DO YOU HAVE TO BE NUTS TO BE A CITY MANAGER

NO, BUT IT MAY HELP

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Leadership and the Environment

Not all Leaders have the same Leadership Qualities

Leaders should be pared with the environment

The speed of crisis recovery rests with Leadership
Leadership

- Two Schools of thought

  Leadership is a **learned** talent
  Ideal For the Normal Environment

  Leadership is an **acquired** talent
  Ideal For the Crisis Environment

Becoming a Leader

Learned Leadership

Everyone can be a leader if they *learn* all the ideas in the 60,000 books on leadership

To Traditionalists – Leadership is a learned trait
Learned Leadership

Learned Leadership is based on the principles of the Golden Rule

Learned Leadership is perfect for “normal” times

Becoming a Leader

A new view of Leadership

Leadership can also be *acquired* by life experiences
Acquired Leadership

- Acquired Leadership is perfect for times of “crisis”
- Acquired Leadership is not learnable
- Acquired Leadership is a by-product of family history or life experiences that manifest themselves as Mental Illnesses

Leadership and the Environment

The environment will determine the success of a Leader

Depending on how the Leadership skills developed – by education or by life experiences

A Leader can be both a Success and Failure because of the environment
Define Environment

What is our Environment?
- Finance - Revenues Increase, Decrease – even Disappear
- New Mayor and/or Council
- A new City

Leadership qualities whether learned or acquired - are “stored” internally, but leadership must act externally

Leadership in Crisis Environment

Learned Leadership – the Golden Rule Basis is seen as ineffectual

Acquired Leadership evolving from Mental illness is seen as effective leadership
Personality Ingredients

Three Basic Ingredients

- Anxiety – Level – High to Low
- Sociability – introverted to extraverted
- Openness to experience – Risk taking to Risk Aversion

Set by age three

History and Acquired Leadership

Historic analysis of Leadership does not usually record the mental state of key figures

The mental states (conditions) of an individual have a profound effect on their actions

Leadership is not only about solving a problem – it may be about defining the problem
Mental Health and Leadership

Mental health, conducive to personal happiness and success in life

But the best crisis leaders are either mentally ill or mentally abnormal

Worst crisis leaders are mentally healthy

Preponderance of cases – not absolute

Why is Acquired Leadership Effective in a Crisis

Mental illness is commonly seen as setting the person outside of society

Mental Illness is seen as only giving the person negative qualities

However

Mental Illness does provide human qualities that are helpful in crisis situations
The Inverse Law of Sanity

Mental Illness or Abnormal Personality provides
  - Creativity
  - Realism
  - Empathy
  - Resilience

Treatment
Sometimes a condition can be hindered
Mental Health
Does not mean you are Mr. Nice Guy

Leadership and Mental Illness

- Most common mental disorders are about personalities, not clinical depression/mania or delusions of reality or outright insanity

- Illness is about susceptibility of being manic or depressed – not always being one or the other or bi-polar
What is Mental Health – Absence of mental disease plus being statistically average

Severe Depression

Dysthymia

Cyclothymia

Hyperthymia

Severe Mania

What is Mental Illness – Presence of mental disease (i.e. bi-polar) and mentally abnormal (statistically near the extremes)

Personality “Mood” Disorders

Dysthymia - mild form of depression

Hyperthymia – mild form of mania

Cyclothymia – mild form of Bipolar Disorder when there are constant shifts

Mood Disorders are not constant - usually very “normal”

Hyperthymia is most often seen in great leaders (FDR and JFK)
Leadership and Mental Illness - Depression

- Depression is sadness with a general slowing and deadening of bodily functions
- Depression makes concentration and thinking difficult, energy is low, food loses its taste
- Depression causes guilt – all problems are your fault

Depression can be deadly, half suffer suicidal thoughts

**But** Depression is respectable

Depression and Leadership

- Cognitive Behavioral Model – depression distorts perception of reality making our thoughts abnormally negative
  or
- Depression Realism Hypothesis – not depressed because of distorted reality – depressed because these people see reality more clearly than “normal” people
Depression Realism

- Mentally healthy people over estimate the condition (well being) of the world
- Success inflates an already inflated illusion
- Early success has a negative effect during later difficult times - McClellan
- Depressed people tend to be more realistic
- Failure depresses illusion to the point of realism
- Early hardship has a later positive effect, will see with Sherman – also Grant

