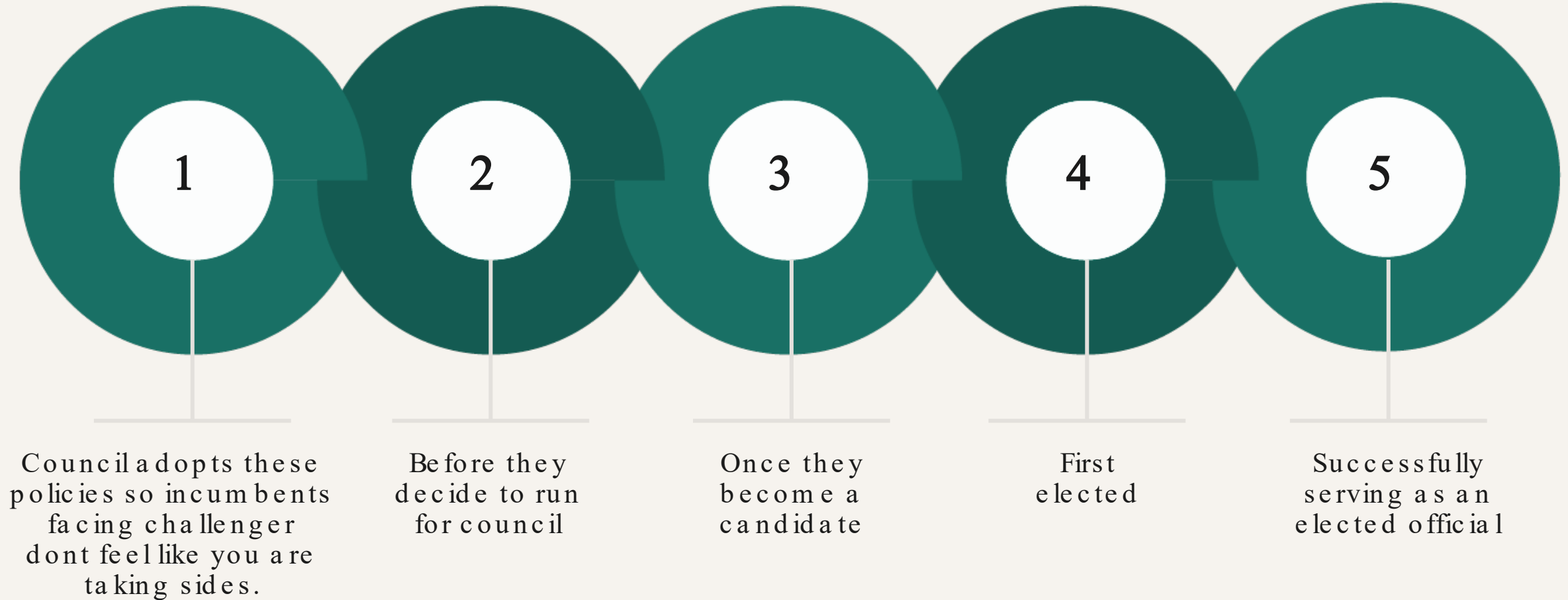


Managing Through Change in Mayor and Council

Partnering with Local Governments to Recruit, Assess and
Develop Innovative, Collaborative, Authentic Leaders.



Five Phases for Success



1

City Council Adopts the Process as THEIR Policy



The Goal - avoid good transition processes becoming political

- Understand systems theory and how it applies.
- Adopt the policies AFTER an election when no one is posturing for the next election and when you can get fresh insights from candidates on what would have been helpful.
- Have staff map out a process but the council must go deep on discussing and deliberating and making it theirs.
- Help them move from politics to state craft.
- These policies are all about putting love of community above love of power.
- These policies drive long term stability and sustainability which translates into social, economic, AND political success.



Seek Honest Understanding to Enhance Governance



How are
Council
dynamics?

What values
should we apply to
decision making?

How do we
improve?

Who do we want
to be as individual
leaders?

What priorities
are we united on?

What do we
see differently?



2

Good Citizens Make Good Elected Officials



The goal - help everyone become better citizens.



Civic Education

- Civic Education for all employees - make them ambassadors
- Civic Education for all citizens - an informed citizenry helps them elect stronger electeds and lay a foundation for their future service.
- Citizen Academy for those who are interested in getting more involved in the community - how things work.



Boards and Commissions - they are your farm league - act like it

- Annual learning day for those who might be interested in serving
- Consider advisory committee before appointing with authority.
- Adopt formal policies that clearly define roles and duties.
- Appoint people who have been engaged and informed citizens.
- Conduct annual training academy.

