



I Am a LEADER

National Transportation in Indian Country Conference

Big Sky, Montana

September 19, 2019 – 8:30 AM – 10:00 AM

Dale C. Heglund, PE/PLS

North Dakota Local Technical Assistance Program

701-318-6893 – dale.heglund@ndsu.edu – ndltap.org



Lance
Kleijan

Coming Soon to NDLTAP

A new level of training opportunities:



3/18

Morton Co.
Started the
concept of
6/17
class -
leadership track
request.

YOU DON'T NEED a TITLE to be a LEADER

How Anyone, Anywhere,
Can Make a Positive Difference

How Anyone, Anywhere,
Can Make a Positive Difference

YOU DON'T NEED
A **TITLE** TO BE A
Leader



MARK SANBORN

Author of *The Fred Factor*

Copyrighted Material

Let's grow together

Define our leadership growth plan

Share life tips – our secrets to success

Expand our giving

Find our passion

Take Notes





What is

Your passion?

Your gift?

Dale C. Heglund
Y-Knot Today

Bee
good



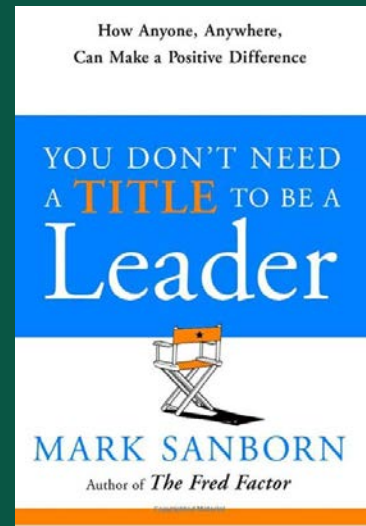
*“To give anything less than your best is
to sacrifice the gift”
- Steve Prefontaine*

YOU DON'T NEED a TITLE to be a LEADER

How Anyone, Anywhere, Can Make a Positive Difference

Introduction

Part I: A Leader Is.....



What makes a Leader?

Leadership is you!

Dale Carnegie's Golden Book



DALE CARNEGIE®
TRAINING

Mom alleges NDSU arena broke law

Mother's request to sit with her disabled daughter was denied

DeSautel asked for a chair so she could sit next to her daughter in her wheelchair. A staff member said he'd have to ask a supervisor.

"When he came back, he told me no because it's against their policy. If he gave me a chair, they'd have to give everybody a chair," DeSautel said.



FORUM NEWS SERVICE

tel holds her daughter Macy Stuart on Thursday in their south Fargo home. Tammy refused a chair to sit next to Macy during a basketball game at North Dakota State

as possible, both
enjoy the game

staff member fi-
her a chair when
nds of the game

are you kidding
le late for that,"

ience prompted
etter to the editor
of Fargo-Moor-
was published

is, NDSU's depu-

about equal participation. So was that equal? No, definitely not," Aalgaard said, in reference to DeSautel's experience.

Jerry Christiansen, an accessibility specialist for the center, said an "active inves-

ty athletic director, said for wheelchair patrons on the floor of the SHAC, a companion can sit in the row of seats directly behind. He said it was the first time he'd heard of anyone being upset about that arrange-

"You kind of want to be part of the crowd. You want to be just like anybody else. And sometimes, you don't feel like that."

Nate Aalgaard, executive director of the Freedom Resource Center for Independent Living in Fargo

Obstructed views

Christiansen documented what he believes are ADA violations at the SHAC with the help of Keith Bjornson, a Fargo man who broke his neck as a teenager in a diving accident, making him a quadriplegic.

Bjornson died in November, at age 67. He attended several games at the SHAC and saw numerous accessibility shortcomings with it.

While upper level wheelchair spots are close to restrooms

Christiansen said the buttons to activate them were installed in the wrong place — right next to opening doors. Someone in a wheelchair trying to activate the button is in danger of being hit by someone else coming out of the building, he said.

Christiansen said there's also not enough accessible parking at the SHAC, which seats 5,700 people. He believes the SHAC should have anywhere from 12 to 29 accessible parking spaces. To his count, it has 8



PROVIDED

Macy Stuart, 25, is pictured in a wheelchair seating area in the Sanford Health Athletic Complex at North Dakota State University on March 2. Her mother, Tammy DeSautel, requested a chair to sit next to her daughter but was refused. Instead, DeSautel sat on the edge of the metal bleachers so she could be closer to attend to her daughter's needs.

a facility will be comfortable for him and others with disabilities.

He looks at parking, path of travel to the entrance, ease in getting to his seat and what he can see when he's there. Also, how far are the concession stands and how high are the

staff member can ruin the experience in a hurry.

"You kind of want to be part of the crowd. You want to be just like anybody else. And sometimes, you don't feel like that," he said.

