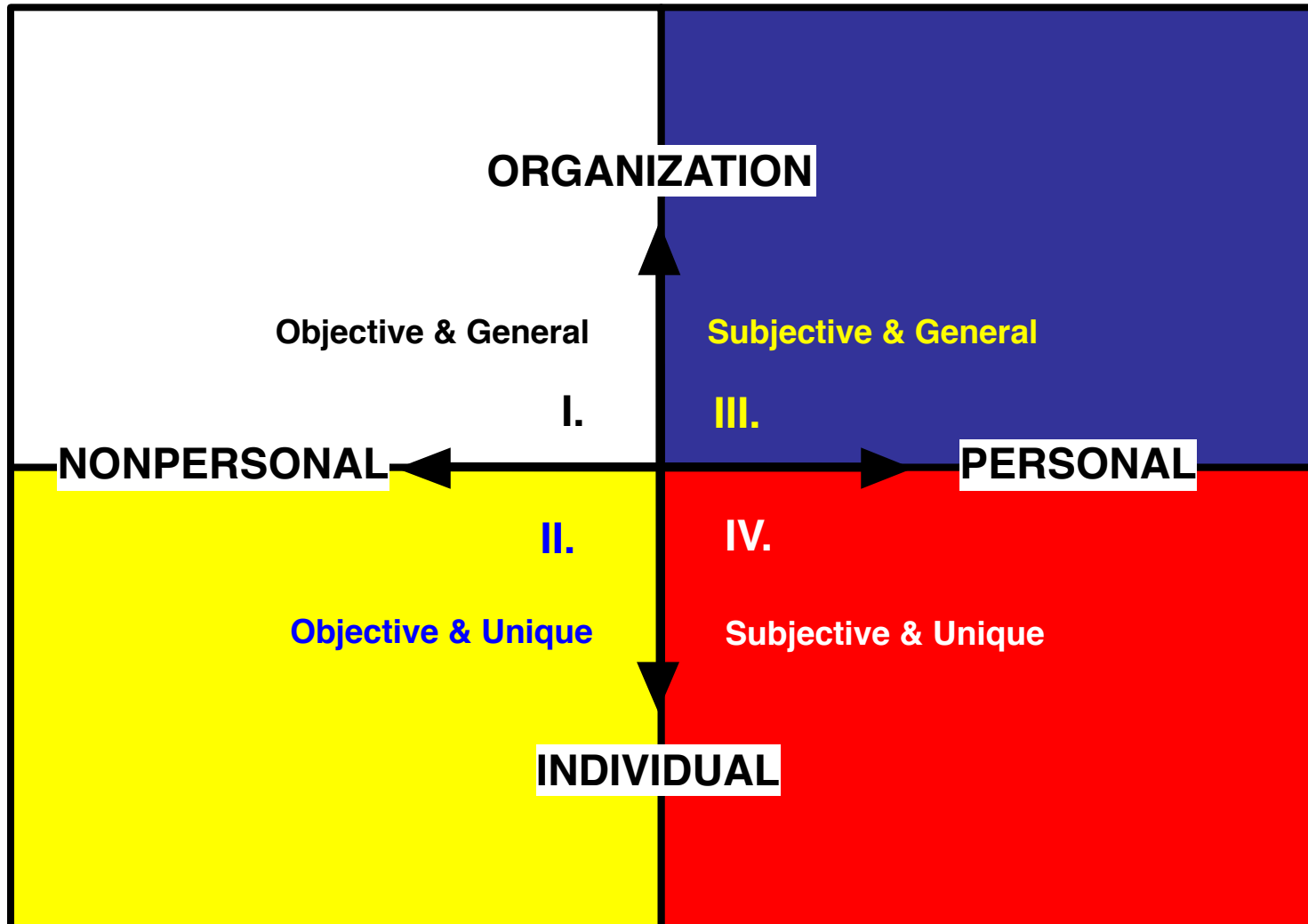




Tools for the Balancing Act

David M. Limardi, MPA, CM
Robert R. Kiely, MPA, CM

Domains of Leadership



Goals & Priorities

- Elected Officials Goals & Priorities
- Professional Managers Goals & Priorities

(Internal & External)

Criteria

	Internal	External
Interpersonal	<ul style="list-style-type: none">• Innovative organizational culture• Ethical organizational culture• Low employee turnover• Professional Development• Productive Interpersonal Relations	<ul style="list-style-type: none">• Positive media relations• Citizen satisfaction• Positive community reputation• Effective Intergovernmental Relations• Culturally Vibrant Environment
Technical	<ul style="list-style-type: none">• Open internal communications• Financial stability• Execution by management team• Adherence to policies and procedures• Effective planning, programming, and structure	<ul style="list-style-type: none">• Open communications and a process for civic engagement• High functioning infrastructure• Culture for high quality customer service• Safe and healthy environment• Reliable service delivery

