

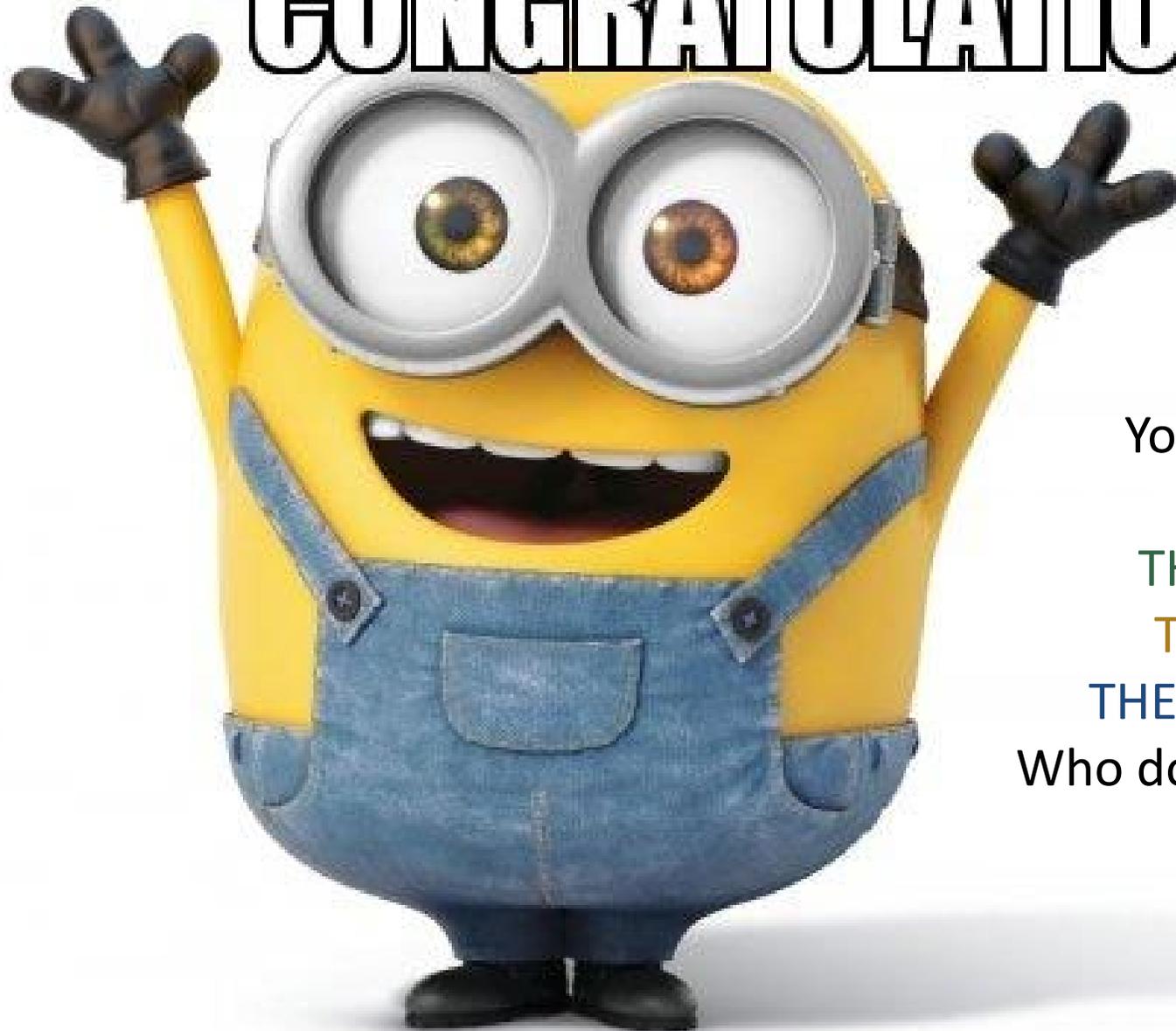


# BECOME A HIGH-PERFORMING TEAM THROUGH AMAZING STAFF/COUNCIL RELATIONS

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December 1, 2022

# CONGRATULATIONS!



You are now **THEY**!!

**THEY** are to blame

**THEY** don't listen

**THEY** don't have a clue

Who do **THEY** think they are?