DeSautel said anyone who thinks accessibility improve-

Courage to follow – the real leader

<https://sivers.org/dancingguy>



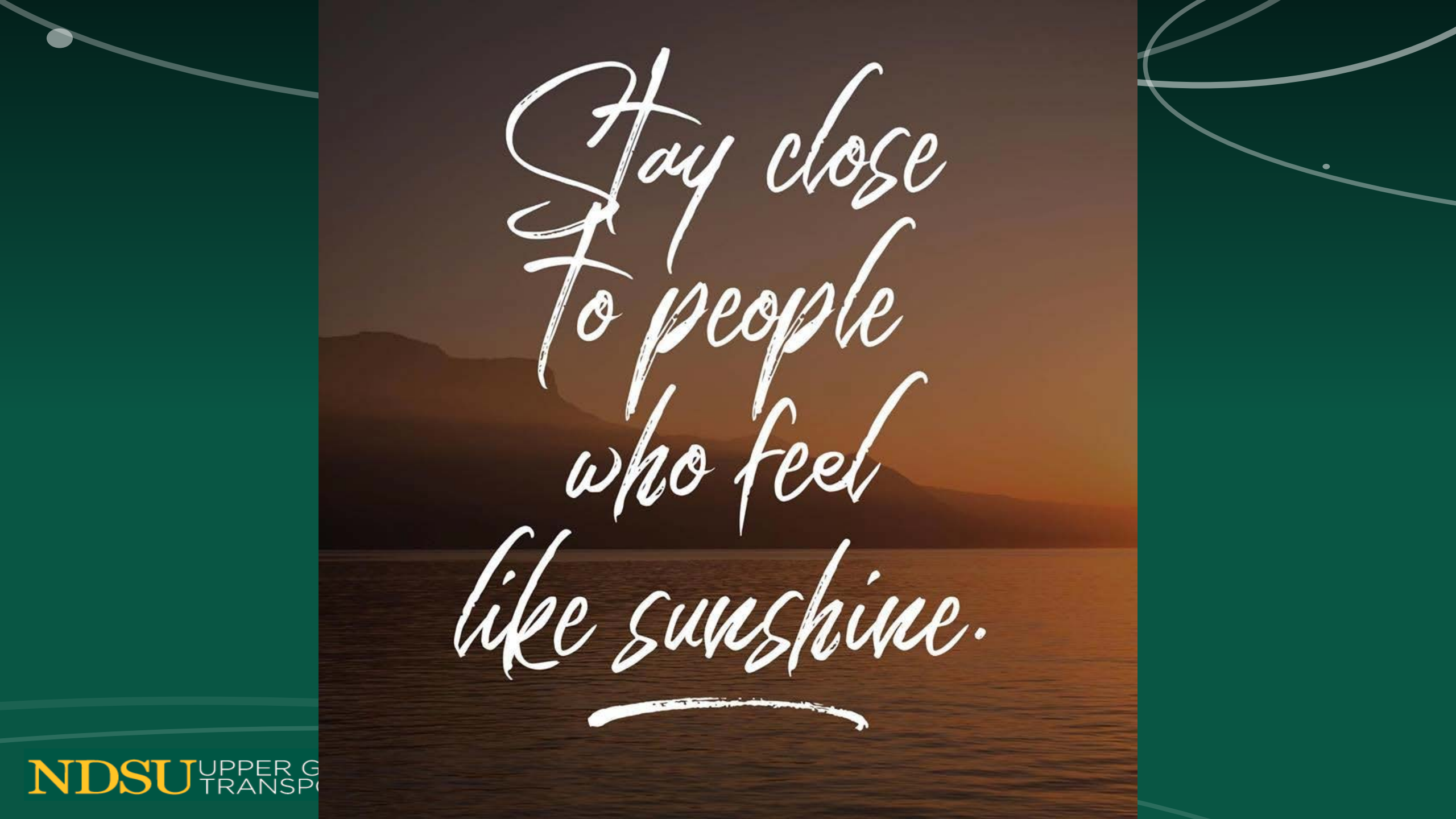
Icebreaker

Hobby

Best part of your job

Most proud of

Inspired by



Stay close
to people
who feel
like sunshine.



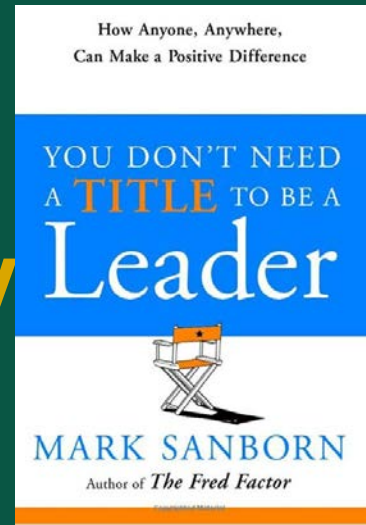
The world is a better
place because of you.....

YOU DON'T NEED a TITLE to be a LEADER

How Anyone, Anywhere, Can Make a Positive Difference

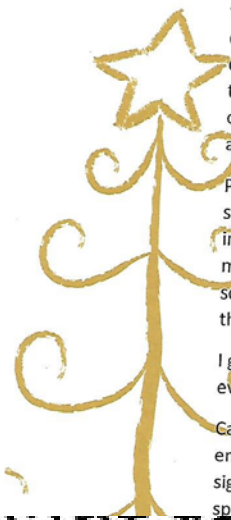
Part II: The Six Principles of Leadership

Principle 1: The Power of Self-Mastery



Abraham Lincoln: "Most folks are about as happy as they make up their minds to be."





Merry Getting Ready for Christmas. I am on the lookout for the person who is responsible for stealing the extra days that used to be between Thanksgiving and Christmas, I know they have been stolen as it cannot be that I am not organized enough to get everything I used to accomplish in that time period completed. Somehow, I got more done when I had four children at home and was working full time than I am able to do now. I managed baking, gift buying and wrapping, and attending all the Christmas concerts and programs. Now, I find myself scrambling just to get cards out. I need to reevaluate how I am spending my time, so I can determine how to use it more effectively to accomplish my purpose.

Purpose. What gives a life purpose? I think we all struggle to figure out what our purpose in this life is supposed to be. I keep praying and looking for God to give me a sign to let me know what my purpose in this life is. This personal concern has been voiced to my children from time to time. Finally, Casey must've been tired of hearing me say, "I just don't know what I am supposed to do with my life," and he so eloquently put it as maybe it's to be a good mom and wife. Wow. I thought. That's it. I always thought I was destined to be something bigger or better.