“DEFINING SUCCESS” EO

	Internal (Organization)	External (Community)
Interpersonal	<ul style="list-style-type: none">• Innovative organizational culture• Ethical organizational culture• Low employee turnover• Professional Development• Productive Interpersonal Relations	<ul style="list-style-type: none">• Positive media relations• Citizen satisfaction• Positive community reputation• Effective Intergovernmental Relations• Culturally Vibrant Environment
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“DEFINING SUCCESS” EO/MGR

	Internal (Organization)	External (Community)
Interpersonal	<ul style="list-style-type: none"> ★ Innovative organizational culture • Ethical organizational culture • Low employee turnover • Professional Development ★ • Productive Interpersonal Relations 	<ul style="list-style-type: none"> • Positive media relations • Citizen satisfaction • Positive community reputation ★ • Effective Intergovernmental Relations • Culturally Vibrant Environment ★
Technical	<ul style="list-style-type: none"> ★ Open internal communications • Financial stability • Execution by management team • Adherence to policies and procedures ★ • Effective planning, programming, and structure 	<ul style="list-style-type: none"> • Open communications and a process for civic engagement ★ • High functioning infrastructure • Culture for high quality customer service • Safe and healthy environment • Reliable service delivery ★

“ROLE OF MANAGER” EO

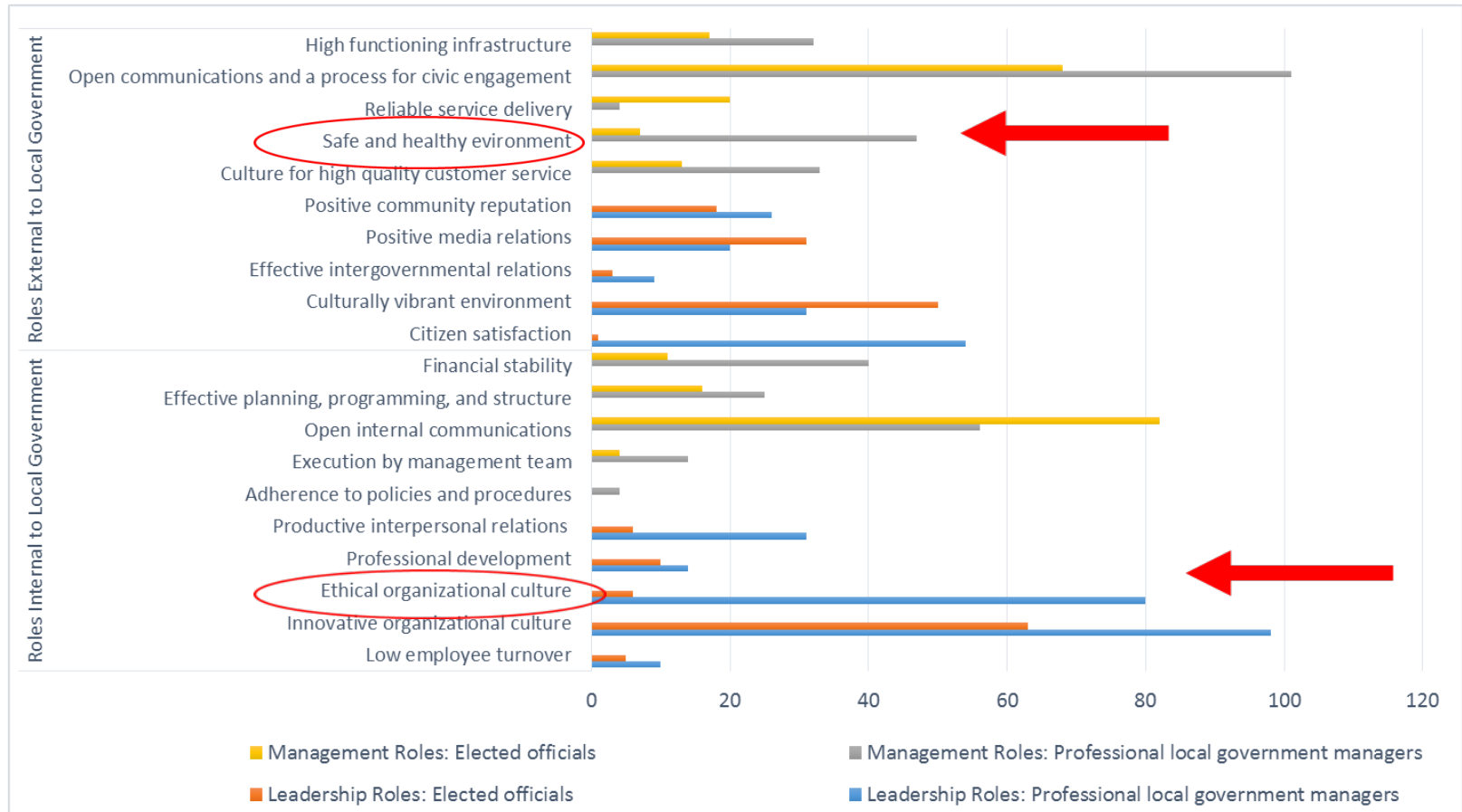
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Interpersonal	<ul style="list-style-type: none"> • Innovative organizational culture • Ethical organizational culture • Low employee turnover • Professional Development • Productive Interpersonal Relations 	<ul style="list-style-type: none"> • Positive media relations • Citizen satisfaction • Positive community reputation • Effective Intergovernmental Relations • Culturally Vibrant Environment
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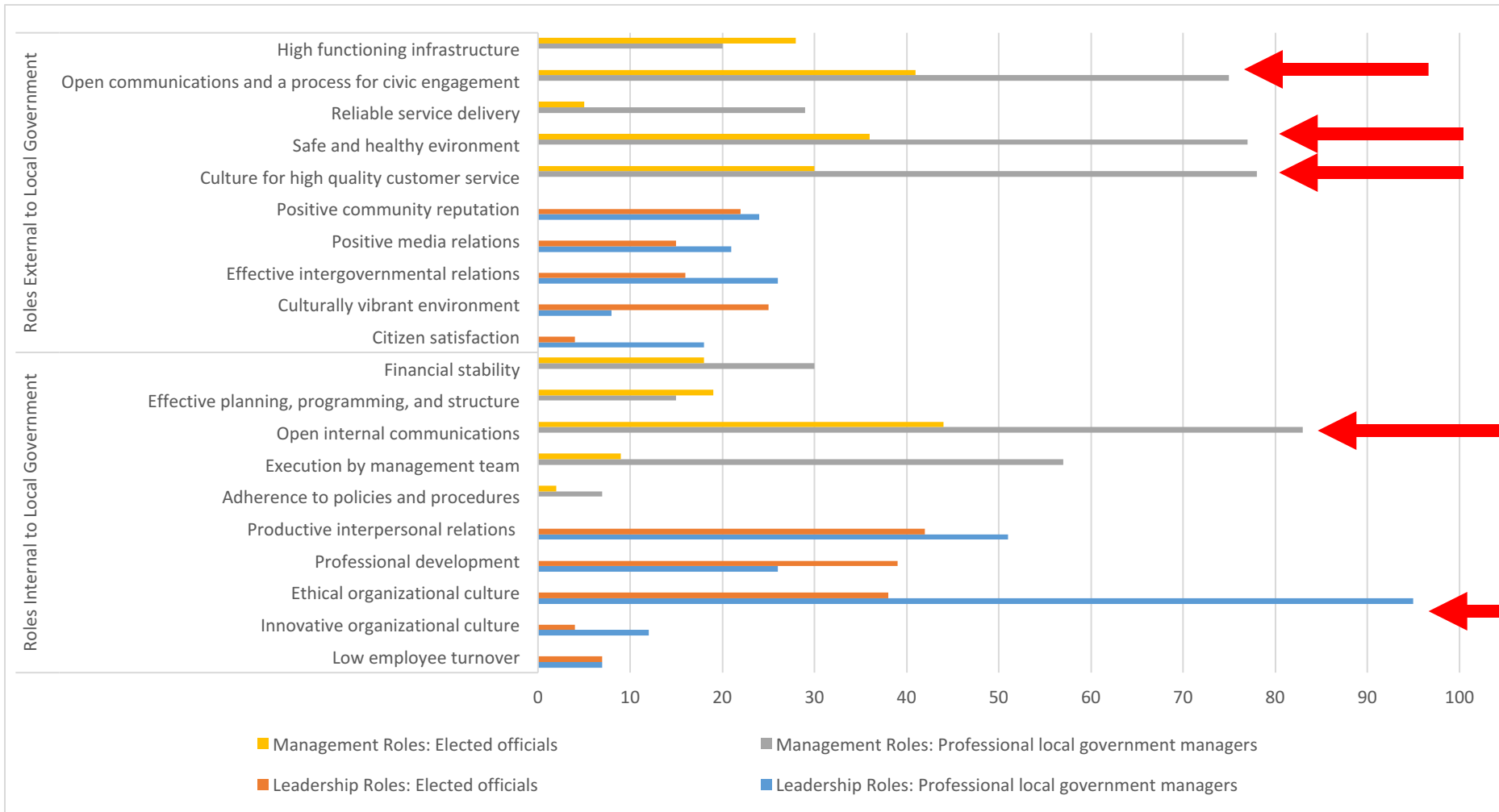
Survey Items: Please rank the following criteria based on how important they are in defining a successful local government organization... and Please rank the following criteria based on how important they are in defining a successful community...

