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ICER
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Women in Energy
The ICER International Network

Leading Teams with Emotional Intelligence and Managing for Success, Diversity, and Leadership

January 22, 2025

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Our Moderator



Ms. Nadia Horstmann

Nadia Horstmann

Dr. Nadia Horstmann is a lawyer and Head of Unit at Bundesnetzagentur (the German Energy regulator) and responsible for the international coordination of the regulator's work.

She has been a member of Agency for the Cooperation of Energy Regulators' Board of Appeal since 2011 and head of various Council of European Energy Regulators' workings groups (legal and monitoring/benchmarking task force). Dr. Horstmann has been a lecturer at various universities (recently at Heinrich Heine University in Düsseldorf and at Sciences Politique/ENA Strasbourg). She has publications on various topics related to the legal framework of the Energy market liberalization including unbundling, independence, and grid access.



Our Panelists



Ms. Megan Gilman



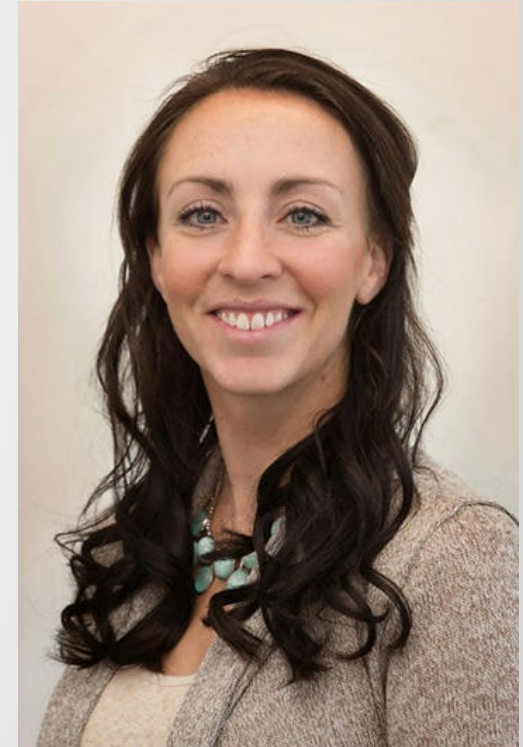
Ms. Valerie Lemmie

Megan Gilman

Gov. Jared Polis has reappointed Megan Gilman to her second term as a Colorado Public Utilities Commissioner, subject to senate confirmation. Commissioner Gilman's appointment hearing will occur during the 2024 legislative session. Gilman was first appointed in March 2020 for a four-year term. An Edwards resident, she holds a Bachelor's Degree in Mechanical Engineering and has extensive experience working on energy issues for ratepayers, as well as within the utility industry. She spent 14 years working as a small business owner, during which she was deeply involved in energy usage in the built environment, working on projects in multiple countries.

From 2011 to 2020, she served on the Board of Directors of Holy Cross Energy and as the Chair from 2015 to 2020. In this role, Gilman was involved in rate analysis and strategy, overseeing large power supply changes, and approving customer-facing programs and offerings. With Holy Cross Energy, she also served as a representative to the Colorado Rural Electric Association, collaborating with 22 different rural electric utilities across the state to comprehend the challenges and consequences for ratepayers in each area.

In her time at the Commission, Gilman has been an active member of the NARUC Committee on Gas. She was also selected to serve on the NARUC Task Force on Natural Gas Resource Planning. In 2023, Gilman was elected as the President of the Western Conference of Public Service Commissioners, representing 14 states in the Western US.



Valerie Lemmie

Valerie Lemmie is senior advisor for state and local government at the Kettering Foundation. An adept strategic thinker and local government thought leader, Lemmie has over 40 years of experience solving public problems and controversial issues in governmental organizations; leading research on democratic practices and public engagement; and advising public officials across the United States on innovative and effective strategies for advancing multiculturalism. Currently, Lemmie is coproducing, encouraging, and supporting strategies, programs and policies that strengthen democracy, foster inclusion, and advance public accountability, transparency, and collaboration.