I guess the arrogant and proud part of my persona feels like I am destined to move mountains that everyone sees, not find the lost clothing or help resolve growing pains among our family.

Casey, who is a junior at NDSU majoring in statistics, said he feels like maybe he is in the right field as he enjoys most of his classes, and he does well in them. I hear myself telling him that is probably a good sign and that he is going down the right road for what was intended for him. Being a mother and a spouse are both areas that I don't think I

they were truly meant to be doing all along. I guess it is just very all common things everyday might be the only path for us. I guess of Abraham Lincoln's quote, "Whatever you are...be a good one." to be a good mom, spouse, friend, neighbor, etc.

simple acts of kindness for granted, to make an extra effort to be thankful, and to let those people in my life know that I am thankful for all that they do. Also, I hope that I can find peace and contentment in doing the small acts of kindness for others rather than trying to use my energy to figure out if I can accomplish just one great thing. It is through this thought process that I think of Mother Teresa who was just one person in the world, but through all her small acts of kindness to those less fortunate to herself, became the world for others.

Merry Christmas and Many Kindness to you and yours this holiday season,

The Christianson's

Trevor, Karen, Seth, Taylor, Gina, Kali & Casey

Raj Bridgelall – UGPTI

“Things are never as bad (or as good)
as they seem.”

Stress – working on items
that you can't control



Jung Personality Test

In a room full of people all thinking the same, little thinking is going on.

What's Your Personality Type?



1. Are you outwardly or inwardly focused? If you:

- Could be described as talkative, outgoing
- Like to be in a fast-paced environment
- Tend to work out ideas with others, think out loud
- Enjoy being the center of attention

then you prefer

E

Extravert

- Could be described as reserved, private
- Prefer a slower pace with time for contemplation
- Tend to think things through inside your head
- Would rather observe than be the center of attention

then you prefer

I

Introvert

2. How do you prefer to take in information? If you:

- Focus on the reality of how things are
- Pay attention to concrete facts and details
- Prefer ideas that have practical applications
- Like to describe things in a specific, literal way

then you prefer

S

Sensor

- Imagine the possibilities of how things could be
- Notice the big picture, see how everything connects
- Enjoy ideas and concepts for their own sake
- Like to describe things in a figurative, poetic way

then you prefer

N

Intuitive

3. How do you prefer to make decisions? If you:

- Make decisions in an impersonal way, using logical reasoning
- Value justice, fairness
- Enjoy finding the flaws in an argument
- Could be described as reasonable, level-headed

then you prefer

T

Thinker

- Base your decisions on personal values and how your actions affect others
- Value harmony, forgiveness
- Like to please others and point out the best in people
- Could be described as warm, empathetic

then you prefer

F

Feeler

4. How do you prefer to live your outer life? If you:

- Prefer to have matters settled
- Think rules and deadlines should be respected
- Prefer to have detailed, step-by-step instructions
- Make plans, want to know what you're getting into

then you prefer

J

Judger

- Prefer to leave your options open
- See rules and deadlines as flexible
- Like to improvise and make things up as you go
- Are spontaneous, enjoy surprises and new situations

then you prefer

P

Perceiver



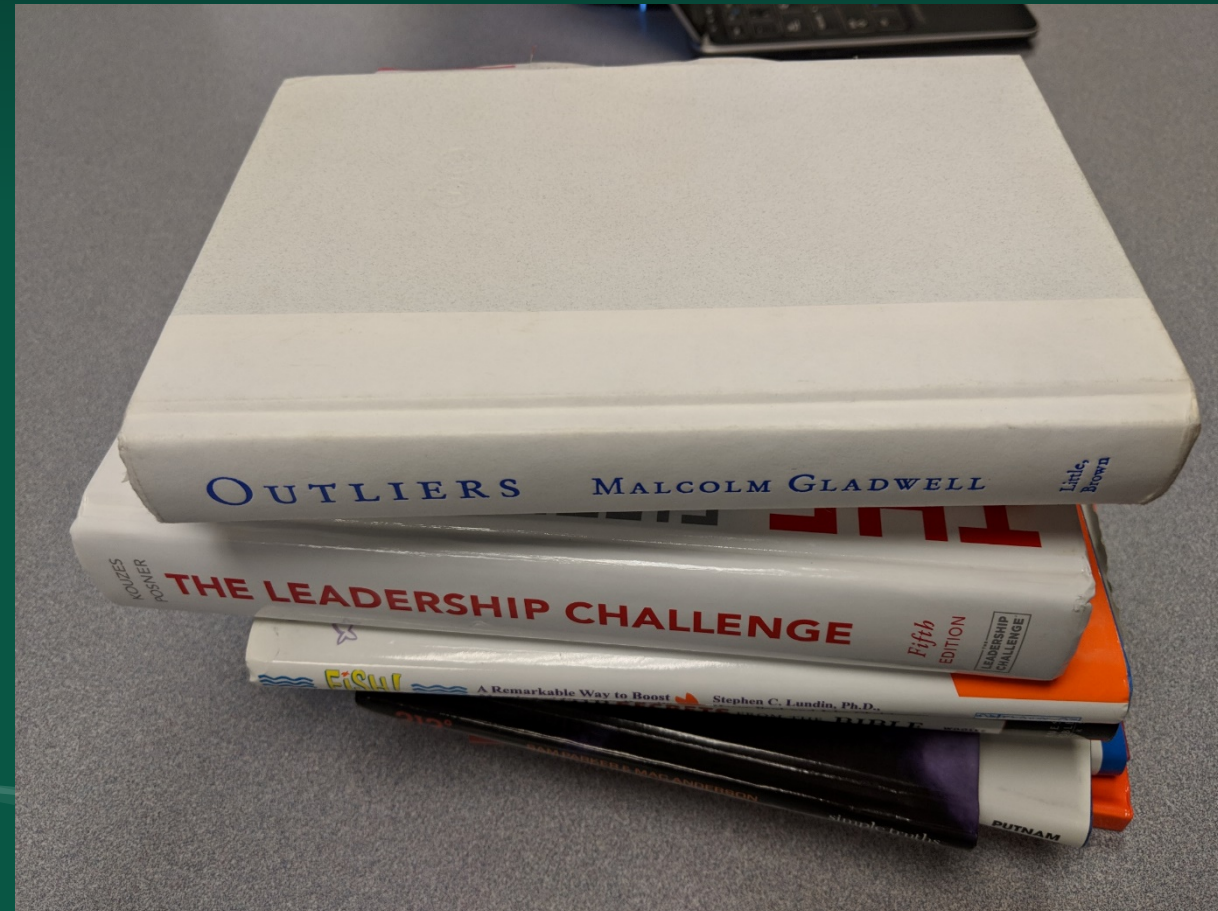
The best leaders are the best learners.