Annual Learning Day for those who might be interested in running before they announce.



3

Informed Candidates Make Better Electeds



The Goal: Help candidates be more knowledgeable and better prepared should they take office, and in so doing make them feel welcomed into the process, not like an outsider, especially if they are challenging an incumbent. Those who feel welcomed are less disruptive than those who feel like they are not welcome.



Candidate Orientation

- Legal boundaries - open records, open meetings, political signs, etc.
- Form of government
- How CC meetings are run
- Big current issues (CIP, comprehensive plan update, etc.)
- Introduction to top staff with an overview of backgrounds and ground rules for inquiries as a candidate and elected.
- Big long term issues such as strategic plan, economic development philosophy and priorities, AI, etc.



Documents

- Budget, CIP, Comprehensive Plan, Org Chart,
- Calendar including election dates, budget process, council off sites, cc meeting schedule, board and commissions meeting schedules, etc.



Candidate Inquiries

- Who should they ask.
- One asks, all get the information.



4

Well Equipped Newbies Make Better Electeds



The Goal - help newly electeds get up to speed with less confusion and less anxiety and become positively contributing members faster and reduce anxieties and misperceptions.



New CC Member Orientation
(builds on candidate orientation - does not duplicate)

- ✓ Briefing book on major issues, initiatives, challenges, etc in every department
- ✓ Briefing on major issues to expect on council agendas in the first 90 days
- ✓ Briefing on the budget process and the stage it is in right now and how to handle deliberation of items they want included or deleted.
- ✓ Deeper introduction to all major staff
- ✓ Expectations for how to communicate with staff

- ✓ Briefing on all communication strategies and policies - social media, council alerts, and in particular:
 - How to handle citizen requests.
 - How to handle citizen complaints.
 - How to handle service requests they have.



4

Well Equipped Newbies Make Better Electeds (cont'd)



The Goal- help newly electeds get up to speed with less confusion and less anxiety and become positively contributing members faster and reduce anxieties and misperceptions.



City Manager communications

- ✓ Friday Memos
- ✓ Regular coffees
- ✓ Individual Agenda briefings



CC Roles, Responsibilities and Governance Policies retreat (60 days in max)

- ✓ Use a team psychometric tool like IOPT
- ✓ Governance Policies revisited and adopted by the new Council
- ✓ Use IOPT or a similar team tool, to understand differing styles
- ✓ Go Deeper on Form of government
- ✓ Go Deeper on how CC meetings are run including how to add an agenda item, how to handle questions, how to ask for more information in advance, how to request staff research, etc.



5

Legacy Leadership for Electeds



The Goal - help electeds lead in a way to leave a legacy

If they are not playing in a big enough game, they will screw up the one they are in just to give themselves something to do.



Mid Year Strategic Visioning offsite to focus on visioning and goal setting - feeds into NEXT budget process.



Professionally facilitated



Strategic Visioning loop. Strategic Visioning is the role of Council. Strategic planning is the role of staff.



Environmental Scan is foundational:

- What are the drivers (economic, political, social, demographic, etc) that will shape your future.
- What is your resources situation and forecast?
- What is the CC vision for the future.
- What have you done to engage the community to develop that vision - wide buy in and engagement in a visioning process creates long term stability.



5

Legacy Leadership for Electeds (cont'd)



