT, visit www.trade.gov/neinext/factsheet.asp.

MONTANA Program Wins NASFA Award

The National Association of State Facilities Administrators has named Montana’s Architecture & Engineering Division and Energy, Pollution & Prevention Bureau as the winner of the 2014 Innovations Award for its program, “State Building Energy Conservation Program Implementation.” NASFA’S Innovations Award, sponsored by CANNONDESIGN, honors programs that enhance efficiency and effectiveness in state government and the facilities profession.

SOUND SCIENCE

What You Need to Know

Want data-driven solutions to your state’s problems? CSG is here to help you make decisions based on sound science. “A State Official’s Guide to Science-based Decision-making” gives state policymakers clear guidance on how to cut through the jargon and spin that often accompany technical issues.

The guide includes recommendations and helpful tools for policymakers, regardless of background, to confidently assess the assumptions, conclusions and results found in state public hearing witness testimony and scientific studies. The aim of the guide is not to suggest what to think; rather, the impetus is to provide a roadmap of how to approach an issue so state thought leaders can make the most informed decision possible.

For more on the guide, visit www.csg.org/williams.
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CSG uses Facebook to share announcements of upcoming events, CSG infographics that offer state comparative data in an easy-to-understand graphic format and top news from the states. On the CSG Facebook page, state officials can find the results of state elections, information about CSG conferences and announcements of CSG eCademy sessions. Don’t forget to like or share our stories with your own networks.

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@CSGovts provides instant, up-to-the-tweet access to what’s happening in state governments. CSG shares the latest headlines from across the states, as well as federal news that impact state governments. Followers also get the latest blog posts from CSG’s inhouse policy experts on the full range of issues facing the states—from transportation to health, energy to education. @CSGovts provides the latest news and information state government officials need to know.

LINK WITH CSG ON LINKEDIN
CSG shares organizational news through LinkedIn and creates a connection with a network of the nation’s top state officials. In addition to insights and resources to help state government officials enhance their work, CSG’s LinkedIn page features opportunities for states and associates to get involved in the CSG’s efforts to share capitol ideas. As the only organization serving all three branches of state government, the CSG LinkedIn page offers a place for this broad base of state officials to continue networking and learning from each other in between CSG conferences and events, while also keeping updated on important CSG news and announcements.

TUNE IN ON YOUTUBE
CSG’s YouTube channel, CSGovts, shares CSG eCademy sessions and videos from CSG’s national conferences, allowing members to take advantage of important CSG programming, even when busy schedules prevent attendance or participation during a live event. Viewers can also provide comments discussion on programming provided through the CSGovts channel, allowing members to share feedback to help CSG continue improving its products.

FOLLOW CAPITOL COMMENTS
CSG’s blog, Capitol Comments, located at the CSG Knowledge Center, knowledgecenter.csg.org/kc/blog, provides insights and analysis of state government news. With the ever changing landscape of state government policy, understanding the full range of implications that state and federal policies can have on state governments can be a challenge. CSG’s inhouse policy experts offer their perspectives on the latest policy news with an eye for how it will impact state governments through Capitol Comments, providing state officials with the information and insights needed to make well-informed policy decisions.

State leaders can stay up-to-date with all the publications, conferences and educational opportunities a little easier by using social media. CSG uses Facebook, Twitter, LinkedIn, YouTube and the Capitol Comments blog to connect leaders with information they need to better serve their state. CSG Marketing Coordinator Carrie Abner, who handles social media for the organization, offers these tips on how to make the most of social media to access all the information CSG has to offer.
Sen. Sam Slom could be a lonely man as the only Republican in Hawaii’s 25-member Senate, but he doesn’t have time for that. The Senate minority leader sits on all 16 permanent committees, every ad hoc committee and every investigating committee. Slom said even though he’s a party of one, his position is no joke. “I represent the 48–49 percent of people that voted for either a certain person or a certain philosophy that, without a voice like mine, they would not be heard at all,” he said. “I take that very seriously. It’s not really about me, it’s about all these other folks who feel more and more disenfranchised.” Slom said bad leadership often happens when policymakers forget whom they represent. “I think it (the biggest threat to good leadership) is arrogance and power,” he said. “There have been some people … that take themselves too seriously and really want to separate themselves from the public they’re supposed to represent. … When I signed up for this, nobody twisted my arm. My idea is I’m a public servant.”
eCademy is THE online source for information and training on the most critical issues facing state leaders, the latest trends in state policymaking and cutting-edge state solutions.

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Have you made reservations to attend the CSG National and CSG West 2014 Annual Conference, Aug. 9–13, in Anchorage, Alaska? The conference hotel blocks are selling out, so make your reservations soon! For more information on the conference hotel accommodations, registration and to view the preliminary conference agenda, please visit the 2014 CSG National and CSG West Annual Conference website at www.csg.org/2014annualconference.

Don’t miss out! Hotel and early registration cutoff is July 11.

Questions About the Conference? Contact CSG at (800) 800-1910 or Alaska2014@csg.org.