Never stop learning

A photograph of a corn maze in a field. A single, tall, dry corn stalk stands prominently in the foreground on the left. In the center of the image, a black rectangular sign with white text reads "CORN MAZE FOR OLD PEOPLE". The field is filled with rows of corn plants, some of which are dry and brown. In the background, there is a line of trees with some autumn-colored foliage. The entire image is framed by a dark green border with white decorative lines in the top left and top right corners.

CORN MAZE
FOR
OLD PEOPLE

What are you feeding your brain?



Reading Chair

Recommended
reading list



Recommended Reading - I Am a LEADER - www.ndltap.org - 2019

You Don't Need A TITLE To Be A Leader

212, the Extra Degree

Becoming a Person of Influence

Culture Code

Elevator Pitch Essentials

FISH!

Green Eggs and Ham

How to Soar Like an Eagle in a World Full of Turkeys

Intentional Living

Leadership Secrets from the Bible

Led By Conscience

Olav Thon, Billionaire in a Parka

Outliers

Speaking Up Without Freaking Out

Strengthsfinder 2.0

The 21 Irrefutable Laws of Leadership

The Fred Factor

The Leadership Challenge, Fifth Edition

The Little Book of LYKKE

The Richest Man In Babylon

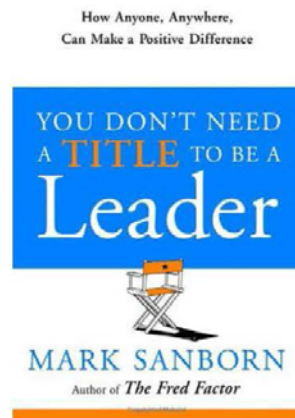
The Richest Man in Town

Who Moved My Cheese?

Winners Never Cheat

The Way of the Shepherd

How Full is Your Bucket?



Recommended Videos - I Am a LEADER - www.ndltap.org - 2019

<https://sivers.org/dancingguy> - Leadership Lessons from Dancing Guy - Derek Sivers

<https://www.youtube.com/watch?v=4K5fbQ1-zps> - Life of Privilege

<http://www.nofreakingspeaking.com> - No Freaking Speaking

<https://www.youtube.com/watch?v=uAy6EawKKME>
Everyday Leadership – Drew Dudley

<https://www.youtube.com/watch?v=SqGRnlXplx0>
Happier Life

<https://www.youtube.com/watch?v=vQd8feJyXH0&feature=youtu.be> –
Communicating Techniques with Local Elected Officials about Local Road Safety

<https://www.youtube.com/watch?v=e-VjisHm4sw> In Each of Us, There is a Leader....Best Leadership Video Ever!!!

<https://www.youtube.com/watch?v=IfvRwm6yaSq> Everyone is a Leader

<https://www.youtube.com/watch?v=2IEp4TVpxgA> 7 Great Leadership Traits

<https://www.youtube.com/watch?v=nD6tUEp1lws> Story of Competency Building, Leadership, and Teamwork

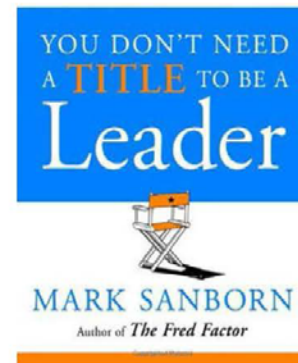
<https://www.youtube.com/watch?v=9WX2a1t5PSY> Leadership: The Butterfly Story

<https://www.youtube.com/watch?v=fW8amMCVAJQ> – Leadership Lessons from Dancing Guy