The Goal - help electeds lead in a way to leave a legacy

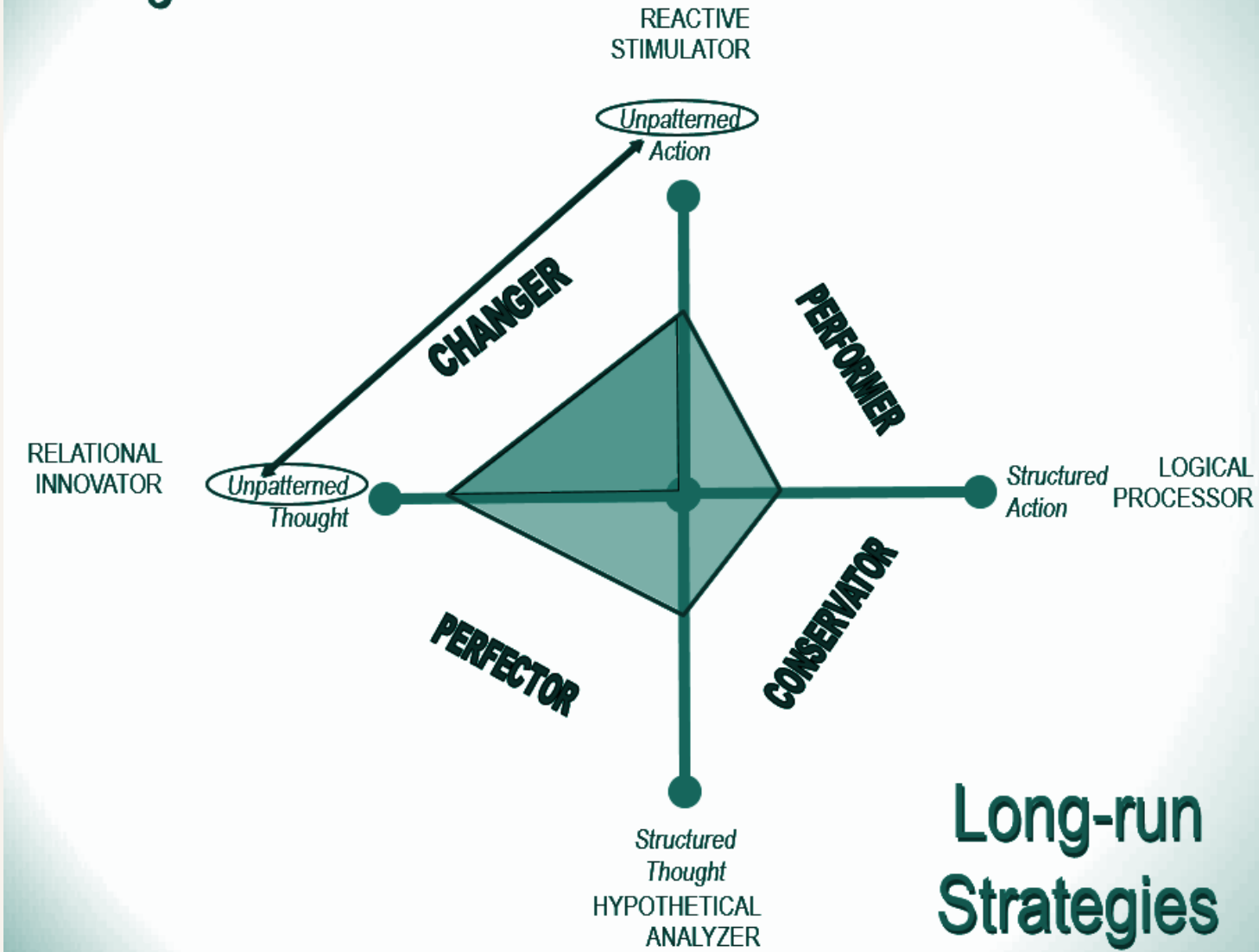


City Manager Performance Review Process:

- ✓ Professionally facilitated
- ✓ 1/3 departmental performance
- ✓ 1/3 traditional leadership skills
- ✓ 1/3 goal attainment from previous year's review
- ✓ Mid year check in
- ✓ No avoiding ownership of their comments
- ✓ Color coded for accountability



Strategic Patterns



Each quadrant typifies an overall behavior.

The name of the quadrant shows characteristic behaviors generated by the information processing that goes on in the axis of the adjoining styles.