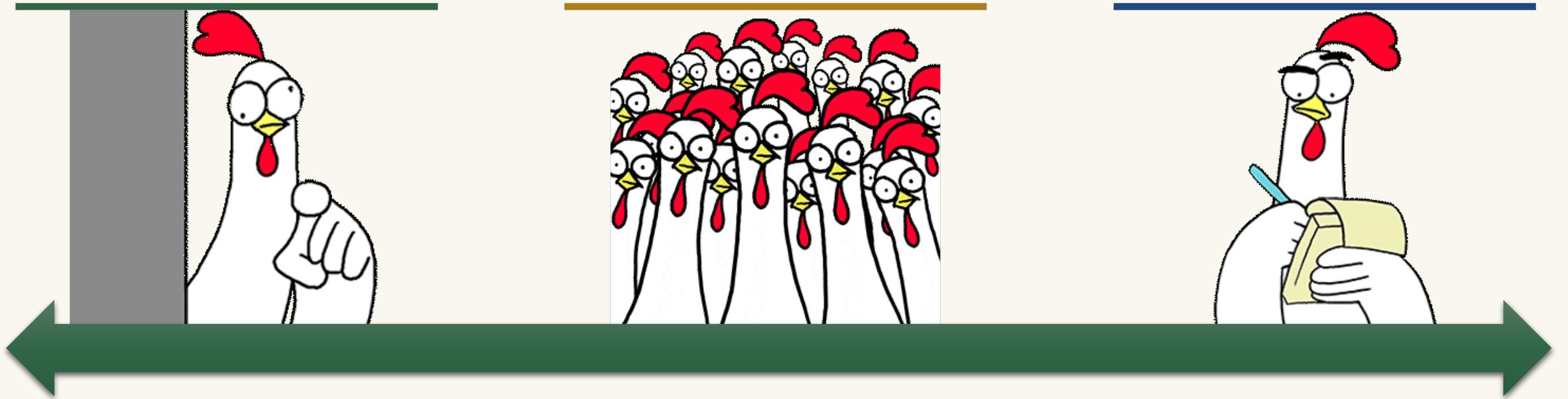
# EXPECTATION VS. REALITY

## SOME CONTRIBUTING FACTORS

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- The speed of government ..... 
- Value of transparency 
- A lot of governance happened before you were elected.   
Chances are you are not the first one to discuss your idea!
- It is impossible to please everyone. Sometimes we must make tough/controversial decisions.
- Council sets policy and does not manage the project or implementation of programs.
- Your passion items will only come up a few times. 

# HOW DOES THIS ALL WORK?



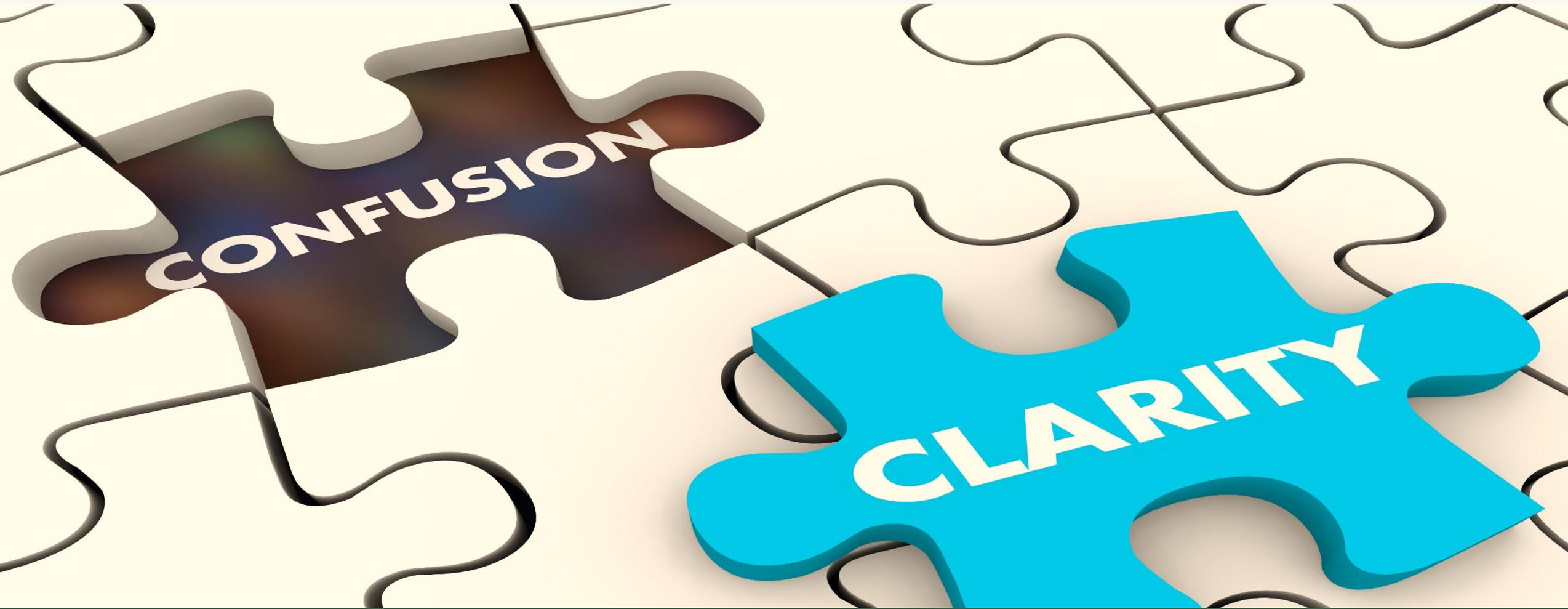
There's You  
(the individual)