Leadership and Mental Illness - Mania

Sleep isn’t needed
Decisions are easy, no guilt, no doubt
Boundless Energy
Voluminous Creativity

Mania is not respectable
Realism/Empathy/Resilience/Creativity

- Depression leads to realism – promotes empathy
- Mania leads to creativity
- Hyperthymia develop resilience
- Resilience is “good outcomes in spite of serious threats to adaptation or development” Nietzsche - what does not kill you will make you stronger

Empathy

- Half of human communication is non-verbal
- Who has more empathy than others? those suffering from depression
- All depression episodes end, but intense experience of emotional identification (empathy) may leave a lasting legacy
Empathy

- Psychology has traditionally been more interested in negative emotions than positive ones
- Depression reveals empathy – a positive emotion
- Empathy creates unexpected positive powers of leadership
- Psychological underpinnings of nonviolent resistance

Resilience

- Nietzsche – what does not kill you, makes you stronger - Age 35 – mentally ill
- What does not kill you can “steel” you against future episodes – Manic/Depression is recurrent by nature
- In the “Breaks” try to understand the hopelessness or unbounded joy and develop coping styles – Churchill – Sherman
Resilience

- Some born resilient – Hyperthymic moods enhanced by physical challenges - JFK, FDR
- Social Support - good relationship with at least one parent and large circle of friends
- Difference - Hardship vs. Trauma – less severe and long lasting vs. intense but brief

Intermission 4:30 PM
Great Crisis Leaders

- Often very intelligent
  - Prone to poor physical health especially when young
  - From privileged backgrounds or may be raised in conflict
  - Frequently non-religious
  - Ambitious

All personality traits / experiences associated with mental illness i.e. mania and depression or abnormal personalities like hyperthymia

Crisis Leaders and Not

Yes
- Sherman
- FDR
- JFK
- Churchill
- Martin Luther King

No
- McClellan
- Chamberlin
William Tecumseh Sherman

William T. Sherman

- Critically Bi-Polar – Two weeks of mania – two months of severe depression – “I would have committed suicide if not for the children”
- Declared unfit for duty early in war and sent back to Ohio for six months
- When returned for Duty placed with Grant – served heroically
- Developed the campaign of demoralization – Sherman’s march to the sea - Altered the problem and developed a creative solution
Sherman

Prototypical Mentally Ill Leader

Severe Manic – Depressive
Gave him depressive realism and empathy for the south
Resilience beyond measure
Unique military creativity – for him the problem was how to re-unite the south with the north

Mohandas “Mahatma” Gandhi
Mohandas “Mahatma” Gandhi

- Attempted suicide as a child – son was mentally ill
- Attempted to preach empathy as a means to achieve a peaceful solution to world issues
- India’s separation from England was peaceful, yet he considered himself a failure

Martin Luther King
Martin Luther King - Realism and Empathy

- Three distinct periods of episodic depression, adolescence (two suicide attempts) 1959 (age 30) and 1966 -1968
- Based his leadership on non-violence and empathy
- Non –Aggression is not cowardice or weakness – aggression turned inward into strong force of non-violence

Martin Luther King

- King not a pacifist – he was angry and potentially violent – channeled anger into non-violence
- Non-violence is being aggressive in non-violent ways
- King - most people fear nothing more terribly than to take a position which stands out sharply and clearly from prevailing opinion
- Most.. adopt a view that is so ambiguous as to include everything and so popular as to include everyone
Martin Luther King

King seemed to agree with his leadership being based on mental illness
From one of his last Sermons

Everyone strives for the well-adjusted life...
But human salvation lies in the hands of the creatively maladjusted

From a friend of Dr. King - To achieve social change “you have to be a little crazy”

FDR
FDR

- Distant cousin of Teddy Roosevelt – T R was probably manic/depressive and notoriously super energetic - reading 4 - 5 books a night
- 1921, Age 39, 5 children, athletic, member of the Presidential cabinet, successful
- 1924, Age 42, still young, crippled by polio, physically weak but more mature outlook
- 1924, Al Smiths Campaign Manager
- 1928, New York Governor
- 1932, President of the United States

FDR

- FDR was too mentally unhealthy to be a good leader in good times, but in abnormal times he was just right
- Not a careful, direct line administrator
- Would not make a good corporate leader nor would he have left the country alone in good times

Eleanor – “without Polio he still would have been President but a different kind of President”
FDR

FDR Humor –

In Tehran – Stalin wanted to shoot 50,000 German officers and leaders after the war without a trial. Churchill violently protested that a thousand may be proven innocent with a trial.