Ranked Highest by Role Type and Position Type



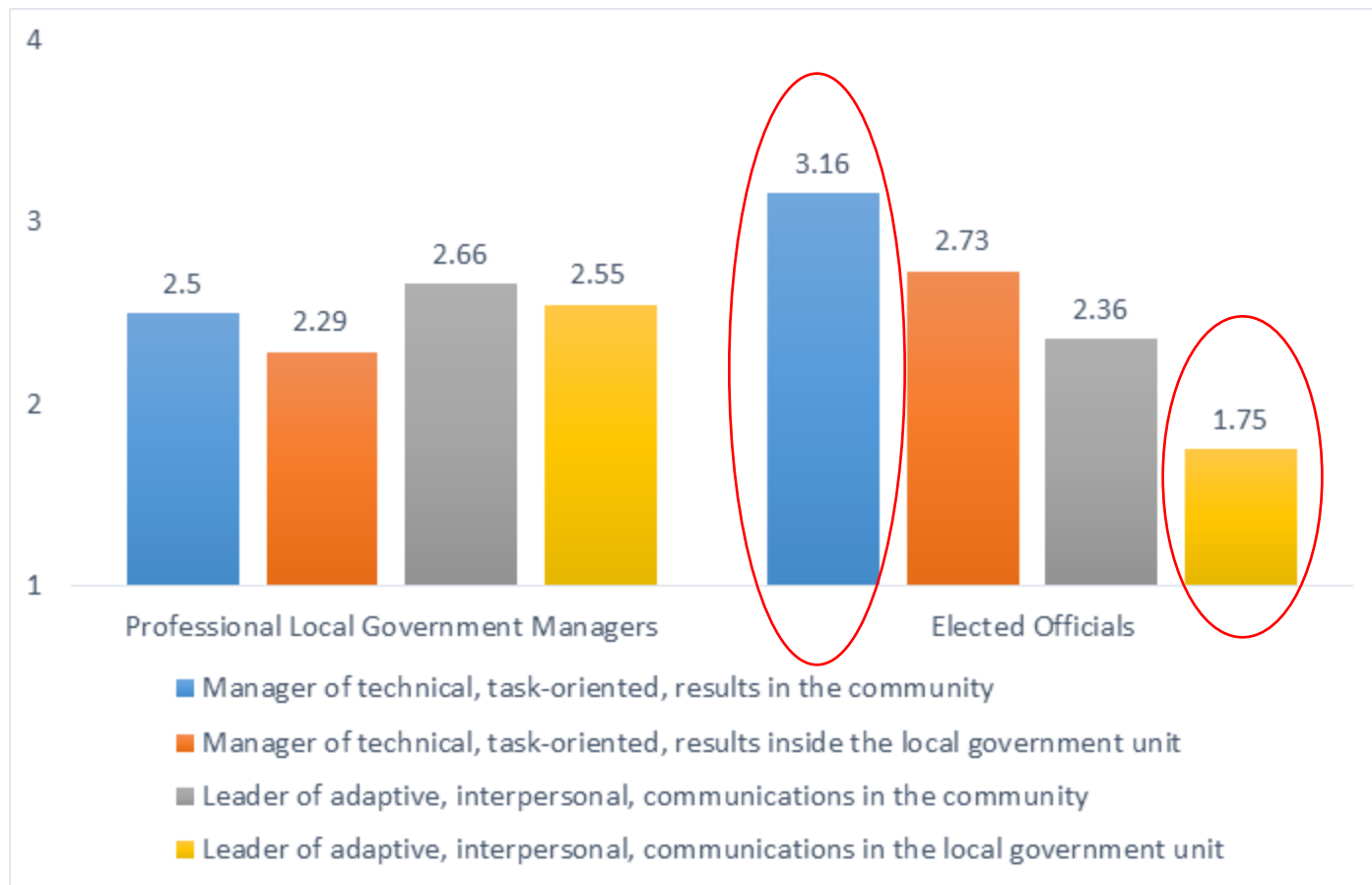
Survey Item: Please rank the following criteria based on the extent to which the position of professional local government manager contributes to them...

Ranked Highest by Role Type and Position Type



Survey Item: Please rank the following roles based on the extent to which the professional local government manager should assume them...

