



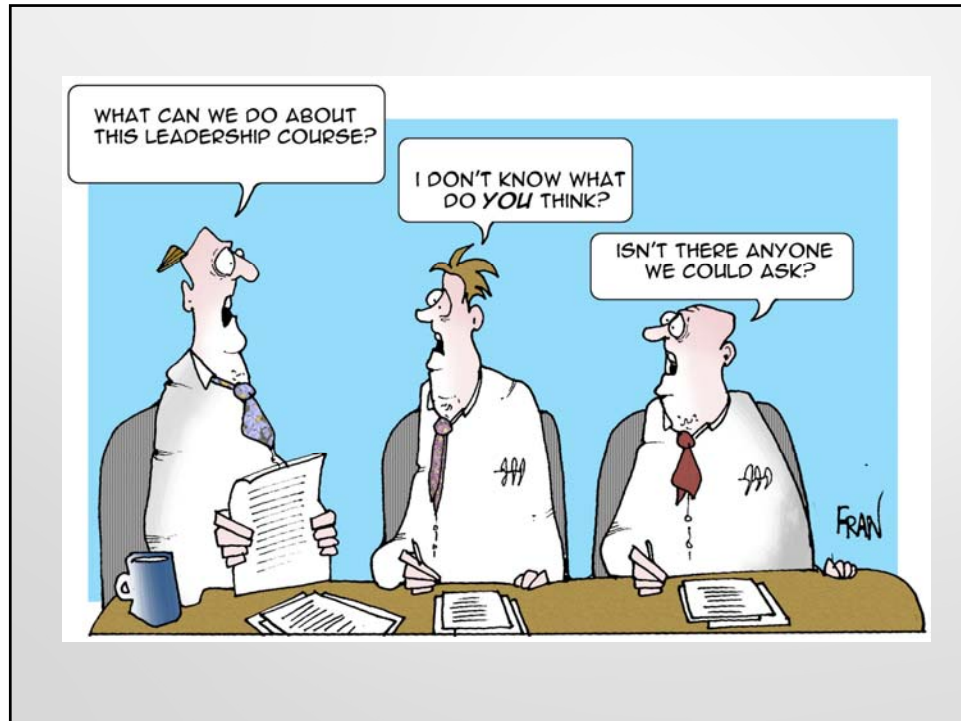
Driving Change through Innovative Leadership

John Nixon
Chief Administrative Officer
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What is Leadership?

- The act of inspiring your team to perform and engage in achieving a goal.
- Involves:
 - establishing a clear vision,
 - sharing that vision with others so that they will follow willingly,
 - providing the information, knowledge and methods to realize that vision, and
 - coordinating and balancing the conflicting interests of all members and stakeholders.

BusinessDictionary.com



Who are your favorite leaders?



Seriously: Who are they and what makes them a great leader?

- Why?
- What characteristics do they have?

Characteristics of Great Leaders

- Set and clearly communicate bold vision
- Lead by example
- Listen to others – (Employee lunches)
- Build great teams – (Lock arms and go to war)
- Empower employees – (Have their backs)
- Encourage taking calculated risks
- Create an environment of Innovation
- Provide tools and coaching to be successful

Characteristics cont.

- Hold people accountable
- Build team unity
- Encourage people to push beyond their comfort zones
- Reward success
- Deal with problem employees
- Make bold decisions quickly after seeking employees' input
- Don't waffle
- Don't worry about who gets the credit



Driving Change through
Successful Leadership –
Michigan Experience

What I faced when I got to Michigan

- \$1.5 billion structural budget deficit
- \$65 billion in unfunded pension/OPEB liabilities
- \$100's million of "Obama Bucks" propping up Public Education
- \$2.0 million in the State's Rainy Day Fund
- People ready for a Change
- Few million people and a couple thousand employees who really didn't like me☹.



Why Michigan when Utah is so GOOD?

- Governor Snyder's bold vision for Michigan's future
- The leadership dream team



Setting the Vision

- Governor Snyder
 - "I want to do in six months what normal administrations do in four years"
- Had six weeks to produce a structurally balanced two year budget and a comprehensive tax reform package



Three Years Later – What I left in Michigan



- Fourth structurally balanced budget
- Major tax reform built on the new Michigan
- Pension and OPEB reform
 - Reduced unfunded liability by \$20 billion
 - Created stability for current and future retirees
- Over \$600 million in State's Rainy Day Fund
- Upgrade in State's credit rating
- Stability in Michigan's Workforce – Employees who liked me☺.



How to become a successful leader...

Nixon's Ten Keys to Success

Nixon's Keys to Success in Becoming a Great Leader

- Differentiate yourself
- Find a good mentor
- Do more than what is asked of you and don't think anything is beneath you
- Set goals and create an action plan
- Seek out, identify, and take advantage of opportunities



Nixon's Keys to Success in Becoming a Great Leader continued

- Take calculated risks
- Find the right balance
- Have impeccable integrity and be loyal
- Build a good team and empower them and back them
 - Find the best assistant possible
- Be sure to give back



Questions?

