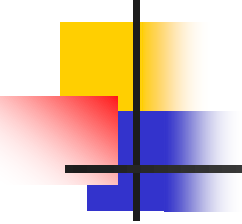# ILCMA Leadership Institute

Leadership, Values and Ethics

May 2022

Mark Franz, Village Manager of Glen Ellyn

Special Thanks to Dave Limardi, Former Highland Park Village Manager for much of this content…..

Mark Franz is currently the Village Manager for the Village of Glen Ellyn, IL. He has 25 years of municipal experience and was the 2015 ILCMA President. Previously, he was the Village Manager in Homewood for eight years and has worked for the City of Evanston and the Village of Northbrook earlier in his career. He is a graduate of Indiana University, and received a MPA from Northern Illinois University. He is currently the Chair of the ILCMA Committee on Professional Conduct.

Leadership Basics

- Get on the balcony **see** the big picture
  - Be aware of detail
- **Listen** to what is said and unsaid and **probe & inquire**
- Pick up **patterns**--importance of lenses--mental models
- Identify adaptive challenges versus technical challenges
- Identify and **lean into tensions**
- Keep the level of stress to a tolerable range
- Maintain disciplined attention on ripe issues
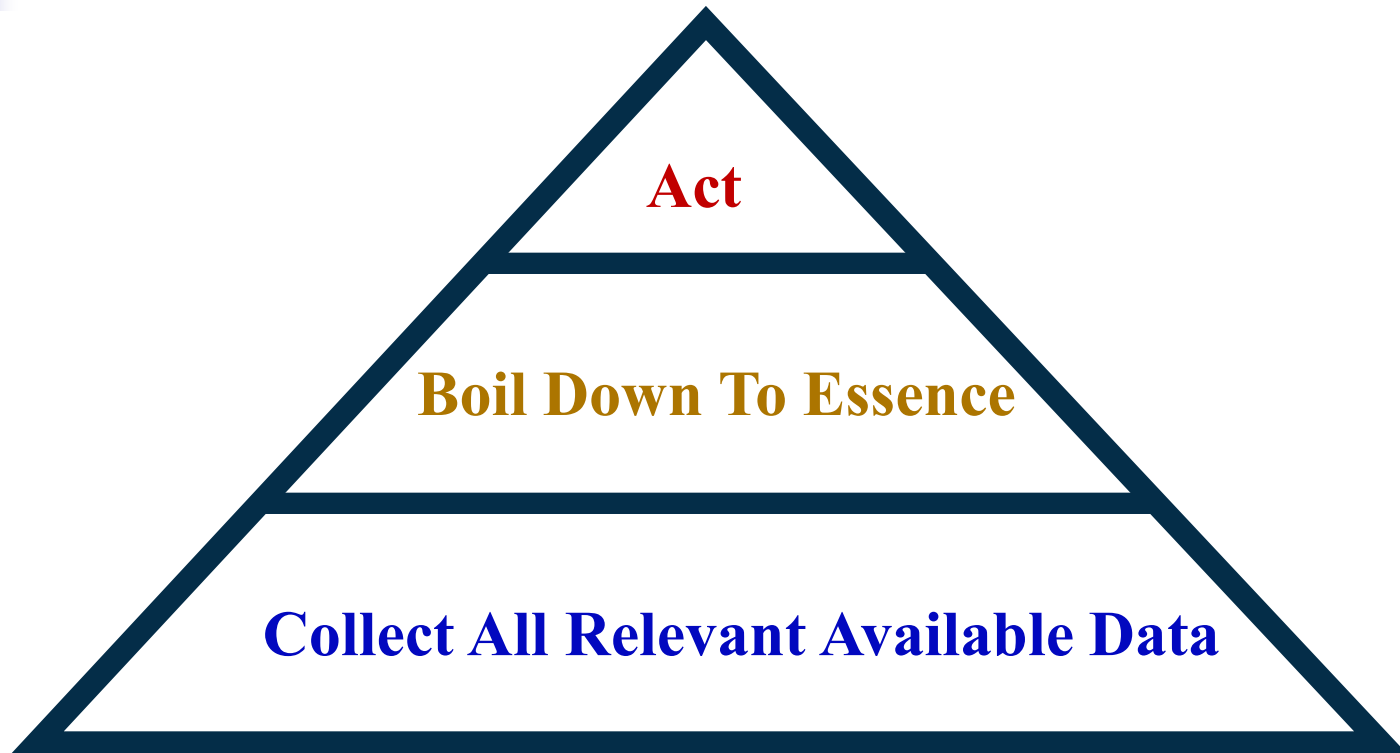- Give work back to people at a rate they can tolerate

Leadership Basics

- Have Vision
- Promote Engagement
- Be Accountable
- Manage Adaptive Work
- Do Creative Work
- Apply Power through Persuasion
- Manage Oneself

JUDGMENT
From Leopold Bellak, M.D.