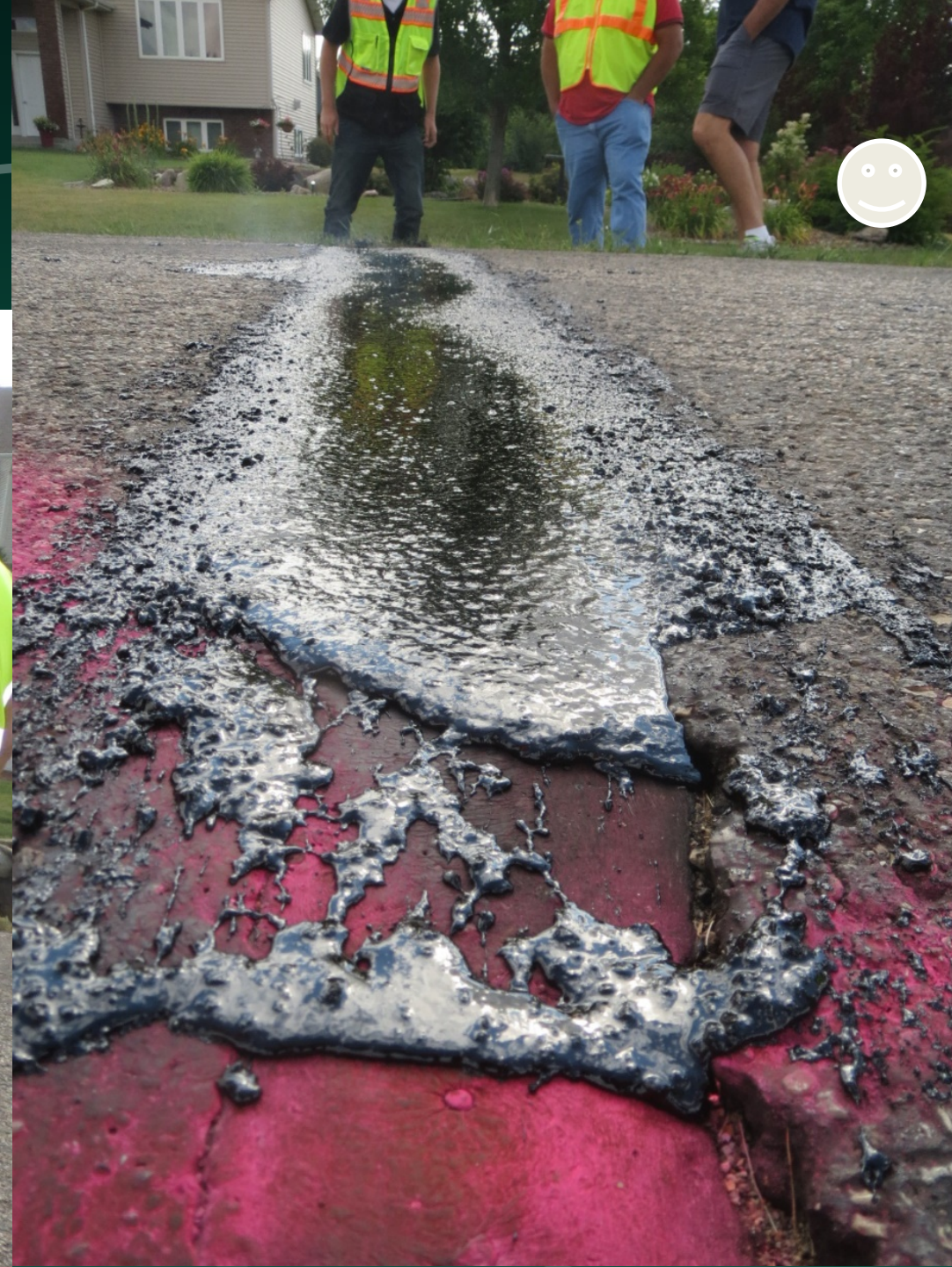
<https://www.youtube.com/watch?v=MKJO0ghDMpQ> – Expertise Through Practice

<https://youtu.be/bW7PITaawfQ> - Lion King, Circle of Life (importance of every individual...plays an integral part in the success of an organization/life)

How Anyone, Anywhere,
Can Make a Positive Difference



Continuous Learning





Try New Things - Change



07/20/2017

North Dakota Local Technical Assistance Program

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Insights

Publishing Tools

North Dakota Local Technical Assistance Program

@ndltap

Home

About

Services

Photos

Videos

Posts

Community

Promote

Manage Promotions

Like

Following

Share

...

Posts

North Dakota Local Technical Assistance Program added 12 new photos.
Published by Dale Heglund (?) · 5 mins ·

North Dakota's first scrub seal is a success!!! Crosby is proof that innovation is local!!! In case you missed the Crosby project field review on July 20th, check out the attached pictures. Troy Kelsey, Interstate Engineering, Brad Lokken, Bituminous Paving, and Mo Henman, Western Emulsions, were on site to show the scrub seal process. Curt Glasoe, NDLTAP Western Technical Support Representative, and Bryan Haugenoe, Divide County Road Superintendent and Crosby City Council ... [See More](#)

+9

Balance – Career/Home

<https://www.youtube.com/watch?v=SqGRnlXplx0>



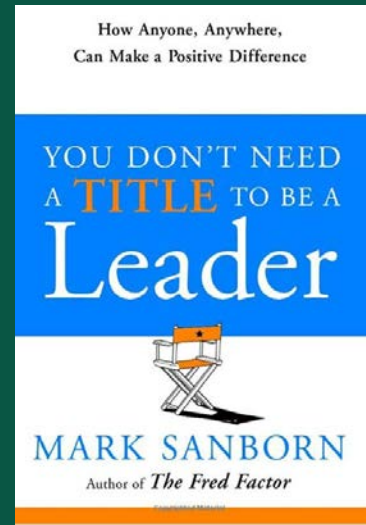
A Valuable Lesson For A Happier Life - YouTube

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Part II: The Six Principles of Leadership

Principle 2: The Power of Focus



Focus on the good



10 THINGS THAT TAKE



TALENT, BUT WILL GET YOU

100%

RESPECT

1. BEING ON TIME
2. WORK ETHIC
3. EFFORT
4. BODY LANGUAGE
5. ENERGY
6. ATTITUDE
7. PASSION
8. BEING COACHABLE
9. DOING EXTRA
10. BEING PREPARED



Everybody is a genius.

But if you judge a fish by its ability to climb a tree, it will live its whole life believing that it is stupid.

You only have to turn one
foot slightly to change
your journey.

