



Utah Department *of*
**HUMAN
RESOURCE**
Management

An Outsider's Perspective on Leadership
and Trends in Utah State Government

Paul Garver Biography



smiths detection



- Over 20 years professional business experience
- Global Private Sector Industries of
 - Global Training & Development
 - Space
 - Chemical Manufacturing
 - Defense
 - Logistics
 - CBRNE Detection
- 15 years in Northeast US (NC, VA, MD, NJ, NY, CT)

My Outsider's Perspective is only Unique Thing I Can Offer

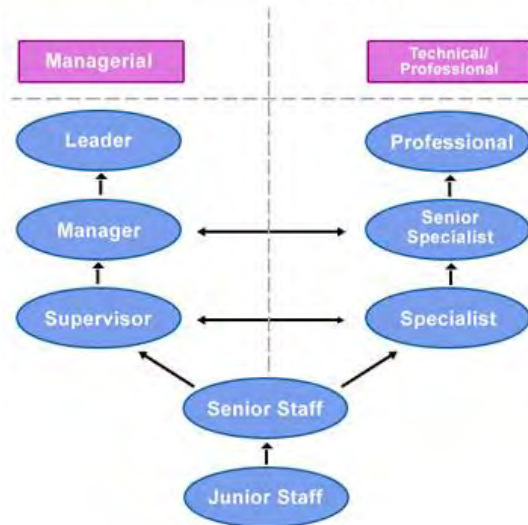


Leadership Perspectives

- Technical Skills \neq Leadership Skills
 - Good Organizations Provide for Both Paths



Dual career path



Leadership Perspectives

- Technical Skills ≠ Leadership Skills
- Leadership Skills are Both Innate & Learned
 - Spectator Vs. Performer



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- Successful Leaders Must Be Able & Willing to Deliver Tough Messages with Respect



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- Must Constantly Be Finding the Right Balance Through the Dichotomies of Leadership



Leadership is Not Easy

“The list of dichotomies [in leadership] is infinite. Because for every positive behavior a leader *should* have, it is possible to take that behavior to the *extreme*, where it becomes a negative. Often a leader’s greatest strength can also be his or her greatest weakness. But knowing and understanding that these dichotomies exist is the first part of keeping them from becoming a problem.

The second part requires paying careful attention so that a leader can tell when things are out of balance. . . . Then action can be taken to bring equilibrium back to the dichotomy. . . .

Once balance is achieved, a leader must recognize that equilibrium will not last.”



Observations Specific to Government

- Government, as a Monopoly, Does Not Face the Same Market Pressures of the Private Sector
- Consequences:
 - Risk Averse – Compliance & Liability are King
 - Change Averse – No Natural Burning Bridge
 - Will Never Compete with Private Sector on Speed & Agility
 - Unique Set of Stakeholders
- Must Understand Environment and Work to Influence Accordingly



Trends / Needs in State Government

- Must More Clearly Define Value Proposition
- Own & Communicate Brand
- Find Flexibility to Meet Varying Motivators While Avoiding Over Complication
 - Teleworking vs. Sociality
 - Benefits vs. Pay
- Strategic Upgrades of IT Infrastructure – Unleash Yet Control the Beast



Questions?





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