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ICMA
97TH ANNUAL CONFERENCE

Milwaukee
WISCONSIN SEP 18-21 2011

Urban Planner/City Manager
-Public and Private Sector Training
-Broad Geographic/Community Scope
-38 Year Career in Local Government

- Will share successes and stumbles and how both impact professional growth
- Will provide tools needed to meet the responsibility of adding community "value"
- Will explore the achievement of "Evolution not Revolution" by 'Leading from the Center'

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ADDING VALUE

- Trained Managers are entrusted to add value
- One must balance a respect for local tradition with the need for thoughtful change
- Progress often requires navigating around the shoals
- There is value in making a determination of when it is time to 'Lead from the Center'

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KEYS TO LEADING CHANGE

- Understand and refocus unrealistic and/or conflicting community expectations
- Recognize shifts in socio economic forces over time and the effect of 'historic memories'
- Inventory and involve relevant 'players'
- Distinguish between "best" vs. "optimal" solutions
- Anticipate the effects of political timing
- Provide workable alternatives to the elected body
- Continually monitor the organization's level of enthusiasm vs. the public's "tolerance level"

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DONNING THE PROTECTIVE LAYER

- Be sensitive to elected officials who may occasionally feel 'relegated" to merely accepting staff work
- When it is advisable to defer leadership on an issue, provide fact sheets to the elected body and monitor its progress along the way
- Identify leadership voids when they appear and use them as opportunities to strengthen the organization
- Manage data flow, especially its tone
- Detect danger but do <u>not</u> shirk responsibility

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KEY BUZZ WORDS

- Political Resolve
- Community Sentiment (Pride!)
- Innovation
- Resourcefulness:
    - Saving Money
    - Cooperative Ventures and Joint sharing
    - Efficiency through Technology
    - Environmental Stewardship
    - Outsourcing
    - Sustainable Operational Costs
- "Run it Like a Business" vs. Run it Using Business Techniques

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THE CREDIBILITY CONNECTION

- Maintain regular communication using multiple approaches
- Adopt a team standard of: 'Sweat the Details'
- Monitor shifts in focus over time
- Explain the reality of market externalities
- Promote the "Vision"
- Distinguish between "idea- birthers" and "change platform- newbies" and their varying agendas
- Look for opportunities to use public sentiment to maintain focus
- Influence, but <u>not</u> in an overly directive manner
- Adjust to changing community tolerance levels
- Long term, substantive change is that which is embraced rather than forced. It manifests progress that is woven into the community's fabric

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