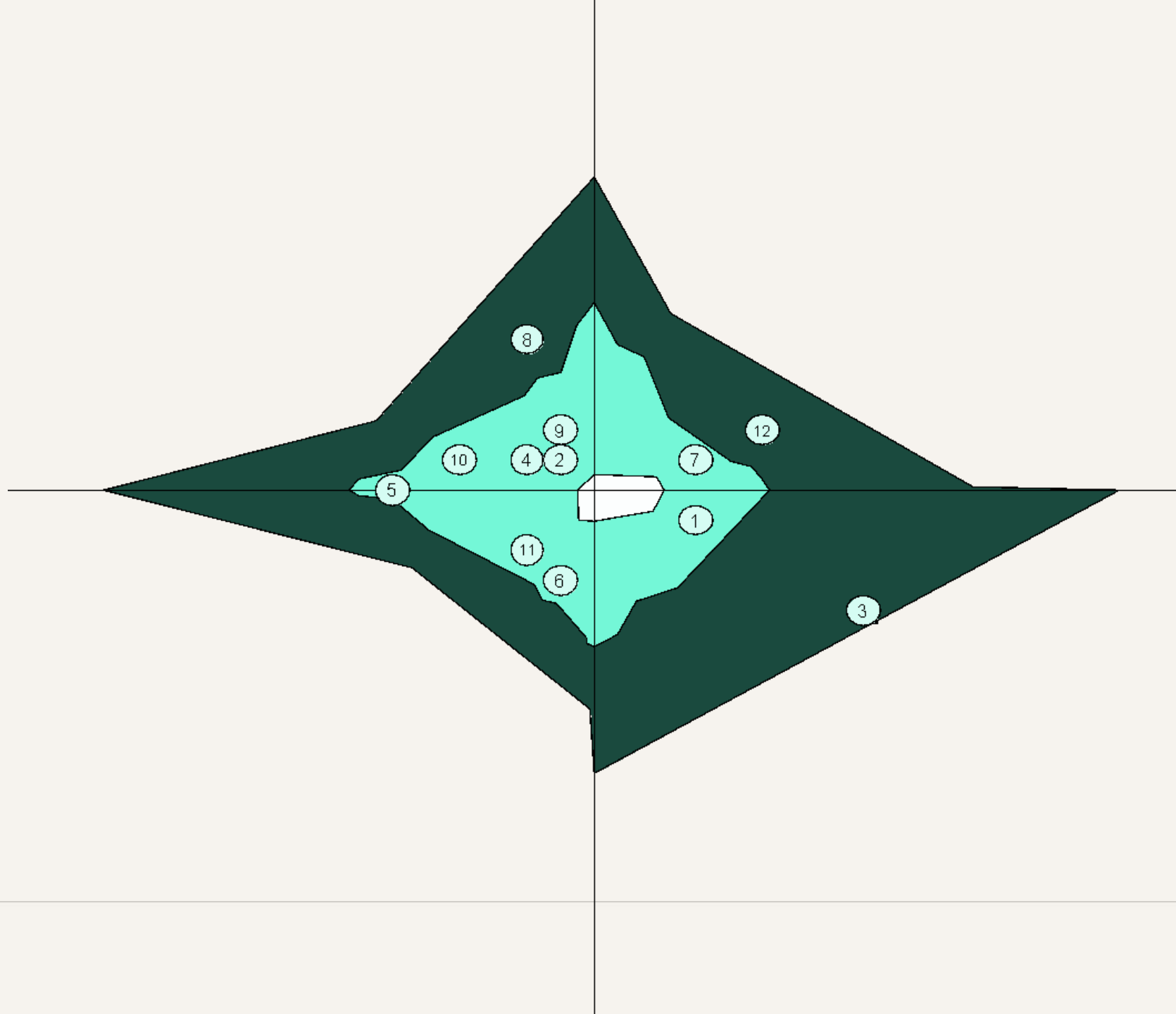


I-OPT Characteristics of Strategic Patterns

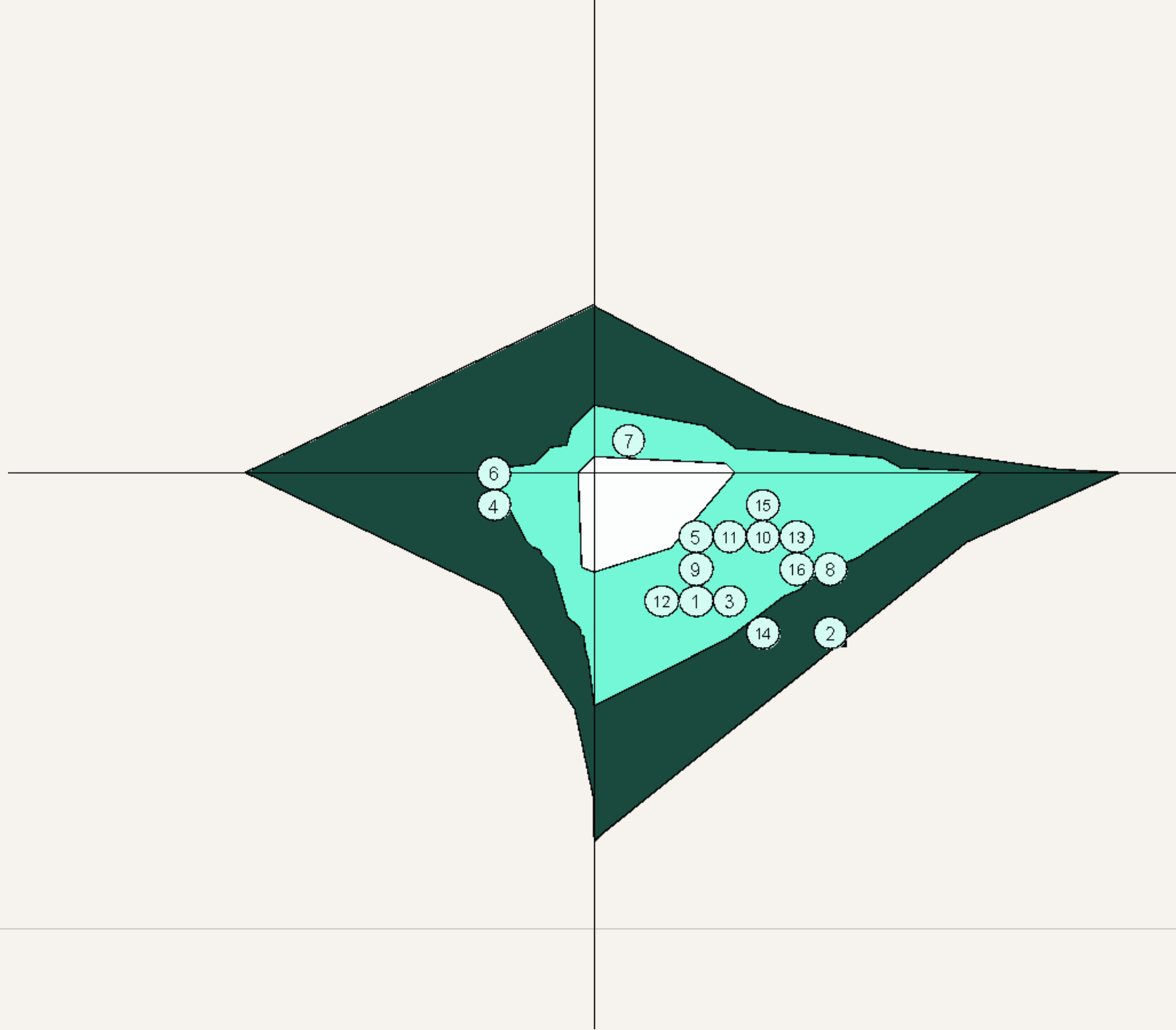
CHANGER	PERFORMER
Experimental Orientation	Issue Resolution Orientation
High Risk- High Reward	Low/Moderate Risk Prompt Response
Rapid Deployment	Practical Methods
Incomplete Specification	Tangible Outcomes Maximized
High Uniqueness	Intense Focus
Disruption Potential High	Task Specific
PERFECTOR	CONSERVATOR
Evaluation/Planning Orientation	Precise Execution Orientation
No Risk (Low Action)	Low Risk/ Deliberative Response
Unhurried Response	High Certainty of Outcome
Analytical Methods	Methodical Execution
High Certainty of Conclusion	High Commitment Focus
Contingency Focus	Skeptical Posture



Sample



Sample



Top 10 Governance Challenges Identified by Board Chairs

10.

Engaging board in its quality oversight responsibilities

9.

Effective use of good people

8.

Finding effective staff leaders

7.

Conflict in points of view among board, stakeholders & management

6.

Loss of control to external forces



Top 10 Governance Challenges Identified by Board Chairs



Top 10 Governance Challenges Identified by CEOs

10.

Board members don't know who they represent

9.

Board reluctant to handle quality issues

8.

Board confused about roles

7.

