



FLORIDA STATE
UNIVERSITY

FLORIDA'S
cpm
program

at Florida State University



FCPM* and Leadership for the 21st Century Workforce

*THE FLORIDA CERTIFIED PUBLIC MANAGER PROGRAM



Building a 21st Century Leader's toolkit

What we'll talk about

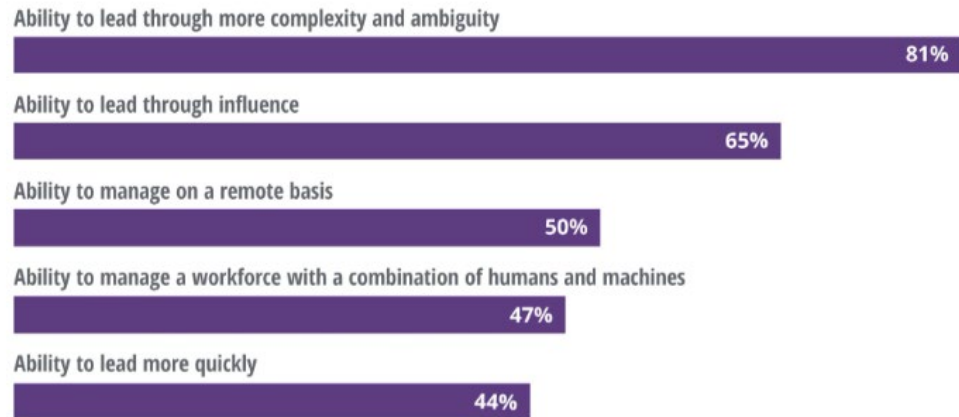
- ❑ Why 21st century leadership skills?
- ❑ What's different now?
- ❑ Covid – accelerator of workforce change
- ❑ What are we doing about hiring, retention, and knowledge capture now?
- ❑ Those shoes don't fit anymore – we've outgrown *"the way it's always been done."*
- ❑ Taking on the 21st century leadership challenge

21st Century Leadership...

FIGURE 1

Many respondents believe that organizations have new leadership needs

What do you believe are the unique requirements for 21st-century leaders? Select all that apply.



Note: Only respondents who believed that 21st-century leaders faced new and unique requirements answered this question.

Source: Deloitte Global Human Capital Trends survey, 2019.

Deloitte Insights | deloitte.com/insights

[Florida Center for Professional Management \(FCPM\) \(fsu.edu\)](https://www.fsu.edu/fcpm)

That was from a Deloitte survey in 2019... what do you think might be different now?

What are 3 ways that you would describe today's workforce?

Did anyone say *no different from the workforce of 2019?*

Did anyone say it is *“homogeneous” and people are motivated by the same things?*

Did anyone say *willing to work in the same ways as the “boomer” workforce?*



IOW - SHIFT HAPPENS!

Soooo... what just happened here?

A Global Pandemic

Outcries for social change

The tipping point – the workforce is now mostly Millennials – Gen X are in leadership positions

Gen Z – differently gifted

The Great Resignation and Boomer retirement

Mental and physical wellness requirements

From “work-life balance” to work-life *integration*

What has become the new “hot commodity” when recruiting?



TIME



And job value



PURPOSE





Career is no longer at the center.

CAREERS ARE PART OF **LIFE PLANNING** AND THERE ARE MANY CONSIDERATIONS ONE CONSIDERS WHEN THINKING ABOUT "CAREER"



If the shoe doesn't fit,
must we change the foot?

Gloria Steinem

IF THE RECRUITMENT APPROACH OF THE PAST ISN'T
WORKING, WHY NOT CHANGE IT? WHY BLAME THE
APPLICANT AND SEARCH FOR THE PERFECT "FOOT"?
SINCE THE "FOOT" ISN'T LOOKING FOR OUR OLD
SHOE?

Are you recruiting? Even more importantly, are you hiring?



A. **Degree** - still important to meet professional criteria for the job, but...

B. **Experience** – now more essential as an indicator of a candidate’s true qualifications, worth, and value.

C. **Skills** – becoming the focus in both the hard and soft (or essential) skills areas.

- Hard skills as “problem solving” scenarios (using the PAR method)
- Soft skills as “problem solving” scenarios (using the STAR method)

D. **Communication** – not only general, but specific to competencies and a reason why digital micro-credentials have taken off to validate them!

Behavioral Interview Questions

Target use of the STAR or PAR framework for answers to “Tell me about a time when...” interview questions:

S – Situation in which the skills were used

T – Task to be accomplished

A – Actions taken

R – Results achieved

PAR – for tech skill scenarios:
Problem – Actions – Results



Know what a “good answer” should include and how to rate responses.

Um.... Before you go....



Ask the knowledge keepers to tell their stories before they go.

Background and history are helpful in understanding the organization's evolvment and lessons learned.

If you know in advance, enable mentoring of junior teammates and allow for passing the torch.

It's more than just a party, turning in keys, and completing an exit questionnaire.

True or False?

Leadership in the now

- ☐ Today's leaders must be future-focused, not root-bound, looking forward and not backwards
- ☐ Today's leaders must also have current people skills
- ☐ Knowing the technical aspects of the job is not enough. The employee's manager is the key connection to retention.
- ☐ Communication forms, styles, and methods require thought, and empathy.
- ☐ Invest in the workforce through training/learning with an eye on the future (theirs and ours).

Leadership Matters

<https://www.bing.com/videos/search?q=21st+century+leadership&&view=detail&mid=7568E09F695D602018A07568E09F695D602018A0&&FORM=VRDGAR&ru=%2Fvideos%2Fsearch%3Fq%3D21st%2Bcentury%2Bleadership%26FORM%3DHDRSC3>

Why do YOU think *visionary* Leadership matters?

What do you think the competencies of a 21st Century Leader need to be? What are your “Top 5”?

How do they help you to meet the needs of the 21st Century world of work – and the evolution of the 21st Century workforce?

(New) Leadership competencies for the 21st Century (IQ, EQ, or AQ?)

Tech Fluid

Caring
Relationships

Communication

Agile/Decisive

Inclusive

Empowering

Adaptable

Tuned in/
Aware

Learner/
curious

21st century leaders...

Listen with whole self

Unify their teams

Honest & vulnerable

Invest in their staff

Build relationships





CPM isn't the only way to build a 21st Century Leader's toolkit, but it works!



Being an “intentional” manager

Choosing the right approach for the situation and person...giving individualized treatment based on their strengths, skills, the task and needs.

No one size fits all shoes anymore.



And so, it is about time!

And purpose, and how we use our time to create an effective, efficient, and engaged workforce that sees our work in purposeful ways that contribute to their lives and the future of our communities.

*"The task of the leader is to get his
people from where they are..."*



*"...to where they have not been."
- Henry Kissinger*

THANK YOU FOR YOUR PARTICIPATION!

Lynn Chisholm, MS, CPM
FCPM Faculty Instructor

Takeaways

Not “leadership as usual” any more

New skills for a (re)new(ed)
workforce, *awareness* tops the list

Competencies are more important
than ever – theirs and yours

Today’s workforce is ever-changing,
and so must we be

The Florida CPM program is focused
on developing leaders for the 21st
Century – are you?