Lemmie joined the foundation in 2014 after a distinguished career in public service. She served as city manager for the cities of Petersburg, Virginia, and Dayton and Cincinnati, Ohio; commissioner on the Public Utility Commission of Ohio; and district director and acting chief of staff for Congressman Turner (Ohio's 10th District). Lemmie has also served as adjunct professor at Howard University, the University of Dayton, and Port Elizabeth Technikon (now Nelson Mandela University) in South Africa in cooperation with USAID.

Lemmie serves on numerous local, federal, and international boards and commissions including Initiatives of Change, USA; the SIVIO Institute, Zimbabwe; National Civic League; National Council on Citizenship; and the Dayton Foundation. She is Chair of the Ohio Civil Rights Commission and Vice Chair of Ohio Matriots, a nonpartisan political action committee. She is also an advisor to the Portman Center for Policy Solutions at the University of Cincinnati. A Fellow and past board chair of the National Academy of Public Administration, Lemmie is a published author and international speaker on democracy, public governance, leadership, and diversity.

Lemmie received her BA in political science and urban sociology from the University of Missouri and an MA in urban affairs/public policy planning from Washington University in St. Louis.





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Aspiring Leaders Toolkit: Recognize Strengths, Enhance Skills, and Build Connections

Valerie Lemmie, Senior Advisor for State and Local Government, Charles F. Kettering Foundation

Former Commissioner, Public Utilities Commission of Ohio

January 22, 2025

Background and Experience



- **Coming of Age During Protest Movements of the 1970s**

- **Foundation Executive**

- **Public Utility Commissioner**

- **City Manager**

- **Congressional District Director/Acting Chief of Staff**

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- **Adjunct Faculty and Researcher**

- **Civic Leader**

Discussion Overview

Invest in Your Career: Maximize Opportunities for Advancement

- Enhance management skills
- Recognize and develop leadership skills
- Build meaning professional connections and networks



“Now here you see it takes all the running you can do to keep in the same place. If you want to get somewhere else, you must run at least as fast as that.”

The Red Queen to Alice



Enhance Management Skills

**Take Charge of
Your Career. It's
Too Important to
Leave to Others.**

- **Develop a career plan**
- **Honestly assess your skills**
- **Augment to achieve career goals**
- **Recognize limitations that impact career**
- **Learn technical aspects of job and office culture**
- **Delegate/hold staff accountable/earn respect**

“if you are in the utility business, you better know a lot about trees.”

Polling Question

What will you do tomorrow to invest in your career?

1. **Technical training**
2. **Management/leadership training**
3. **Find time to relax and reflect**
4. **Find a mentor**
5. **Become active in a professional association**





