Leading Through Tough Times
Rethinking Leadership to Meet 21st Century Challenges
2015 Leadership Summit

Trainer(s):

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Leading Through Tough Times
Rethinking Leadership to Meet 21st Century Challenges
Agenda

1. #Whatacrazycentury!
2. Click/Like/Follow Culture
3. Too Much to Think About, Too Little Time
4. Managing the Flood of Information
5. Serious Issue Engagement
6. Getting Real Engagement in the 21st Century

Dr. Scott C. Paine
9/18/2015
#WhataCrazyCentury!
Contradictions

Indications of:

- Incomplete or inaccurate information
- Inadequate reasoning
- Disingenuousness
Contradictions: Global Climate Change

“It’s Real”

**The Washington Post**

By Jason Samenow  August 20

July was the hottest month in Earth’s hottest year on record so far

“It’s a Hoax”

**The Washington Times**

Deceptive temperature record claims

Warmest month announcements have no scientific basis

Dr. Scott C. Paine  9/18/2015
Contradictions:
Global Climate Change

Warm Arctic Brews Severe Winters From U.S. to Asia, Study Says

by Alex Nussbaum

August 31, 2015 – 11:00 AM EDT
Contradictions: Craving Honest Leadership

Anderson Robbins Research (D) / Shaw & Company Research (R)
N = 1,019 registered voters (502 landline, 517 cell phone)

Interviews Conducted: July 13-15, 2015

Thinking about the presidential election, if you agree with a candidate on most issues, yet believe they are sometimes less than honest and would lie to cover up the truth – would you still vote for that person or would that be a deal breaker for you?

<table>
<thead>
<tr>
<th>Would Still Vote For</th>
<th>Would Be A Deal-breaker</th>
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<tbody>
<tr>
<td><strong>Total</strong></td>
<td><strong>21%</strong></td>
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<tr>
<td><strong>70%</strong></td>
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http://pos.org/2015/07/who-cares-if-presidential-candidates-are-honest/
Percent of voters who say they do not view candidate as “honest and trustworthy”

Hillary Clinton: 57%
Donald Trump: 58%

Quinnipiac Poll, July 2015

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News You Can Trust . . .

The 10 Most Trusted Personalities in TV News

By Jim Meyers | Friday, 16 Jan 2015 10:02 AM

4. Brian Williams
News You Can Trust . . .

**NBC’s Brian Williams Admits He Told False Story About Iraq Expedition**
Of course, there’s more to the story . . .
Click/Like/Follow Culture
Popular Attention = Success

• Popular attention has always been a path to success

• In earlier times, one had to have means to gain attention
The Good News

- Today, the barriers to publication are nearly eliminated
The Bad News

- Not *everyone* is publishing things worth seeing.
- It’s hard to break through all of that ‘noise’.
Popular Attention - 21st Century Style
The Ten Most Popular Videos on YouTube

1. Justin Bieber and Questlove Drum-Off
2. Pedestrian Question - Is Barack Obama a Muslim?
3. 10 Cell Phone Life Hacks, For Better Reception
4. BB-8 App-Enabled Droid
5. The 9 Best Scientific Study Tips
6. Whites Only?
7. 100 Years of Lingerie in 3 Minutes
8. Brad Paisley – Country Nation
9. Puppies Test the New Star Wars BB-8 Droid Toy
10. The Gamechangers Trailer

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9/18/2015
How about something important?

1 million views / 1 month

1.5 million views / 1 day

The Iran Nuclear Deal – PragerUniversity

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How to be ‘liked’

• Use photos
• Use ‘I’ and ‘me’ on Facebook
  • But not on Twitter
• Use emoticons

• Post at the right times
  • Early a.m.
  • Lunchtime
  • Afternoon
  • Weekends more than weekdays
    • Forget Thursdays
How to be ‘liked’

• “It’s also important to be passionate, not neutral.”

Dan Zarrella, quoted by Samantha Murphy Kelly on Mashable
Passion . . . Not Reason
The Uphill Battle

• “The truth is that most people are not thinking about politics most of the time. Many may view it as their civic duty to pay attention (and some of the wonkiest of us even enjoy it at times), but for most voters, the political process and political debates are off-putting; something to be avoided at all costs . . .”

Joshua J. Dyck, Co-Director, Umass Lowell Center for Public Opinion
http://commonwealthmagazine.org/politics/presidential-polling-largely-useless-now/
Too Much To Think About, Too Little Time
How Do Most Citizens Decide?

Heuristic Thinking

• Quick decision making utilizing:
  • limited information
  • personalized standard decision processes
Familiar Heuristics

- Dark, cloudy sky => grab an umbrella
- Having trouble staying awake => grab a coffee
Familiar Heuristics at Work in Municipal Politics

- The private sector can do everything better than the public sector
- We can all get along if we just sit down and talk
- Government should run like a business
- Public safety is job #1
Managing the Flood of Information
Which Message to Choose?

We select sources and information to preserve internal peace.

Consequently, our minds are filled with consistent messages . . . even if the best evidence indicates that those messages are wrong.

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Elected Officials and Professional Staff are *NOT* immune . . .
Serious Issue Engagement
To Deal With What’s Real . . .

• Decide that our heuristics are unreliable

• Decide that we need to consider unfamiliar/unpleasant possibilities

• Decide to gather information from a variety of (credible) sources

• Weigh the evidence and make an informed decision
Piece of Cake!

the cake is a lie!
The Fundamental Human Problem

• We only put this kind of effort into a decision when something triggers our interest or concern at a higher-than-normal level

• When it comes to politics, the most reliable such trigger is: NOTHING

Scott C. Paine, Ph.D. - Florida League of Cities
IF there is a trigger . . .

• . . . It will be **passion**

• And it will build on things **we already believe are true**.
Getting Real Engagement in the 21st Century
1. Go Where Your Audience Is; Speak Their Language
2. A Thousand Points of Influence

http://www.slideshare.net/sachin2121977/obama-campaign-strategy
3. It’s Not Just About Our Message

We must know our public(s) well

Dialogue (trialogue)
Awesome surprise at the office today! Well done @COTNews! Thank you!
pic.twitter.com/Q1MA1R3NDB
. . . And What About Passion?
4. Passion for Our People and Our Place
“Level 5 leaders channel their ego needs away from themselves and into the larger goal . . . It’s not that Level 5 leaders have no ego or self-interest. Indeed, they are incredibly ambitious – but their ambition is first and foremost for the institution, not themselves.”

Jim Collins – Good to Great
• Be ambitious for your city

• Get to know your people . . . all your people

• Be open to new ideas, new perspectives

• Be a leader of your people, for your people
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