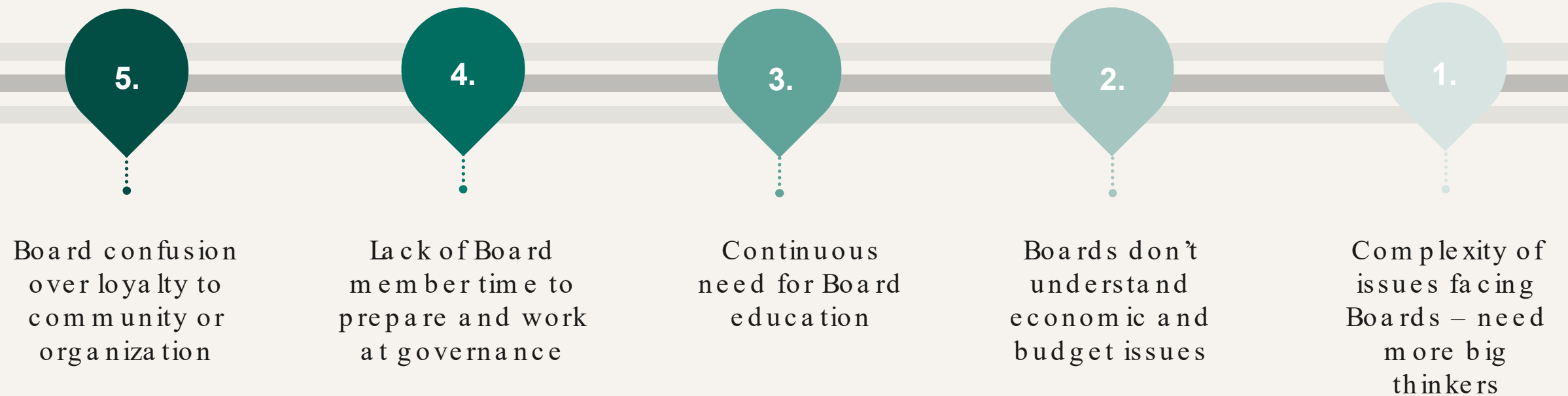
Board too involved in details

6.

Need for better board recruitment and lowered turnover rate



Top 10 Governance Challenges Identified by CEOs





Effective Personal Leadership Strategies to Help Elected Officials Achieve Their Policy Goals



Effective Leadership Strategy 1

Know what you don't know

before acting like

you **do** know

what **everyone else** knows

you **don't** know



Strategy 1: Know what you do not know

We're all ignorant on
different subjects

– that's okay

Ignorance is
transparent..if you try to
act like you know what you
don't, you are the only one
being fooled – and the
only one looking foolish

The media and your
opponent can do far more
damage to you for trying
to act knowledgeable
than for saying, "I don't
know"



Strategy 2:

Walk the Talk of a Genuinely Humble Spirit



The hardest part of making a good board decision is not offering solutions before you understand the problem.



“It takes a smart person to know where they are stupid.”

- Barney Rubble



Strategy 3: Know Yourself

Know your values
BEFORE they are
challenged

Don't be seduced
by ends/means
rationalization

Don't let a recently
swelled ego change
who you are

“

*Don't accept your dog's admiration as
conclusive evidence that you are wonderful.
- Ann Landers*

”



Strategy 4: Listen More, Talk Less



- One night at sea, the ship's captain saw what looked like the lights of another ship heading toward him. He had his signalman blink to the other ship, "change your course 10 degrees South."
- The reply came back, "change YOUR course 10 degrees North." The ship's captain answered, "I am a Captain. Change your course South!!" To which the reply was, "Well I am a Seaman First Class, change your course North."
- This infuriated the captain, so he signaled back, "I am on a battleship, and I SAY CHANGE YOUR COURSE SOUTH." To which the reply came back, "And I say turn your course North..I am a lighthouse."



Strategy 5: Ask Good Questions

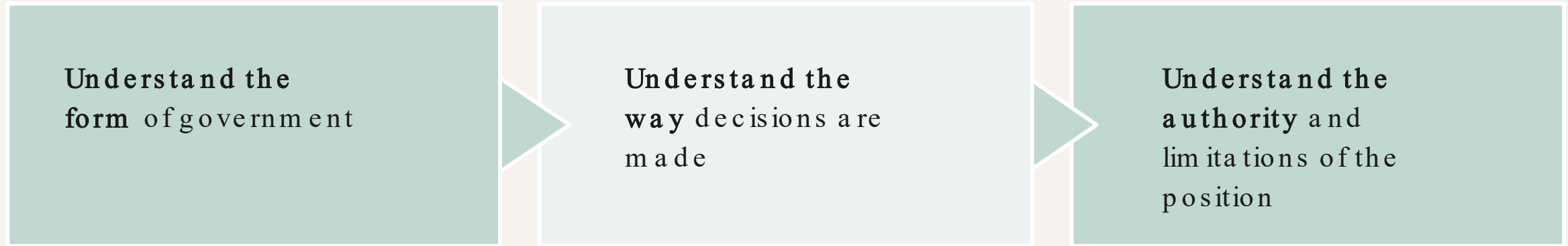


A boy was visiting his grandfather, who was an avid baseball fan. The grandfather had an errand to run, so he asked the boy to watch the game for him and tell him what happened.

When the grandfather returned, he asked the boy what the score was. “Five to four,” the boy replied. “In whose favor?” The boy thought a moment and replied...“the Fives.”



Strategy 6: Know the Structure and Processes



The committee is a device of government to achieve delay in an orderly manner.