Act

Boil Down To Essence

Collect All Relevant Available Data

The Changing Environment of Local Government

- Many Definitions of Community
- Complexity of Issues
- Demographic Diversity-DEI
- The Fragmentation of Society
- Tribalism and Holding the Middle
- Varying Issue Attention Cycles
- Value Laden Issues
- Consensus Building, Solution Brokering and Negotiation

The Changing Environment of Local Government

- 20% of Americans trust government to do the right thing.*
- According to Gallop Survey, levels of trust in local government are much higher:
    - 67% for Independents
    - 79% for Democrats
    - 69% for Republicans
- UNC Study found that corruption was 57% less likely in Council-Manager form of government than Mayor-Council form.**

*ICMA Renewing Our Focus on Ethical Decision Making, Patrick Malone, ICMA March 2021
**Promoting an Ethical Local Government, Jerry Newfarmer, ICMA March 2021

The Language of Local Government

- Governance vs. Representation
- Trustee vs. Activist Delegate
- Appropriateness vs. Consequentiality
- Reorganization and Consolidation
- Mandates
- Problems vs. Solutions
- Facts vs. Perceptions
- Linchpin vs. Lightning Rod

The Politics of Public Budgeting

[Policy]

Administration
1. **Problem Solving**
2. **Expertise**
3. **What do you Know**
4. **Information, money, people, things**
5. **Knowledge**
6. **Harmony, Cooperation, Continuity**

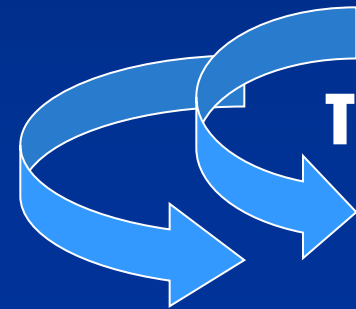**Politics**
1. **Game**
2. **Representatives**
3. What do you hear?
4. Interests/Symbols
5. Power (in Stories)
6. **Conflict, Compromise Change**

P O L I T I C S

A D M I N I S T R A T I O N

[Execution]

Translators

Staff

1. **Identify Value Conflicts**
2. **Depersonalize Issues**
3. **Set and Meet Performance Targets**
4. **Understand Difference-Political & Admin Logic**
5. **Translate**

The Politics of Public Discussion

Characteristics of Politics & Administration

Characteristic	Politics	City/County Mgr Administration
Activity	Game	Problem Solving
Players	Representatives	Experts
Conversation	"What do you hear?"	"What do you know?"
Pieces	Interests/symbols	Information, money, people, things
Currency	Power	Knowledge
Dynamics	Conflict, compromise, change	Harmony, cooperation, continuity

Courtesy of John Nalbandian

Values and Conflict

- <u>Eight techniques for improving management (Bob Morris)</u>
- Show interest in your staff
- Trust your staff capability
- Praise your staff but criticize sparingly
- Be a good listener
- Develop your staff
- Seek advice and suggestions from your staff
- Admit error
- Lead by example

Ethical Development Model for Organizations
K. Hanson

- 1st Stage: Legal Compliance—"Break no Laws"

- 2nd Stage: "Highest Ethical Standards" stage—Aspiration Model ⟶

- 3rd Stage: Values in Management Stage— Organization seeks to understand conflicting values and ethical concerns at every level of the organization

ICMA Code of Ethics

- Adopted by the membership in 1924
- 12 Clear and Concise Tenants
    - Equity
    - Transparency
    - Honor
    - Integrity
    - Commitment
    - Stewardship

Equity

- <u>Tenet 4</u>: Serve the best interests of all the people
- <u>Tenet 7</u>: Serve members of the governing body equally and impartially

Equity is a critical principle in effective service delivery and important to achieving social justice.

Transparency

- <u>Tenet 2</u>: Bring a deep sense of social responsibility as a trusted public servant
- <u>Tenet 9</u>: Keep the community informed and seek to improve the quality and image of public service
- <u>Tenet 10</u>: Let principle and justice guide actions

Appearances are critical to maintaining public confidence. Open communications and transparency in decision making engenders trust for public employees.

Honor

- <u>Tenet 3</u>: Highest ideals of honor and integrity

Public service values are higher than many societal values and have their own rewards. Public employees take pride in these high standards and in doing work that makes a difference. Doing the right thing and doing it the right way is what counts.

Integrity

- <u>Tenet 3</u>: Highest ideals of honor and integrity
- <u>Tenet 12</u>: Honor public time and resources; seek no favors

All public employees can play a leadership role by demonstrating integrity in all of their actions and in the way they carry out their responsibilities.

Commitment

- <u>Tenet 6</u>: Respect the role of the elected leadership and carry out policies in a professional way
- <u>Tenet 8</u>: Commitment to continuous learning for oneself and one's associates

Excellence and competence are assets that the professional staff bring to an organization.

Stewardship

- <u>Tenet 1</u>: Belief in effective and democratic local government
- <u>Tenet 2</u>: Bring a deep sense of social responsibility as a trusted public servant
- <u>Tenet 5</u>: Provide advice and information to help elected officials set goals and make decisions

Build a positive culture where ethical conduct can thrive. Be custodians of the public.