Mean Rank of Response Options by Position



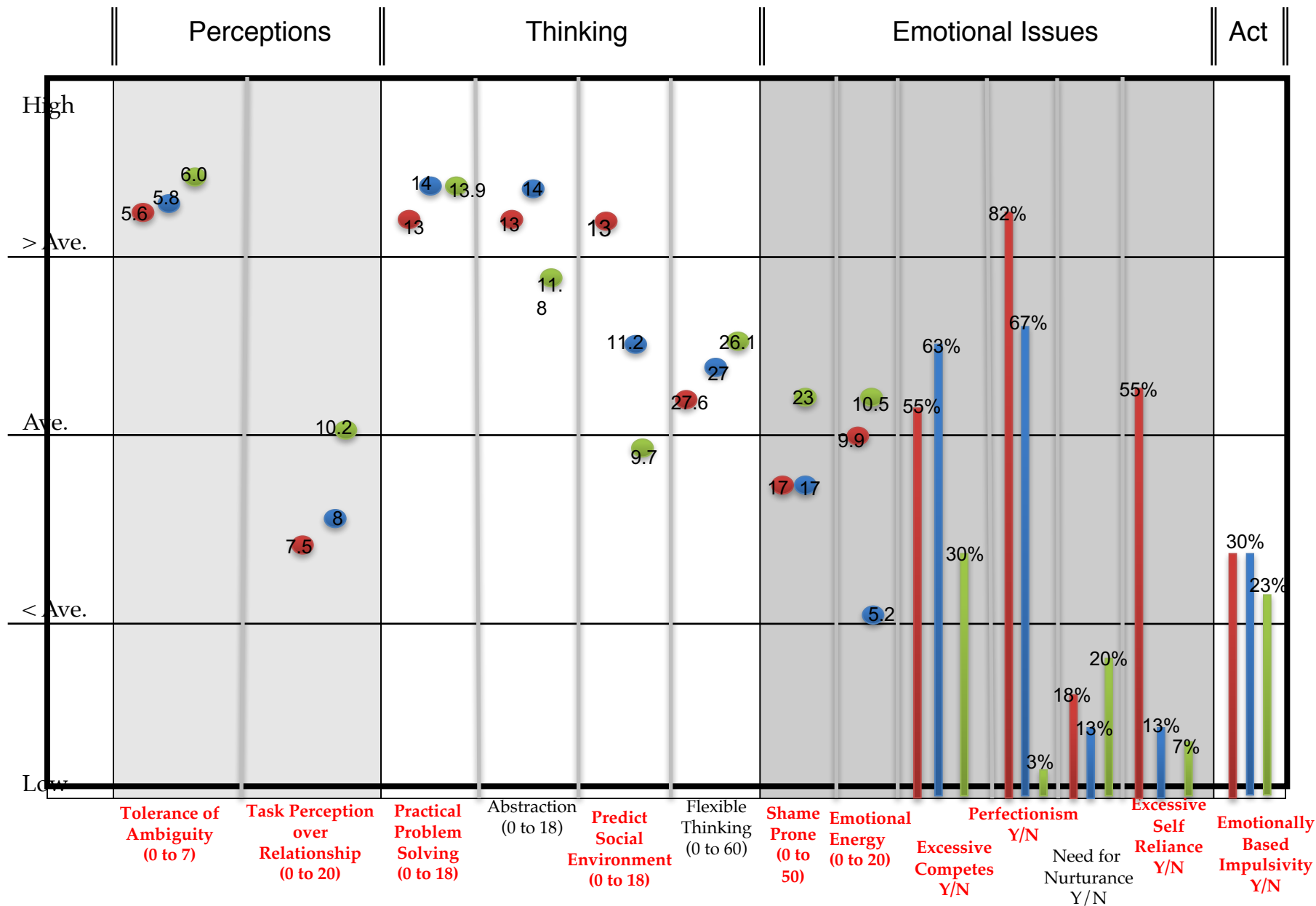
Takeaways

- **Operate in Ambiguity, Thrive in Uncertainty**
 - The Criteria for Success are Always Changing
- **Ability to Deal with Difficult Problems**
 - Do the Hard Work vs. “No Mob” Mentality
- **Anticipate/Accept the Changing Expectations of your Role**
 - Are You Leading or Reacting?

Critical Strengths Assessment

Personal Analytics

- CEO's
- Executives
- City/County Manager



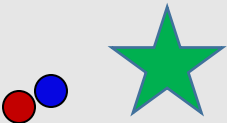


CEOs



Executives

Perceptions

High	
> Ave.	
Ave.	
< Ave.	
Low	

Tolerance of Ambiguity

“Tolerance of Ambiguity”