Strategy 7: Know the Dynamics Influencing the Issues



Geography,
Demographics,
Environment



Housing,
Regionalism,
Transportation



Social Services,
Arts, Culture



Education,
Governance,
Land Use Plan



Economic
Growth Factors



*Never try to walk
across a river just
because it has
an average depth
of four feet.*



Strategy 8: Develop Your Position Thoughtfully

Understand **authority & scope**
& **limitations** of your position

Recognize you **don't have**
all the answers

Understand the **driving**
forces on the issues

Understand **the restraining**
forces on the issues

Define your core concepts
on your own

Make your position very
tight and focused

Articulate your position clearly



Strategy 9: Develop Your Position with Integrity

Don't confuse supporters' goals with the public interest.

- Developers are the ones who bulldoze all of the trees then name the streets after the trees they just bulldozed.

Don't let CAVE people define the issues for you

- Citizens
Against
Virtually
Everything

Don't let the most dangerous person in public life shape your message – the articulate incompetent

Don't take positions as a candidate that you will regret living with as an official

Don't change your message for different audiences or circumstances



Strategy 10: Deliberate with Integrity

Avoid squabbles
over issues that
don't matter

Disagree without
being disagreeable

Fight hard for your
issue, then **unify**
behind the **Board**
when the decision is
made

Deal effectively with
CAVE people rather
than catering to or
empowering them

Avoid wasting
time on the
small stuff

Never attribute to
malice that which is
adequately ascribed
to stupidity



Don't let articulate
incompetents drive
you to make
incompetent
decisions out of fear



Strategy 11:

Communicate Your Goals and Priorities Clearly

A man charged with murder bribed a friend on the jury to hold out for a verdict of manslaughter. The jury was out for a long time but finally came back with a verdict of manslaughter. Upon visiting the prisoner the following week, the friend was thanked, “**you must have had a very hard time convincing them to vote for a charge of manslaughter.**”

“**Hard is right,**” replied the friend. “**The other eleven wanted to acquit you.**”



Strategy 12: Act with Courage



*“Live your life so you can look any man in the eye
and tell him to go to hell.”
- John D. Rockefeller*

*“We cannot be worthy of the respect and admiration of people unless
they add the virtue of obedience to some other virtues..the virtues of
manliness, of truth, of courage, of willingness to risk position, of the
willingness to risk criticism, of the willingness to risk the misunderstanding
that so often comes when people are willing to do the heroic thing.”
- Louis Brandeis*



Strategy 13: Lose Gracefully



People will remember how you acted
in defeat more than they will how you
acted in victory.



Strategy 14: Win Gracefully

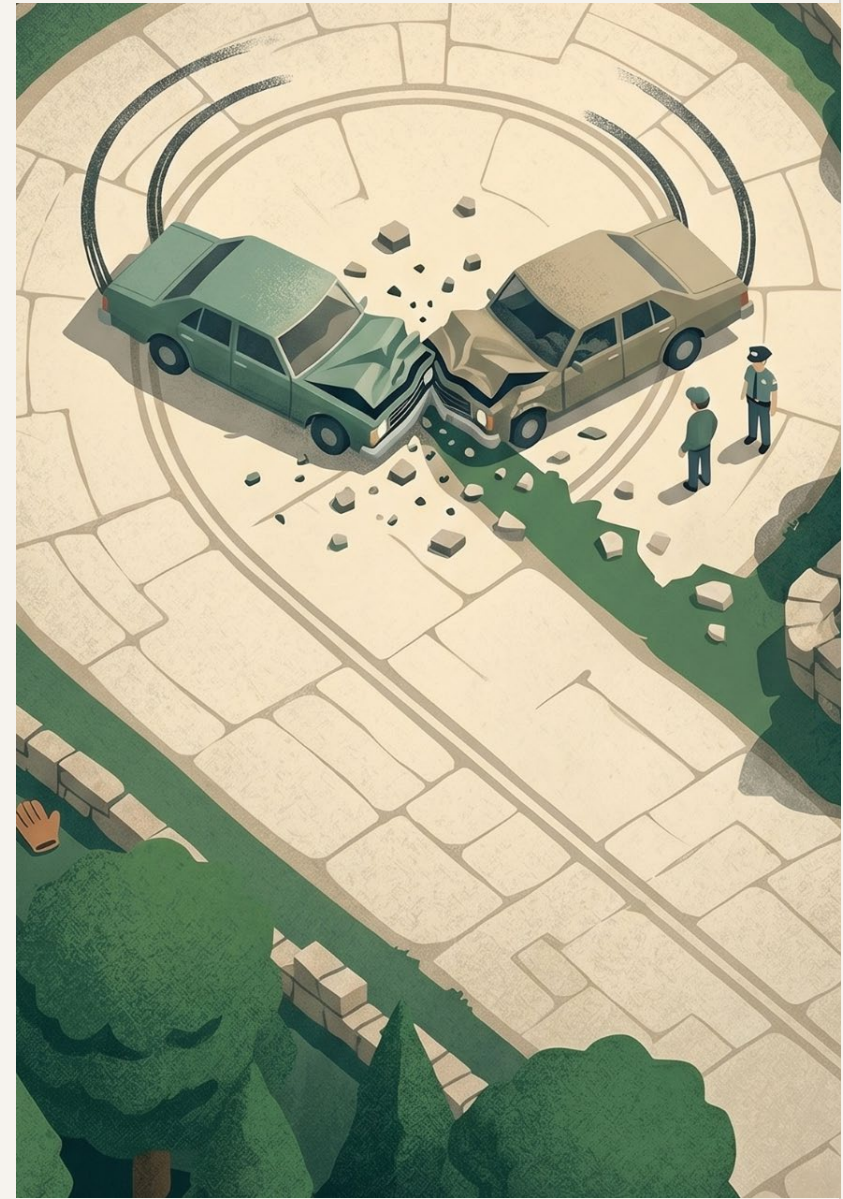
- ✓ Show grace and compassion in how you react to the loser
- ✓ Meet with and seek advice from your opponent – build a relationship, and he/she will be an opponent not an enemy
- ✓ Rapidly build bridges to your opponent's key supporters...seek their counsel, appoint them, make them your supporters
- ✓ Don't assume just because you won you suddenly have all the answers...that is a formula for one term
- ✓ Don't let your ego get the best of you
- ✓ Recognize that the campaign is over and it's time to govern
- ✓ Be comfortable with your ignorance...wisdom is far more valuable than knowledge