FDR then suggested they only shoot 49,000 without a trial.

FDR

- FDR and the Press – FDR considered the press potential friends to be won and not enemies to be avoided – averaged 77 press conferences a year with 70% of newspapers in editorial opposition.

- As the Governor of New York – he held press conferences twice *daily*
FDR

- Before Polio, “untried, rather flippant young man”

- After Polio, resilience produced better understanding of himself and human suffering – empathy

- Adopted Pragmatic Philosophy - Nothing in human judgment is final – today’s decision could be modified tomorrow – developed from his temperament and challenge of Polio

- In contrast, the mental health of G.W. Bush - make a decision and live with it

FDR

- Justice Oliver Wendell Holmes – FDR was a “second class intellect, but a first rate temperament”

- FDR was Hyperthymic – High energy, extremely talkative, outgoing, extraverted - a condition characterized by extreme activity

Henry Ford – Wilson; most comprehensively ignorant man

FDR; I had a grand time with Uncle Henry
JFK

JFK
JFK

- Sickly youth, frequent infections
- Age 17, hospitalized with a diagnosis of Leukemia and given a 5% chance of survival
- Age 19 hospitalized for months – tests normal but obviously in physical distress “they were mentally measuring me for a coffin”
- 1946, age 29, diagnosis - Addison’s Disease – given less than a year to live

JFK

- JFK had a Hyperthymic personality – extremely high energy levels – very sociable
- Great Resilience
- Mrs. Lincoln – “I have never seen anyone with so much energy”
- Books written on the Kennedy wit and humor
JFK

- Two distinct periods in his Presidency
- 1961, 1962
  - Bay of Pigs failed under his watch, Vienna Summit and Berlin Wall started
  - Congress resisted his Civil Rights platform
  - Dr. Max Jacobsen – JFK - “I don’t care if it is Horse..”
- 1962 and 1963
- Cuban Missile Crisis – Triumphant trip to Berlin “Ich bin ein Berliner”
- Vigorous support for Civil Rights reform
- Difference was medical abuse versus medical treatment

Churchill
Churchill

- Born an aristocrat
- Severe recurrent depressive moods - one lasting years
- 1910 - happily married, wealthy, politically powerful – First episode of severe depression
- Thoughts of suicide all his life
- Cyclothymic personality – Bipolar
- When not depressed he was hyperthymic – great energy, very social, wrote 43 books in 72 volumes
- Great wit and humor – We Shall Fight Them on the...

Churchill – The Leader

- 1939-40 – time of great despair in England
- Churchill had all his life conducted an internal battle with his own despair
- Only a person who had known and faced despair could carry the conviction of Hope
- Only such a person could convey that despair could be overcome
When Churchill Was Not a Leader

Period between World Wars – “The Wilderness”

Calm environment for the United Kingdom

Not an environment for a mentally ill leader

Churchill and Chamberlain – Mental Illness and Mental Health – Realism vs. Sanity

Chamberlain was a mentally healthy leader

Churchill: Again a Leader

1938 - Beginning of the New Crisis

“England has been offered a choice between war and shame. She has chosen shame, and will get war.”
Re Cap
Mental Illness and Leadership

- When times are good – mentally healthy leaders work well
- When times are in crisis - mentally ill leaders are best - their illness provides needed leadership qualities
- 1) Realism
- 2) Resilience
- 3) Empathy
- 4) Creativity

Re Cap
Mental Illness and Leadership

- Crisis leaders are different than normal people
- Crisis leaders are mentally ill with socially unacceptable tendencies
- Crisis leaders are absolutely essential in a crisis situation

“Great and good are seldom the same man”
Winston Churchill
Why Did I Waste the Last 60 Minutes?