Mindfulness

- Overwhelmed
- Take care of self
- Perform better at work
- Improves ability to focus

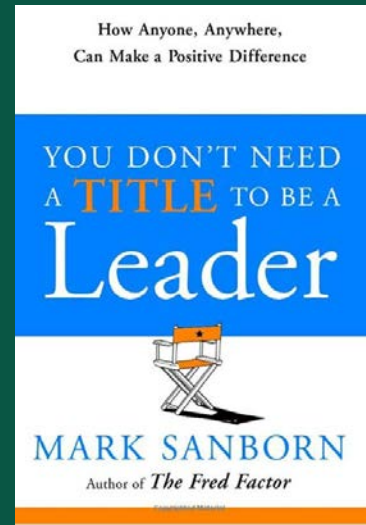


YOU DON'T NEED a TITLE to be a LEADER

How Anyone, Anywhere, Can Make a Positive Difference

Part II: The Six Principles of Leadership

Principle 3: Power with People



Interview is every day

Examples of promotions or job changes

Top 5 Interview Tips

A cartoon illustration of a coffee shop setting. In the background, a female barista with blonde hair, wearing a blue shirt and yellow apron, stands behind a counter. On the counter are two Starbucks cups, a chalkboard menu, and some boxes. Behind her is a shelf with various coffee-related items. In the foreground, two men in business suits are seated at a round wooden table. The man on the left is leaning back with his hand on his head, looking relaxed. The man on the right is sitting upright, smiling, and looking towards the camera. The background wall is light green, and there are more shelves with books or magazines on the right side.

Jeff & Mike "The Interview Guys"

Exit Interview Questions

When did you start thinking about applying elsewhere?

Why are you leaving?

Did your work benefit society?

What is your proudest moment at UGPTI?

Did you feel that you were part of the team?

Everybody Hurts

Bad day

Bury them in kindness

Bite your tongue

Yes officer, I did see the
'speed limit' sign, I just didn't
see you.

Synergy

Share

Compliment for all ideas

Be open to new ideas

Team credit

Sincerity

I Am a LEADER - SYNERGY EXERCISE

- 1) Take 5 minutes to look at the 49 items
- 2) Return to the class room and take 5 minutes to list as many items as you can

I doctor



Lead By Example

Actions speak loudly
Workaholic

Leadership 101

Be Nice...

Vulnerability

Superman or human?