The Leader's Role in Building an Ethical Organization

- Integrate ethical strategies into routine operations
- Be consistent in enforcement and compliance messages
- Communicate standards and expectations clearly
- Commit to ethics training and compliance
- Offer opportunities to discuss ethical issues
- Provide counsel and advice
- Recruit individuals who reflect the ethical values of the organization
- Recognize and commend employee's expressions of ethical concerns

Adapted from *Ethics in Action,* ICMA Training Package 1999

Case Study #1

- Not treating everyone equally…the former Village Manager was best friends with Mayor. How do you manage the Mayor and treat all elected officials equally.

Case Study #2

- A department head has been with the organization for 30 years. As a new Village Manager trying to build a team, he is not responding to your leadership approach. What do you do?
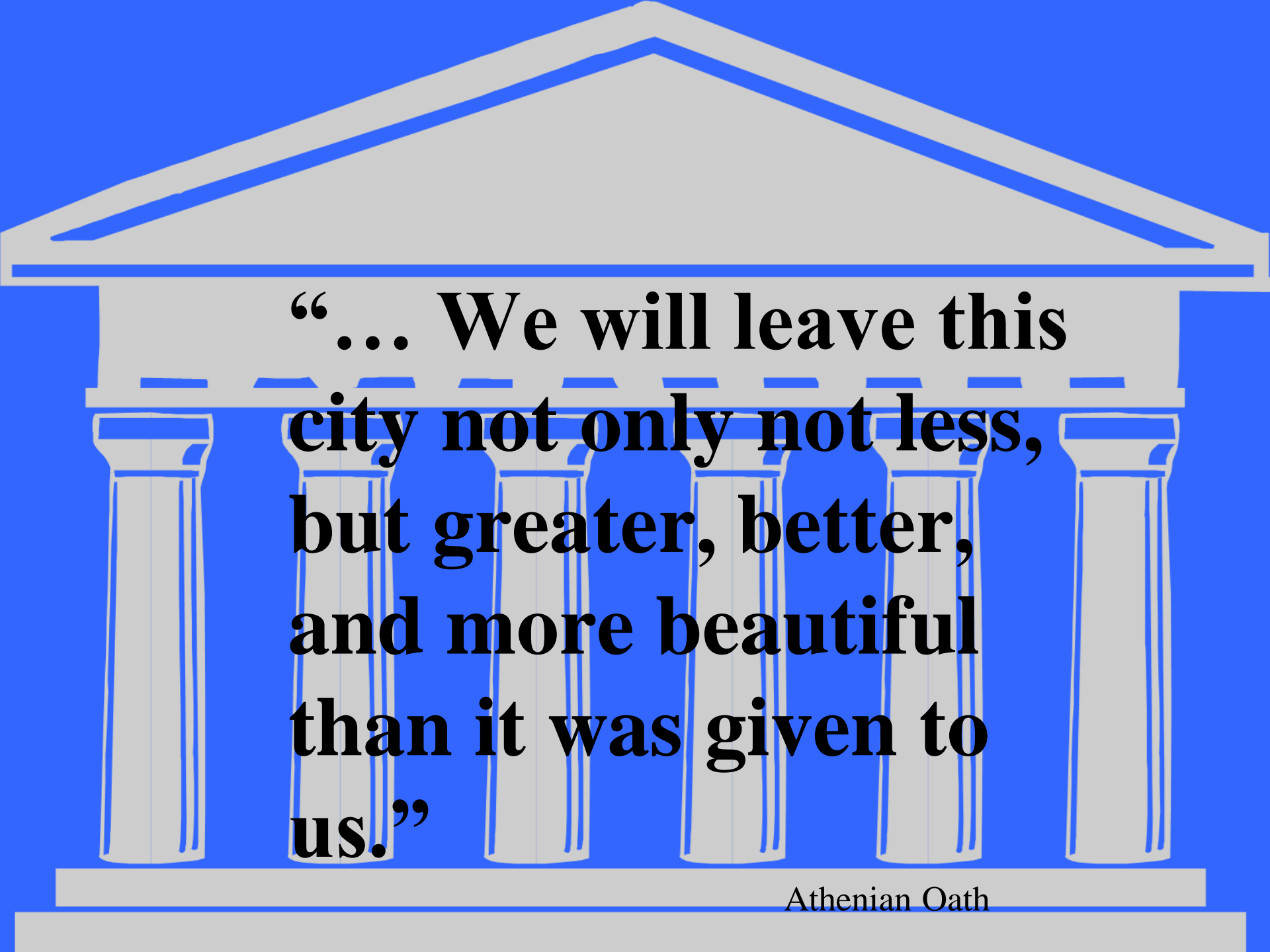
Case Study #3

- A union employee has the ear of a Village Trustee. How do you address this matter with the Village Board?

Case Study #4

- A Village Trustee ran for office on a anti-government platform. How do you build trust with this new elected official?

"… We will leave this city not only not less, but greater, better, and more beautiful than it was given to us."

Athenian Oath