



**STRENGTHENING
EXPERTISE FOR THE
CITIES WE SERVE**



Powerful Leadership Without Organizational Power



Principle of Management (Management 101)

Never accept
responsibility without
 requisite authority.

Does Not Apply

A blue-tinted photograph of a group of people in a meeting. In the foreground, a woman with short blonde hair and glasses is seen from the back, gesturing with her right hand raised. To her left, a man with glasses is partially visible. In the background, another man is looking towards the camera. The overall scene suggests a collaborative work environment.

No one “has to” do anything

You CAN be too careful

Everybody knows if you are too careful you are so occupied in being careful that you are sure to stumble over something.

Gertrude Stein



Work as Imagined vs Work as Done

Work as imagined

“Before proceeding with this task, verify all of the following safety precautions are in place:

1. Rubber gloves
2. Rubber mat
3. Rubber-soled boots/shoes
4. Ladder is stable and standing on mat
5. All tools are insulated”

Work as done

“Just get up there and check it out.”

**Invention is the mother of
necessity**

**Necessity is the mother
of invention**

Persuasion

- Going to where the person is,
- Seeing what they see,
- Then walking them
- Step by step
- To where they can see
- What you see



A blue-tinted photograph of two men. The man in the foreground is looking down and to the left. The man in the background is wearing a cap and looking towards the camera. The text "Being honest about what we can (and cannot) do" is overlaid in yellow.

**Being honest about what we
can (and cannot) do**

A landscape photograph of a river winding through a field of tall grass. The sun is setting on the horizon, creating a lens flare effect. The sky is a mix of blue and orange. A vertical yellow line is on the left side of the image.

QUIT

TAKING

IT

PERSONALLY

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