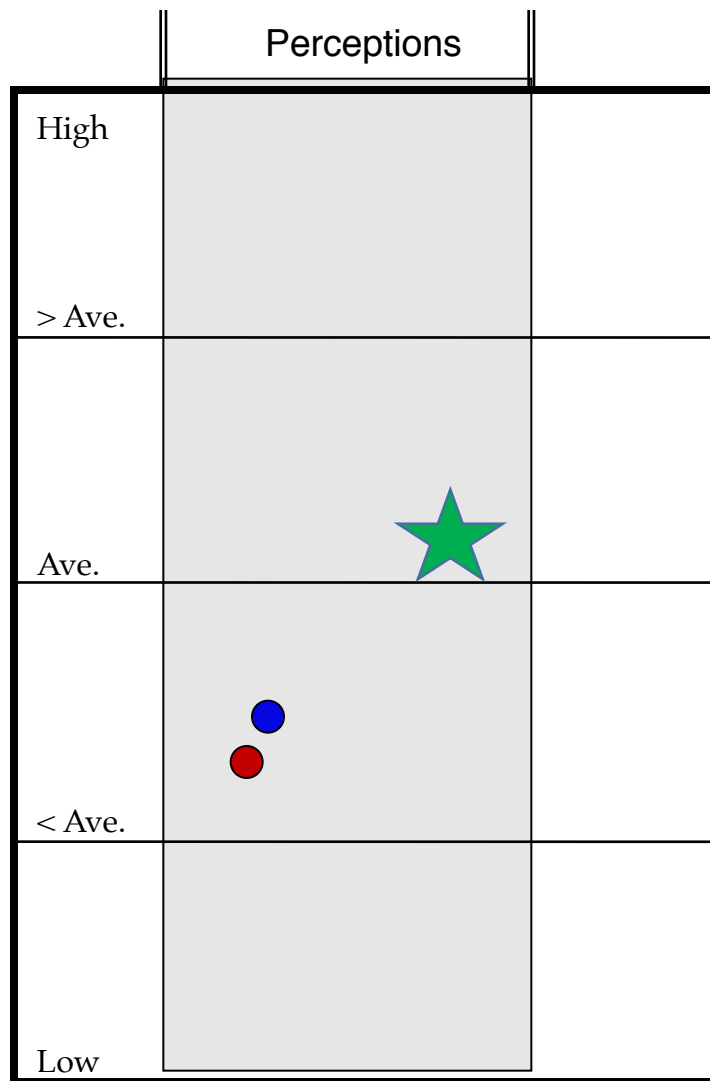
High

- Functions well in ambiguity
- Accurate perceptions & thinking remains strong
- Important for planning, change management
- Aware of own vulnerabilities
- Non-defensive
- May not realize others need structure
- Can be seen as confusing, aloof, confused, or uncaring

Low

- Needs structure to perceive issues accurately
- Without structure:
 - Feel distressed
 - All or none thinking
 - Miss interpersonal details
- When stressed, gets structure from technical work & can fail with interpersonal & strategic issues

 CEOs
 Executives



Task Perception
over Relationship

“Task Perception Over Relationship”

Task

- Task focused & doesn't get distracted by relationships
- Can get so task focused misses relationships and is insensitive to them
- Gets job done, but may leave relationships issue in the wake

Relationships (Non-personal as well as personal)

- Perceives relationships
- May get so focused on the relationships does not perceive task at hand
- May miss the opportunities for immediate action

Do you mind if I strap your phone
to my forehead so I can pretend
you're looking at me when I talk?



Practical Problem Solving

- Uses accumulated knowledge to find practical solutions
- Solves business challenges
- Pragmatic

Predicting Social Environment

- Predicts behavior from details
 - Predicts impact of own personality on others
- Helps:**
- In groups, both as leader & follower
 - Negotiations & politics

Thinking

Above Average

Average

Below Average

< Ave.

Low

Practical
Problem
Solving

Predict
Social
Environment

Innate Affects

Silvan Tompkins

Positive

Interest-
Excitement

Enjoyment-Joy

Neutral

Surprise-Startle

Negative

Fear-Terror

Distress-Anguish

Anger-Rage

Shame-Humiliation

Contempt

Disgust



CEOs



Executives

Shame Prone

High

- Experiences more shame than normal

Impact:

- Shy with people don't know well
- Undermines self confidence
- May be emotionally remote
- **Failure particularly difficult to experience**

- Difficulty sharing personal information

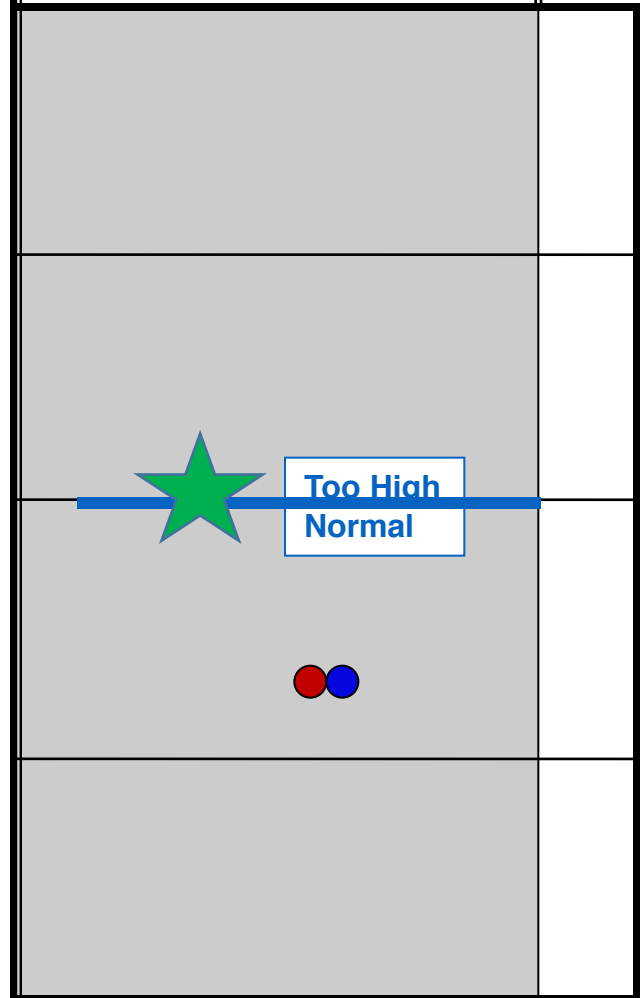
Inhibits:

