

April 2024

THE CLEAR VIEW

Published By: Clear Career Professionals, LLC

Vol. 4

Finding Leaders That Positively Transform Organizations

By: Chris Connealy

The goal of all organizations is to have exceptional leaders that have a positive impact on the organizational culture, exceed customer expectations, continuously improve operations, minimize exposure to negative risks, and seek opportunities that enhance services to internal and external customers. Hopefully, current leaders of the organization are mostly successful in meeting those expectations. If not, it begs the question - why are they in leadership positions? When vacancies occur, how do you find those executives that are likely to meet and hopefully exceed expectations?

Job postings define needed qualifications related to education, certifications, and experience. Employers seek resumes that capture that needed information. That information is important, but does not provide a means to evaluate a candidate's abilities related to organizational culture, customer service, continuous improvement, reducing risk exposure, and demonstrating a track record of enhancing services internally and externally. A candidate's resume should have examples that show a history of producing results of a leader that positively transforms organizations. In Patrick Lencioni's book, *The Ideal Team Player*, he describes the required combination of three qualities: being humble, hungry and smart to be a natural team player that make organizations better. This is especially critical qualities for leadership positions in the organization.

(Continued on page 2)

Connecting Through Kindness

By: Michael Boese, MPA, President

I recently spoke with a government professional about a director role I was recruiting for. Although I had previously heard of his exemplary leadership and dedication, researching his work deepened my admiration. In our conversation, I highlighted his professionalism and how well-suited he was for the position. His excitement and pride in being recognized were palpable, turning a brief five-minute call into a memorable highlight of his day—a moment I was proud to have facilitated.

This interaction reminded me of a handwritten note I received early in my career from a senior leader. The message was simple, yet it profoundly influenced my career trajectory, reminding me of the power small gestures hold in shaping our professional lives.

In the hustle of endless tasks, emails, and calls, it's easy to overlook the essence of the human experience. We often take for granted the very people—our families, colleagues, and clients—who enrich our lives. At our company, we prioritize maintaining close contact with all candidates, knowing that strong relationships are the cornerstone of our success.

As leaders and professionals, we must cultivate a culture of recognition and encouragement. It is essential to foster an environment where such thoughtful interactions are not only appreciated but are seen as foundational to our collective growth and success. In doing so, we create a more connected, empathetic, and productive workplace.

Therefore, I urge you to remember the small, yet significant, acts of kindness. Whether it's a phone call to a colleague or a note to someone just starting in their career, these gestures can profoundly impact others' lives and work. Let's embrace our humanity and the simple acts that make life richer and more rewarding.



Clear Career Professionals

Chris Connealy
Associate Vice President

Chief Connealy boasts a distinguished 45-year career in public safety, commencing with the Houston Fire Department (HFD) in 1978. Rising through the ranks, he served as fire chief for 26 years, steering HFD to become the world's largest accredited fire department and achieving ISO Class 1 status. Appointed Cedar Park Fire Chief in 2004, he propelled the department to ISO Class 1 in 2009. As State Fire Marshal, Connealy spearheaded national best practices in fire investigations post-West Fertilizer explosion. In Williamson County, he bolstered emergency services leadership, notably managing COVID-19 vaccinations. Connealy holds accolades including Texan of the Year finalist and numerous awards for public safety excellence.



Finding Leaders That Positively Transform Organizations

The job candidate's resume should show the tangible impact of actions that describe a record of regularly delivering positive results in their various positions over their career. What are examples to look for in evaluating if that person is likely to be successful in the leadership position?

- Serving on organizational committees that actually deliver results on why the committee was formed. What was their position on the committee – leadership role or member?
- Serving in different positions in an organization to gain a broader perspective and documentation of accomplishments achieved in those positions.
- Seeking opportunities to make organizational improvements and subsequent results.
- Involvement in addressing organizational challenges/failures to minimize risk going forward. They run toward challenges to make things better versus avoiding them. They are part of the solution. President Theodore Roosevelt encouraged leaders to “be in the arena while daring greatly”.
- Volunteering in the community and notable accomplishments.
- Taking on difficult assignments and outcomes defined.
- Project management experiences and results.
- Creating new programs that enhance services.
- Presenting at conferences on various topics/endeavors that document organizational improvement and assist other organizations to make needed change.
- Awards received related to accomplishments to make the organization/profession better.

In closing, hiring the ideal team player that has a record of delivering positive results requires identifying a history that affirms this candidate is likely to be successful for the organization beyond educational accomplishments and certifications earned. They have a reputation of seeking service above self. Positive organizational transformation manifests wherever they go.



Clear Career Professionals

<https://clearcareerpro.com/>

➤ Career Opportunities:

Director of Development Services - City of Anna, Texas
Risk Manager - City of McKinney, Texas
Assistant City Manager - City of Fair Oaks Ranch, Texas
City Secretary - City of Nassau Bay, Texas
City Manager - City of Dalhart, Texas

➤ Recent Placements:

Dennis Baldwin, City Manager - Morgan's Point Resort

➤ Clear in Action:

Kent Myers will be attending the Arkansas City Management Association Conference in Little Rock, on April 17th - 19th.

Clear will be presenting and attending the TMHRA Annual Conference in Denton, May 8th - 10th.

Clear will be attending the Texas City Managers TCMA Conference in South Padre, on June 20th - 23rd.

Clear will be attending the TML Annual Conference in Houston, October 9th - 11th.

The CLEAR Choice
for
Council & Staff Retreats
Contact us for a quote:
info@clearcareerpro.com