Celebrate Success

Share the Sorrow

Finding peace

Trust Bank

Emotional trust bank

Poor memory – find peace



Reset Button

Find a way to start over

<https://www.youtube.com/watch?v=msa5ua7kZmQ>





Hire good people

Become the weak link

Hidden Talents

Watch

Ask

Provide Opportunity

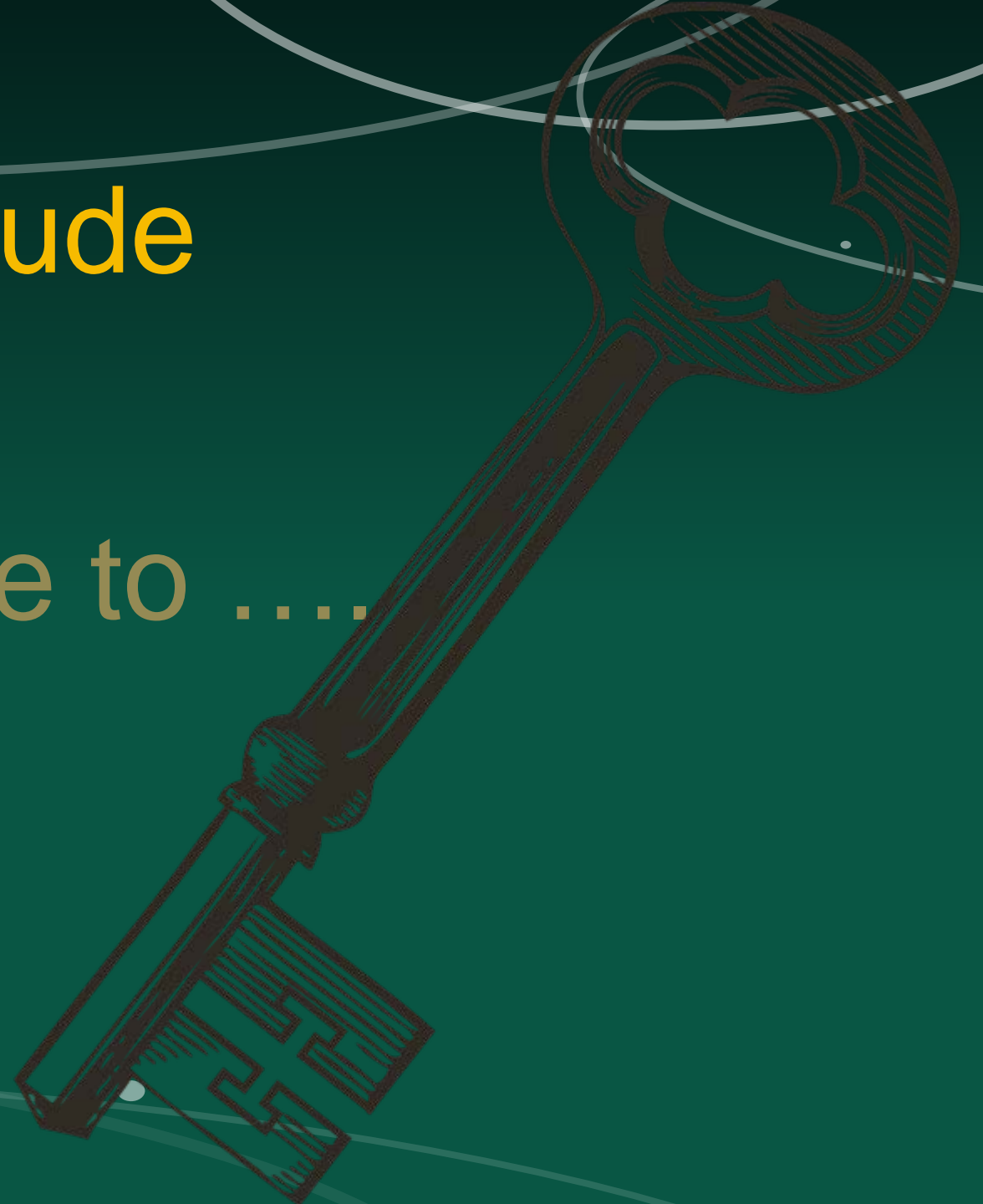


Bad Apple



Positive Attitude

^f
Change have to
To Get to



Gossip Kills

Criticize in their presence only

Deadly

Poison

Negativity

Verbal and Non-verbal

Harassment/bullying

- you know

Jokes and Out of Bounds

Ole said, "You can get just as drunk on water as you can on dry land."

Choices made in anger cannot be undone!!





NDSU

Dale C. Heglund

Y-Knot Today

Feelings

“I've learned that people will forget what you said,
people will forget what you did, but people will
never forget how you made them feel.”

Maya Angelou

A person who feels
appreciated will always
do more than what is
expected.



Say you are sorry

Onboarding New Employees

What is a team?

NDLTAP Team







Need For Recognition

"KUDOS"

NDSU UPPER GREAT PLAINS
TRANSPORTATION INSTITUTE

September 1-8, 2014
Lund, The Netherlands

Chris, Dennis & David -
Road & City Corp - Assistant
Manager for the
Lehigh Valley - Greater
Bris & Conoverville
Development - 10/10/14 -
Conoverville
Dale



ARE YOU A BUCKET FILLER?

Celebrate



Don C. Heggen

in partnership with
NDSU
1. JAMES G. GILBERT, JR. AINIS
2. MANUFACTURING INSTITUTE
3. NORTH DAKOTA LOCAL 125-10000 AINIS PROGRAM

Join Us for
DUNN COUNTY

Road Day & Open House

August 10, 2017

11:00 AM – 4:30 PM MDT

Dunn County Highway Department
300 Central Ave. S.
Killdeer, ND

Public is invited to the Killdeer County Shop

- Meet the County Road Crew
- Check Out Equipment
- Meet County Employee of the Year – Lori Tabor

**ENJOY AN AFTERNOON
OF FOOD & FUN!**

Burgers & Brats
11:00 AM until gone

Backhoe Rodeo
Featuring road employees

Heavy Equipment Showcase
Sit in a piece of equipment
Have a photo taken in a piece of equipment
Demos

DUNN COUNTY ROAD DEPARTMENT **BRIEFS**



Share Your Story

1,200 — Total Roadway Miles

1,147 — Miles of Gravel

53 — Miles of Pavement

27 — Bridges

43 — Road Employees

EMPLOYEE RESPONSIBILITIES:

- 15 gravel and water trucks
- 3 snow plow/dump trucks
- 15 motorgraders
- Various heavy equipment
- 4 Foremen
- 4 Summer Seasonal
- 1 Sign coordinator

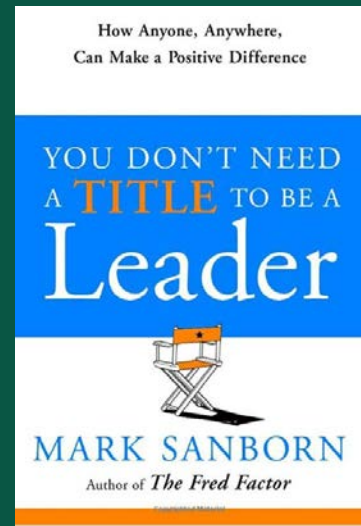


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How Anyone, Anywhere, Can Make a Positive Difference

Part II: The Six Principles of Leadership

Principle 4: The Power of Persuasive Communication



Blue Angels



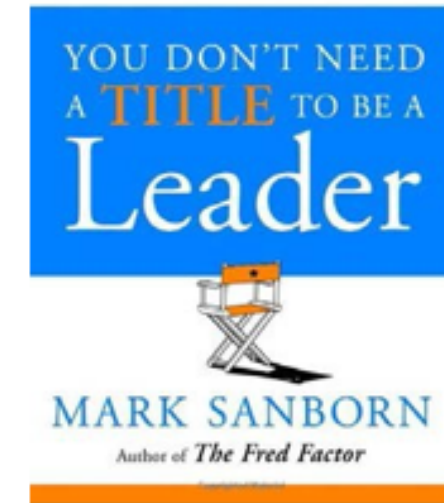
I Am a LEADER (2018)

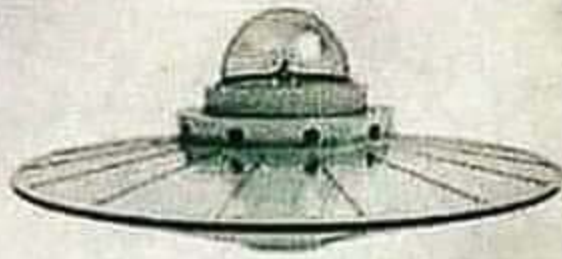
Communicating with Elected Officials

The following information was gleaned from Kathleen Jones's, Burleigh County Commissioner, information sharing session with the pilot Leadership class in November of 2018.