- When something isn’t right – and a change in leadership is the answer – who do you call?
- Consider the “temperament” of the candidate
- And the situation requiring leadership – crisis or calm
- Match the environment with the leader

Thank You
What is the New Reality

Where is the United States Today

Are we in a Crisis

Leadership in the New Reality

In 2008 the World entered a New Realty
Depression stories are becoming closer to what we are seeing than we would like to admit.
Unemployment is 8.3% and has stubbornly refused to decrease.
Banks have failed – 390 (Jan 08 to present) 5.25 % of 7479 Companies have failed
Effective Leadership seems not always to be in constant supply. The lack of effective leadership often spells the difference in our daily lives
<table>
<thead>
<tr>
<th>Category</th>
<th>1930-1933</th>
<th>2007-2009</th>
</tr>
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<tbody>
<tr>
<td>Unemployment rate</td>
<td>25%</td>
<td>8.3%</td>
</tr>
<tr>
<td>Economic decline</td>
<td>-26.5% (1929 - 1933)</td>
<td>-3.3% (Second quarter 2008 - first quarter 2009)</td>
</tr>
<tr>
<td>Biggest decline in Dow Jones industrial average</td>
<td>-89.2% (Sept. 3, 1929 – July 8, 1932)</td>
<td>-53.8% (Oct. 9, 2007- March 9, 2009)</td>
</tr>
<tr>
<td>Change in prices</td>
<td>-25% (1929 – 1933)</td>
<td>+0.5% (Dec. 2007-March 2009)</td>
</tr>
<tr>
<td>Emergency spending programs</td>
<td>1.5% of GDP for 1 year (Increase in 1934 budget deficit)</td>
<td>2.5% of GDP for 2 years (2009 American Reinvestment and Recovery Act)</td>
</tr>
<tr>
<td>States’ response</td>
<td>Raise taxes, cut spending</td>
<td>Federal stimulus plan gives fiscal relief to states to lessen impact of tax increases</td>
</tr>
<tr>
<td>Increase in money supply by Federal Reserve</td>
<td>17% (1933)</td>
<td>125% (September 2008 – May 2009)</td>
</tr>
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Global Output
World industrial production, now vs. then

![Graph showing world industrial production, now vs. then.]

World Trade
Figure 2 – Volume of World Trade, now and then

![Graph showing volume of world trade, now and then.]

Equity Markets

**Figure 3.** World equity markets, now vs. then
Another View of Leadership

“The best executive is the one who has sense enough to pick good men to do what he wants done, and self-restraint enough to keep from meddling with them while they do it.”

- Theodore Roosevelt

- Here Men From The Planet Earth First Set Foot Upon the Moon, July 1969 A.D. We Came in Peace For All Mankind
Traditional Leadership

- In the second session we looked at the “Other Side” of Leadership

- In addition to Maxwell’s 21 Irrefutable Laws, Covey’s Seven Habits and practicing the One Minute Manager while avoiding Lencioni’s Five Dysfunctions of a Team..........

- There is the cost to you and your family to be a leader – is it a goal you truly want to reach?

Traditional Leadership

Leaders are not born, but they can be “grown” by learning/accepting/adopting the basic rules, laws, steps or principles and using experiences as a guide
Mental State of Being

- What are we talking about when we say Mental Illness makes the best crisis leaders
- What qualities do life experiences or family traits provide the individual

Mohandas “Mahatma” Gandhi – Depression and Empathy

- Founder of modern nonviolent resistance
- Founded a political movement based on empathy
- Empathy born of depression
JFK

- 1961, 5 months after becoming President – almost died in the White House - high fever, stopped eating, unable to walk

- Systemic Infection – given steroids and “plenty” of antibiotics as well as oral steroids, amphetamines, testosterone, and narcotics codeine and Darvon

- Press was told the President had a “mild viral infection” In reality - STD – 40% fatal

Lee R Evett

B.A. Purdue; M.P.A. Indiana University

34 Years as a City Manager – 7 Cities, 5 States
Becoming a Leader

Leaders are made, they are not born. They are made by hard effort ......

Vince Lombardi

Leadership in Crisis Environment

Translation -
the best leaders in a crisis environment are either mentally ill or mentally abnormal – the worse crisis leaders are mentally healthy
Resilience

Common hardship – 61% of 699 leaders lost a parent before age 31, 52% before age 26 and 45% before age 21

Humor is a central ingredient to resilience

Both FDR and JFK known for their Humor and Wit