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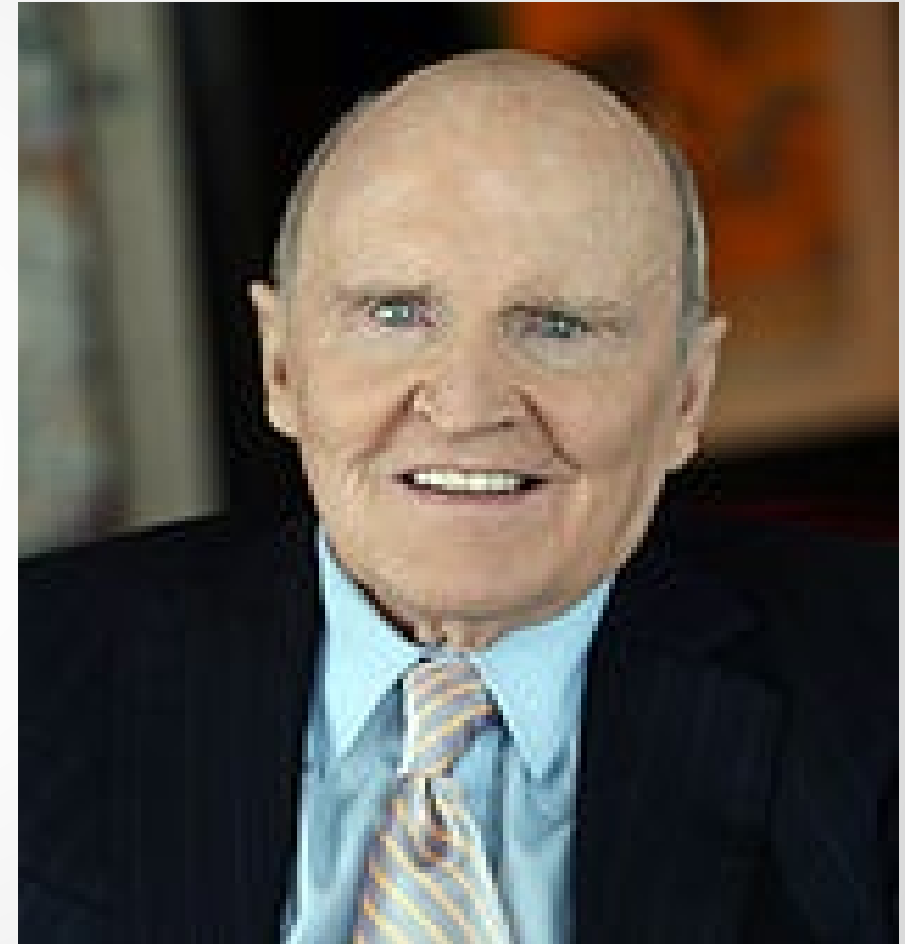
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**“Before you are a leader,
success is all about growing
yourself. When you become a
leader, success is all about
growing others.”**

- Jack Welch



Recognize and Develop Leadership Skills

Maximize Your Power and Influence

- **Exercise your organizational authority and power**
- **Expand your influence by convincing others to follow your lead**
- **Navigate the crests and canyons of leadership**
- **Anticipate and adapt to changing conditions**
- **Move from planning and documenting to product and solution orientation**

“Leadership, like growth, is never a straight line.” Carol Hymowitz

Polling Question

Leadership can be scary. What frightens you?

1. **Change in relationship with colleagues**
2. **Fear of mistakes**
3. **Too visible**
4. **Balancing family commitments**
5. **Not prepared**
6. **No fears**



“Building professional relationships takes time, genuine interest, and a willingness to give before you receive. Your next great business partnership, mentor, or career breakthrough might begin with a simple conversation where listening matters more than speaking.”

Business Enterprise





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Build Professional Connections and Networks

Become a Boundary Spanner

- **As you are mentored, mentor others**
- **Build a network of contacts and connect people with opportunities and new experiences**
- **Actively participate in professional membership organizations**
- **Share knowledge freely and learn from others**

“If you want to go fast, go alone. If you want to go far, go with others.” African Proverb

Polling Question

How will you increase your networks?

1. **Join a membership organization**
2. **Volunteer to speak at a conference**
3. **Create a blog or podcast**
4. **Start your own network & invite others**
5. **All of the above**



Resources

- ***The Treasure You Seek: A Guide to Developing and Leveraging Your Leadership Capital*, by Archie L. Jones, Forbes Books, March 2024**
- ***Your True Moral Compass: Defining Reality, Responsibilities, and Practicality in Your Leadership Moments*, by Joseph L. Badaracco, Springer Briefs in Philosophy, Cham, Switzerland, Spring 2023**
- ***It Worked for Me: In Life and Leadership*, by Colin Powell and Tony Koltz, Harper Collins, May 2012**
- ***Principle-Centered Leadership*, by Stephen R. Covey, Simon and Schuster, October 1992**
- **Your Favorite Writer: Books That Inspire and Motivate**



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Thank You





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Leading Teams with Emotional Intelligence

Megan Gilman, Colorado PUC

January 22, 2025

What is emotional intelligence?

Self-awareness

Self-regulation

Motivation

Empathy

Social skills



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Colorado Public Utilities Commission

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Q&A



Thank You for Joining!