1. How to brief the county commissioners...
 - a. Be brief.
 - b. State the facts.
 - c. Be prepared for lots of questions from the county commissioners. They are trying to understand.
2. When to brief the county commissioners...
 - a. When you have a new situation
 - i. Keep them involved
 - ii. Keep them informed
3. How to handle county commissioner changes...
 - a. Contact county commissioner(s)
 - i. Introduce yourself
 - b. Ask for advice or thoughts
 - c. Invite them to travel on the road, in a blade, snowplow, etc
 - i. Encourage a ride along

How Anyone, Anywhere,
Can Make a Positive Difference





NOT EVERYONE CAN READ THIS

fi yuo cna raed tihs, yuo hvae a sgtrane mnid too.
I cdnuolt blveiee taht I cluod aulacilty uesdnatnrd
waht I was rdanieg. The phaonmneal pweor of the
hmuan mnid, aoccdrnig to a rscheearch at
Cmabrigde Uinervtisy, it dseno't mtaetr in waht oerdr
the ltteres in a wrod are, the olny iproamtnt tihng is
taht the frsit and lsat ltteer be in the rghit pclae. The
rset can be a taotl mses and you can sitll raed it
whotuit a pboerlm. Tihs is bcuseae the huamn mnid
deos not raed ervey lteter by istlef, but the wrod as a
wlohe. Azanmig huh? Yaeh and I awlyas tghuhot
slpeling was ipmoranttl If you can raed tihs **SHARE IT**

Cna yuo raed tihs?
Olny 55 plepoe out of 100 can.



Dance

like nobody is watching

Text and email

like it will be read in court someday



Selling 101

Customer focus...

Culture –Joy's 7 teachings

Wisdom

Love

Respect

Truth

Courage/bravery

Honesty

Humility



**“THIS GATE WAS
PROUDLY DONATED BY
DALE, JENNIFER &
CHANDRA HEGLUND
SMILE CONTAGIOUSLY!
2013”**

Do you have your
dream job?





Challenge

Follow-up Meeting Report – Success Stories

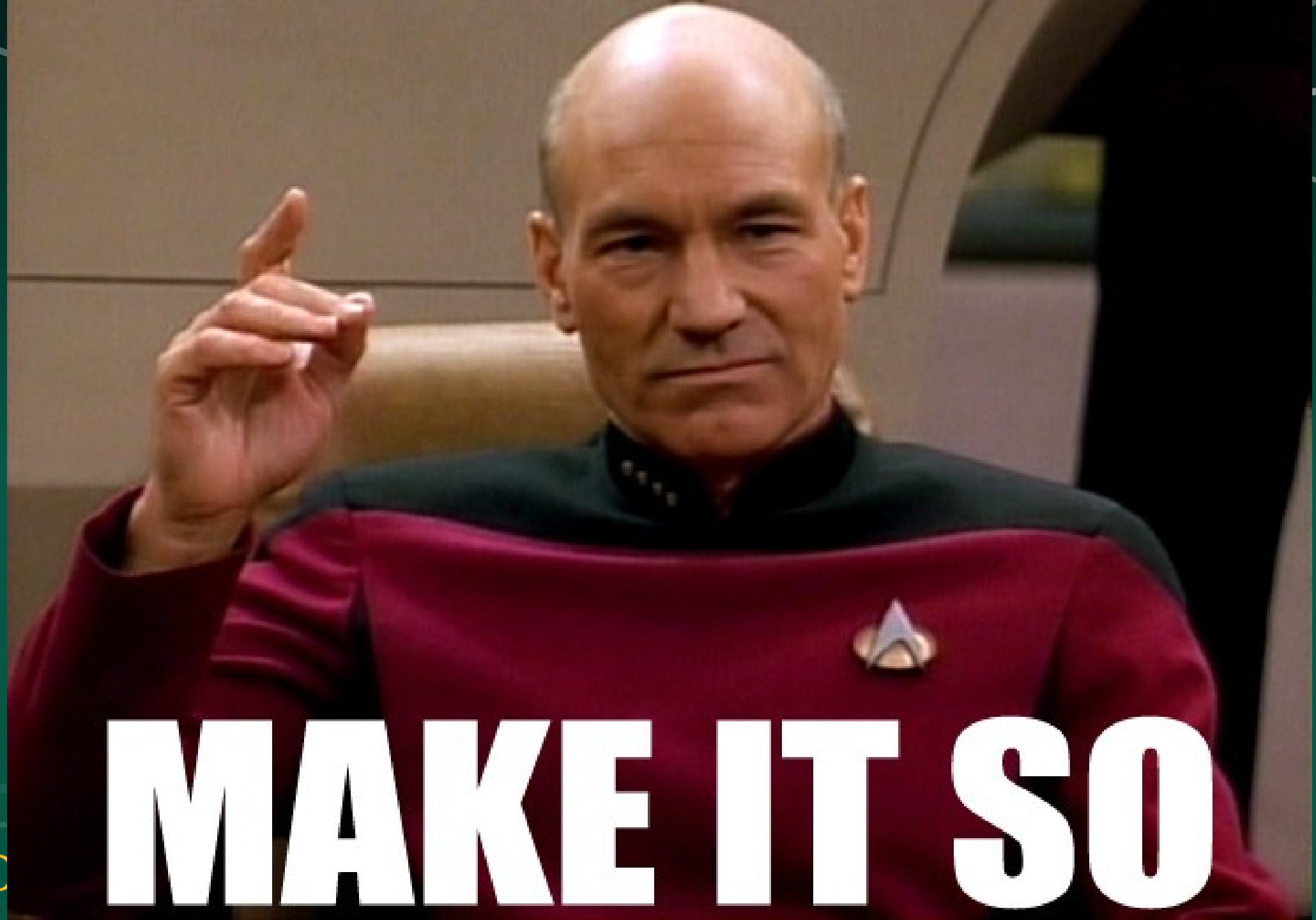
Life Well Spent

A life well spent is a life well spent for others
The world is a better place because of you



Together,
we **DO** great things!





MAKE IT SO



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