There's the Body  
(Council/Board)

There's the Manager  
(& Staff)

# **ROLE CLARITY:** Critical for a high performing organization

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**Understand, respect, & value the different roles**

# ROLE CLARTIY: WE/IT ALL WORKS TOGETHER

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## Individual Elected

- Represent the will of people
- Advocate for what you believe

## Elected Body

- Represent the combined will of the people
- Democratic decision on policy
- Ensure accountability & responsiveness
- Set the policy direction of the organization

## Staff

- Implement the policy direction
- Subject Matter Experts
- Professional Training and Experience

# ROLE CLARITY: WE ALL HAVE A LANE

## Individual

- Have one vote. Vote!
- You are only one person operating within the body
- You are never not an Elected Official

## Council

- Set policy
- Provide clear expectations
- Avoid micromanagement

## Staff

- Provide neutral and factual information
- Subject matter experts
- Implement policy decision efficiently and effectively
- Avoid trying to control governing body

I perform better under strict micromanagement, said no employee ever.

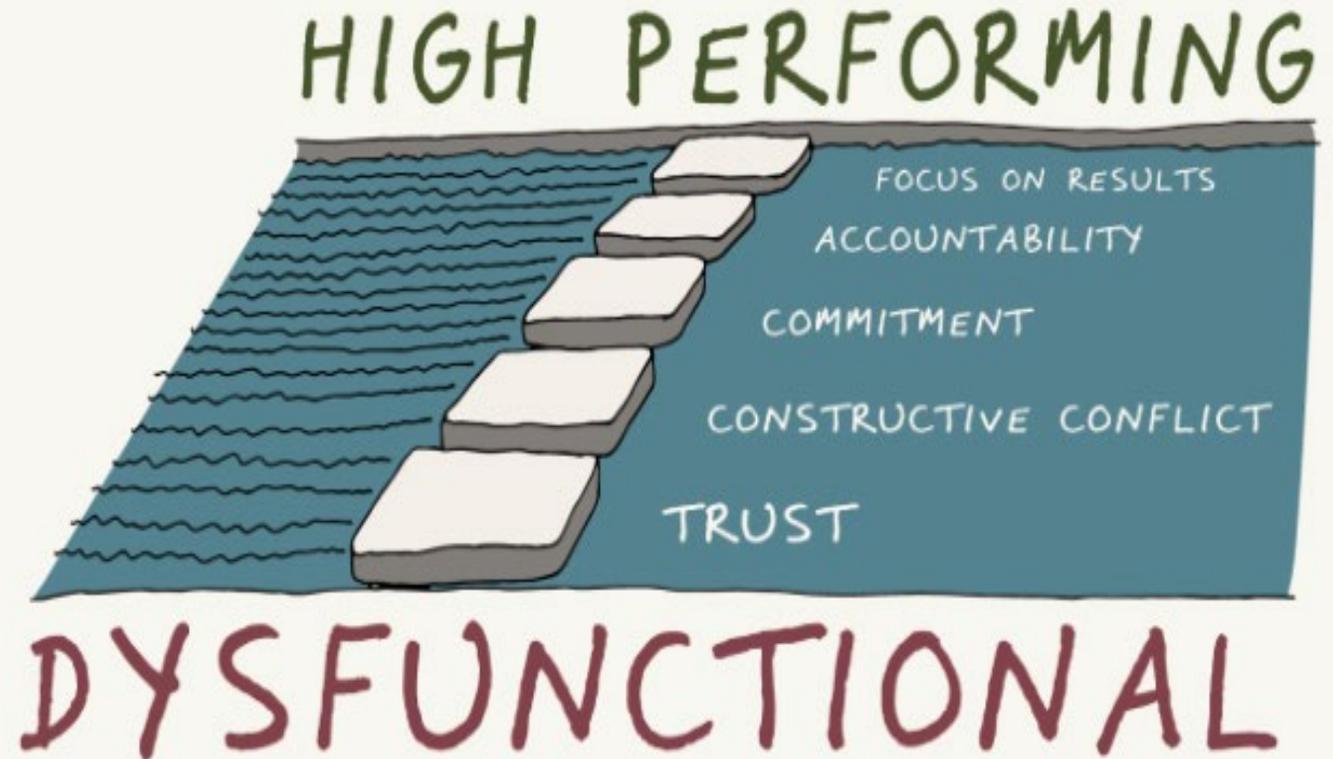


# BODY ACCOUNTABILITY:

## ROLE CLARITY OF INDIVIDUALS WITHIN THE BODY

- Develop meeting procedures and rules of order \*
- Develop protocols for how the Council/Board will communicate/operate outside of meetings\*

\* *Should be revisited after each election*



# BODY: STRATEGIC GOALS AND DIRECTION

- Set Strategic Goals
- Body must decide direction for community
- Provides clarity for community and staff



# COUNCIL/BOARD GROUP DYNAMICS

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- Accountability is a group responsibility
- Don't undermine the decision of the Body
- Avoidance =dysfunction
- It is NOT staff's role to correct behavior
- Build trust



# INDIVIDUAL ACCOUNTABILITY

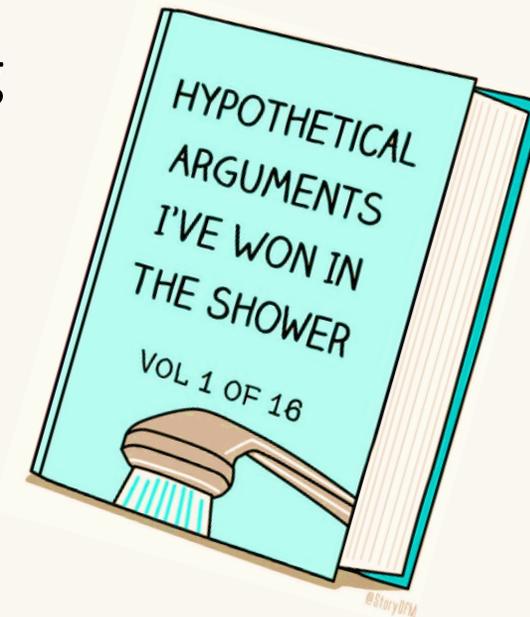
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- Become educated (charter/laws/procedural rules)
- Read the Council packet
- Be present
- Talk to your Manager/Attorney