- Speaking up, particularly about feelings
- Being playful

Normal amount & sensitivity to shame

- Comfortable with other people & helps them be comfortable
- Comfortable receiving and giving feedback

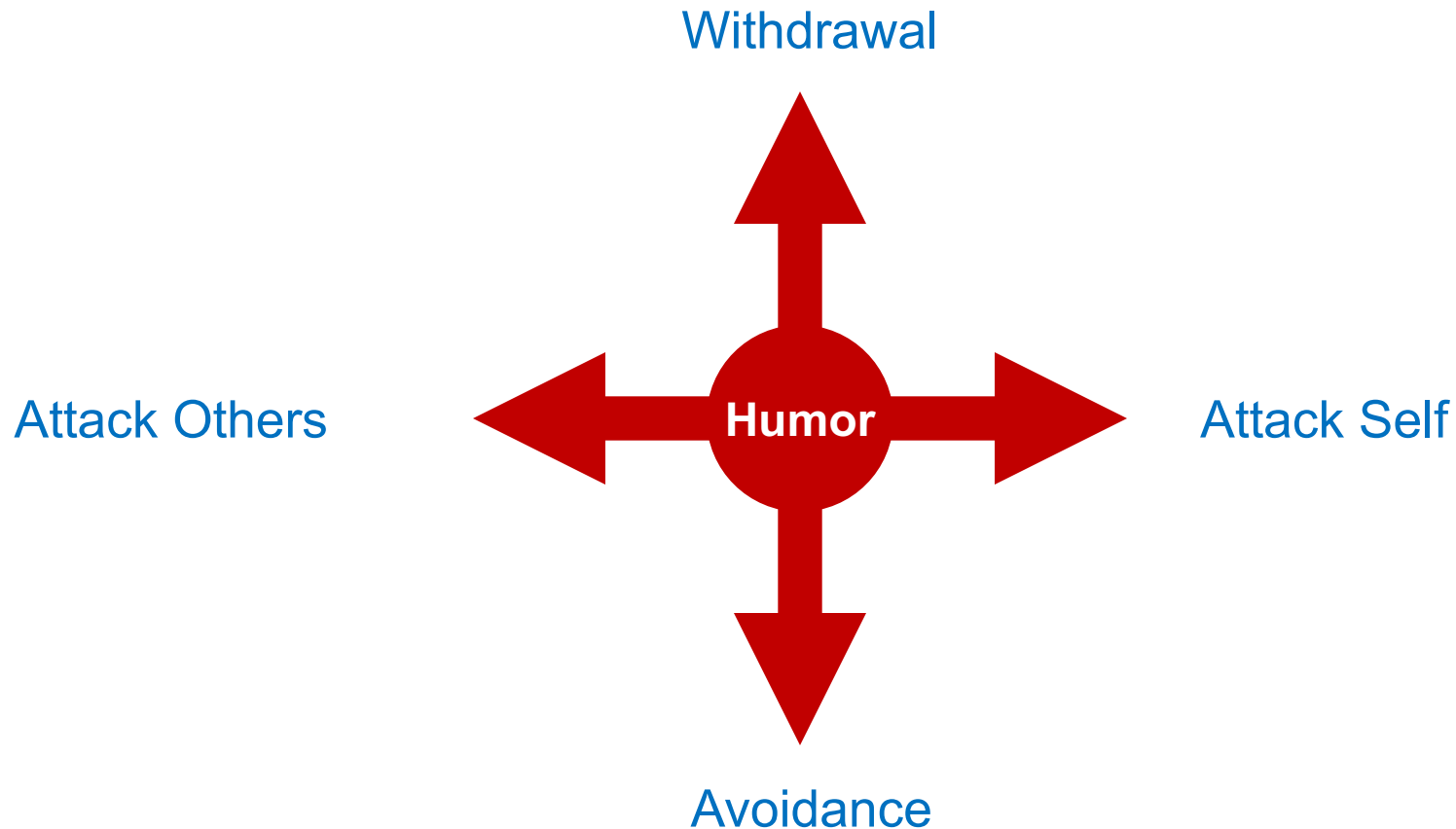
Emotional Issues



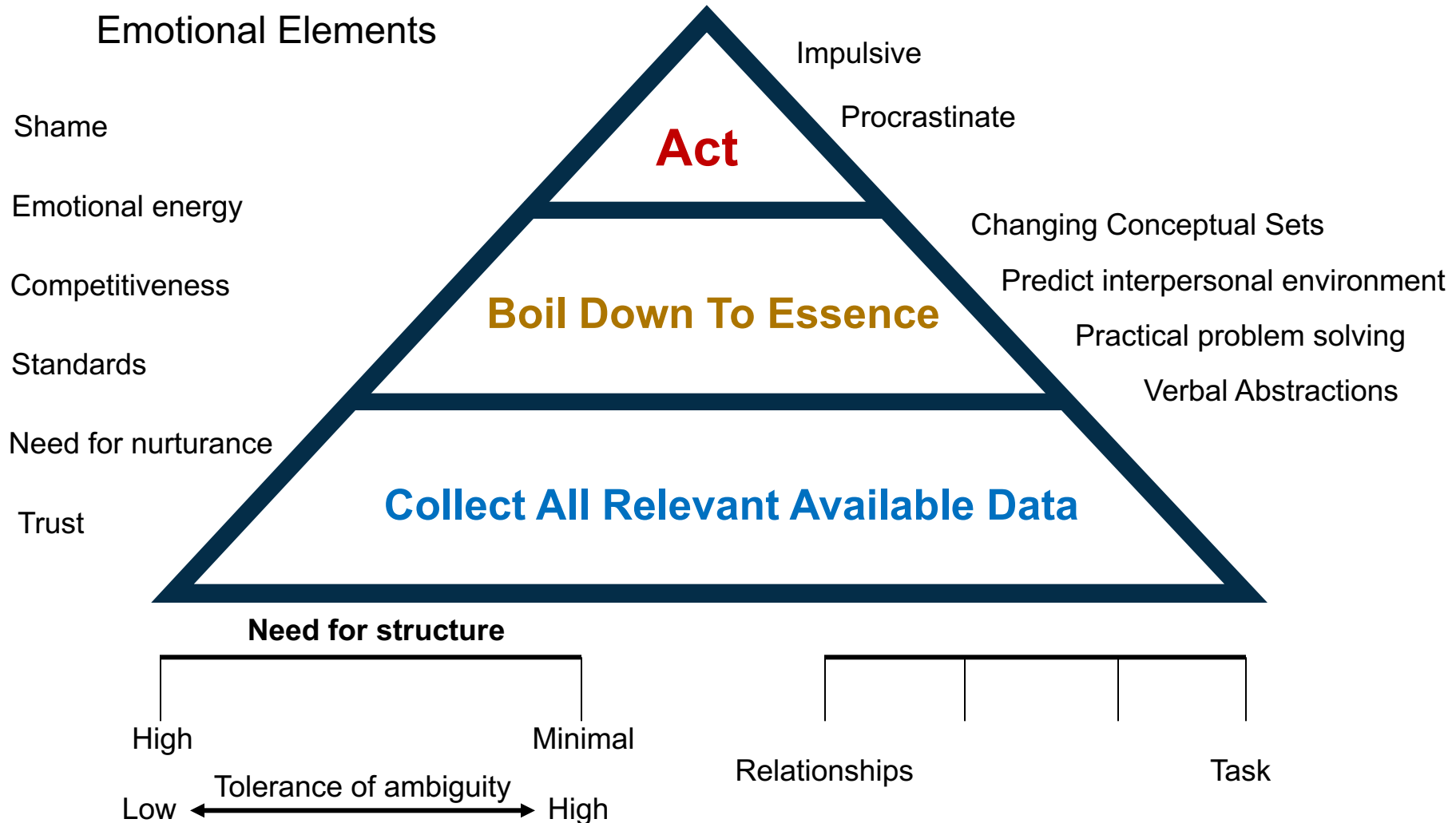
Shame
Prone

COMPASS OF SHAME DEFENSES

D. L. Nathanson, M.D.



Measures of Judgment



Perceptions

- Be aware of the diffused power environment
- The criteria of success can be constantly changing
- Structure supports reality testing

Thinking

- Look for cues – emotions and non-verbal communications
- Be aware that you can leave some behind
- See the world through a different prism – search for different perspectives
- Work to locate the point of shared fate

Emotional Issues

- Know the power and challenges of technology
- Heed the shame alarm
- Monitor emotional energy
- If a Perfectionist, be wary of being moralistic and judgmental
- Shock and awe politics is meant to elicit an emotional response

Act

- Use the judgment triangle – resist the seduction of Ready – Fire – Aim and tactics in place of strategy

Questions & Comments?