Strategy 15: Build Trust Constantly

Two cars collided on a curving country road. The drivers got out and exchanged information in a gentlemanly way. Then one driver took out a flask and said, “Look Fellow, you seem pretty shaken up. How about a drink to steady your nerves?”

The other man took a big swig and asked, “Aren’t you going to have any?” To which the first driver responded, “Not until after the police get here.”





But what does it look like
to actually become a
Trust Based Leader?



Trust Based Leadership

1

Base my decisions on the next generation more than the next election, committed to the ideal that my loyalty must be to the entire community (both now and in the future) and not merely to those who got me elected.



Trust Based Leadership

2

Focus on mission, vision and values as the benchmark for my decisions, and recognize that my responsibility is the pursuit of the greatest good for the entire community and not the satisfaction of any particular group's agenda.



Trust Based Leadership

3

Make decisions based on fact-based evidence and not allow myself to be manipulated into bad decisions for the future based on the decibel level of critics.



Trust Based Leadership

4

Recognize that “it takes a smart person to know where they are stupid,” and have the wisdom to be smart.

Accordingly, I will value those who have the courage to tell me what they really think and will listen sincerely to those who disagree with me to truly understand their perspective, recognizing that understanding other perspectives makes me a better leader.



Trust Based Leadership

5

Embrace my responsibility to govern rather than to manage, recognizing that if I am doing staff's job, I am not doing my job, while also understanding and embracing the appropriately exercised governance role of holding staff accountable.



Trust Based Leadership

6

Place a greater emphasis on solutions than on problems, while refusing to offer solutions before I understand the problem.



Trust Based Leadership

7

Understand that mutual trust is the foundation for everything and that if I refuse to trust others, they will be unable to trust me.



Trust Based Leadership

8

Protect the integrity of the process more than the rightness of my position. I will fight hard for my issue but then unify behind the governing body when the decision is made because the decision was made with integrity of process even if I disagree with the outcome.



Trust Based Leadership

9

Understand that my deeply held beliefs, values and positions will be strengthened, not compromised, by courteous, respectful and civil discourse. I will not treat someone as the enemy just because we disagree.



Trust Based Leadership

9

Treat everyone with dignity and respect because of who I am as a leader..not because of how they treat me or what I think about them .



Trust Based Leadership

11

Be a role model for civility. I will not treat my colleagues or staff in any way that I would be embarrassed if my five-year-old child treated someone the same way.



Trust Based Leadership

12

Never forget:

it is not about ME,



it is not about NOW,



and it NEVER IS.





Em a il

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for a copy of the slides or to subscribe to my new Leadership Briefing called Procuring the Future - all about leading into the future