- Ask questions
- Your voice is equal to other Council/Board members



# INDIVIDUAL STRATEGIES FOR SUCCESS: WITH THE BODY AND THE MANAGER

- Have the hard conversations
- Surprise! – You do not need to “like” each other to work together professionally
- Each Board member was independently elected
- Respect staff technical expertise while thinking outside the box
- Don’t be paralyzed by the desire for complete agreement or an inability to move beyond debate.



# INDIVIDUAL STRATEGIES FOR SUCCESS:

## WITH THE BOARD & THE MANAGER

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- Actively listen to understand, not to know when it is your turn to talk
- Communicate appreciation publicly and be sincere
- Private admonishment/timely – be specific



# INDIVIDUAL WITH CITY STAFF:

## PROCEED WITH INTENTION AND ROLE CLARITY

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- Council/Board has 3 employees – Manager, Attorney, and Municipal Judge
- Work through your Manager
- Gain Body/Manager agreement on communication protocol with other staff
- Be careful: Staff can take an elected comment as a directive
- Individual Council Members have the same role as a citizen
- Staff works for the Manager who works for the Council/Board Body and community **NOT** individual elected officials



# STRATEGIES FOR INDIVIDUAL SUCCESS: WITH YOUR MANAGER

- One-on-one meetings
- Mistakes are allowed, we are all human
- Develop trust
- Communicate, communicate, communicate
- Don't assume



# MANAGER EVALUATIONS

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- Make the evaluation a priority
- Role of the Body
- Do them intentionally, give support
- Remember you are a group
- Your concern may only be yours



# HIGH PERFORMANCE - WHEN IT ALL CLICKS



## INDIVIDUAL

- Advocacy
- Brings Ideas
- Opinions
- Open Mind



## BODY

- Listens
- Makes Decisions
- Debates



## MANAGER/STAFF

- Provides data
- Provides recommendations
- Implements Bodies decisions

HIGH PERFORMANCE



# USE YOUR RESOURCES

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- CML / NLC
- Talk with colleagues
- Attend trainings
- Ask your manager

# QUESTIONS & DISCUSSION

