



2015 ELECTED OFFICIAL SEMINAR

Seeking Confidence: Strategic Decisions & Priorities

1. DECISION MAKING

The Model & Process
Dilemmas & Tools

2. PRIORITY SETTING

Are We on the Same Page?
Reality, Urgency & Responsibility

Lead by
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PROFILE FOR GORDON A. MCINTOSH

Gordon McIntosh has 36 years of management, educator and consultancy roles in the local government sector. As President of the Local Government Leadership (LGL) Institute, he provides governance development, strategic facilitation and leadership training services. He has conducted 1,200 workshops involving 140,000 elected and appointed officials on topics such as:

- **Are We on the Same Page?** –making strategic choices using priority setting criteria with short term action plans consistent with organizational resources for regular monitoring
- **Need a Vision Check-Up?** – moving beyond vision and goal statements to describe and regularly assess progress toward a preferred future
- **Avoiding the Rocky Shoals** – developing a success indicators checklist to assess and develop strategies to enhance decision making, role clarity and organizational effectiveness
- **What's in the Box?** – determining essential and discretionary services as well as ways to maximize efficiency and ensure a balanced service delivery capacity
- **What Does It Take?** – identifying and developing leadership competencies for personal and organizational success along with learning and performance indicators
- **Playing Nice in the Sand Box!** – facilitating shared values and goals for enhanced team, interdepartmental, interagency and intergovernmental collaboration

Gordon received the Professional Award of Excellence and served as President of the Local Government Management Association in BC. His managerial positions included corporate, human service and community development functions of local government. As the Islands Trust Executive Director, he worked with a 26 member Council serving the 470 Gulf Islands in the Georgia Basin.

Doctor McIntosh's research work focuses on local government leadership competency modeling and development. Current faculty roles include the Universities of York, Alberta, Tanzanian Public Service and Victoria as well as serving as Local Government Leadership Advisor at the Banff Centre for Management and Leadership Development Coordinator for the Canadian Association of Fire Chiefs.

Gordon has developed twenty-five core modules for conference sessions, executive workshops and customized programs. He has delivered programs for local, First Nation, Métis and regional governments as well as municipal associations in every region of Canada and overseas - Palestine, Caribbean, Sri Lanka, Africa and Philippines. Session alumni comment that his sessions are fast paced, interactive, humorous and practical with high satisfaction ratings.

He was raised in Ottawa where he received athletic awards for water polo. Gordon and his wife Diane live in North Saanich where they enjoy cycling, gardening and hiking.

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BEHAVIOURAL PATTERNS INVENTORY

	Step #1	Step #2			
<p>INSTRUCTIONS:</p> <p>1. For each group of four words, select the word which best describes you and score 1 in the box to the left under Step #1. Select the word which next best describes you, score it 2 and enter in the box to the left under Step #1, and so on scoring 4 for the word which least describes you.</p> <p>2. Transfer the scores in the boxes on the left to the white squares on the right.</p> <p>3. Add up the scores in each column and enter the totals on the bottom of the page. They should cross total to 80</p> <p>4. Transfer the totals to boxes A-O-C-S on the next page</p>	TALKATIVE	1	2	3	4
	SUPPORTIVE	1	2	3	4
	OBJECTIVE	1	2	3	4
	SOFT SPOKEN	1	2	3	4
	DETERMINED	1	2	3	4
	SOCIABLE	1	2	3	4
	CONFIDENT	1	2	3	4
	PATIENT	1	2	3	4
	DEPENDABLE	1	2	3	4
	SELF-CONTROLLED	1	2	3	4
	CARING	1	2	3	4
	FORCEFUL	1	2	3	4
	FRIENDLY	1	2	3	4
	CONVINCING	1	2	3	4
	CAREFUL	1	2	3	4
	SELF-SUFFICIENT	1	2	3	4
	OPTIMISTIC	1	2	3	4
	SINCERE	1	2	3	4
	DISCIPLINED	1	2	3	4
	OUTGOING	1	2	3	4
	COOPERATIVE	1	2	3	4
	LOYAL	1	2	3	4
	ANALYTICAL	1	2	3	4
	DARING	1	2	3	4
	AGGRESSIVE	1	2	3	4
	ACCURATE	1	2	3	4
	AGREEABLE	1	2	3	4
	WARM	1	2	3	4
RESPONSIVE	1	2	3	4	
STRONG-WILLED	1	2	3	4	
COMPETITIVE	1	2	3	4	
THOUGHTFUL	1	2	3	4	
STEP# 3 TOTALS 80 =	A	O	C	S	

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STEP #4	TOTALS	A	O	C	S	
<p>INSTRUCTIONS (continued)</p> <p>5. Circle the number in each column which corresponds to the total you have entered above.</p> <p>6. Join the circles A-O-C-S.</p> <p>7. <u>Tiebreaker</u>: If you have two circles at exactly the same level - less than 20 on the chart; please complete the tiebreaker (#7) at the bottom of the page to determine your highest dimension.</p>	HIGH DIMENSION	08	08	08	08	
		09	09	09	09	
		10	10	10	10	
		11	11	11	11	
		12	12	12	12	
		13	13	13	13	
		14	14	14	14	
		15	15	15	15	
		16	16	16	16	
		17	17	17	17	
		18	18	18	18	
		19	19	19	19	
		STEP# 5	20	20	20	20
		STEP# 6	21	21	21	21
			22	22	22	22
			23	23	23	23
			24	24	24	24
			25	25	25	25
			26	26	26	26
			27	27	27	27
			28	28	28	28
			29	29	29	29
			30	30	30	30
			31	31	31	31
		LOW DIMENSION	32	32	32	32
		HIGHEST DIMENSION (Lowest Score)				
		TOTALS				
		STEP #7 TIE BREAKER				
		SYMPATHETIC				
		ASSERTIVE				
		CAUTIOUS				
		ENTHUSIASTIC				

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THE BPI CHARACTERISTICS

<p><u>A ASSERTIVE & ACTION-ORIENTED</u></p> <p>Independent Confident (Self-Assured) Optimistic Competitive Goal-Oriented Assertive Time Perspective-Impatient High Need to Achieve May Overstate and Exaggerate Fast-Paced Direct Look, Few Smiles More Aware of Self Than Others Makes Own Decisions Talkative Risk Taker May Dominate May Be Ambitious Control Important</p>	<p><u>O OUTGOING & SOCIABLE</u></p> <p>Dependent Caring Supportive Cooperative Outgoing and Responsive Gets Along Well with Others Warm and Sociable High Need to Affiliate Time Perspective-Future May Act Impulsively Emotional (Show Feelings) More Aware of Others Rely on Opinions of Others Seeks Recognition From Other Yes, When Should Say No Animated Gestures Need to Be Needed Trust People Implicitly</p>
<p><u>C CONTROLLED & DISCIPLINED</u></p> <p>Objective Determined Self-Controlled Self-Sufficient Disciplined Analytical Accurate Strong Willed Reserved Socially Independent Withdrawn At Times Rely on Own Strengths Need Space Don't Push Strong Control of Feelings Cautious and Exacting Industrious and Strong Willed Evaluates Carefully Calm and Self-Controlled Objective and Cool Rationale</p>	<p><u>S STABLE & STEADY</u></p> <p>Soft-Spoken Patient and Reliable Careful and Cautious Sincere Loyal Agreeable Thoughtful Respectful Supportive and Quiet Dependent Good Listener Wait for Others to Initiate Want to Be Included Few Hand Gestures Warm and Smiling Gets All the Facts Needs Reassurances Accepting of Others Good Natured</p>

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BPI CHARACTERISTICS

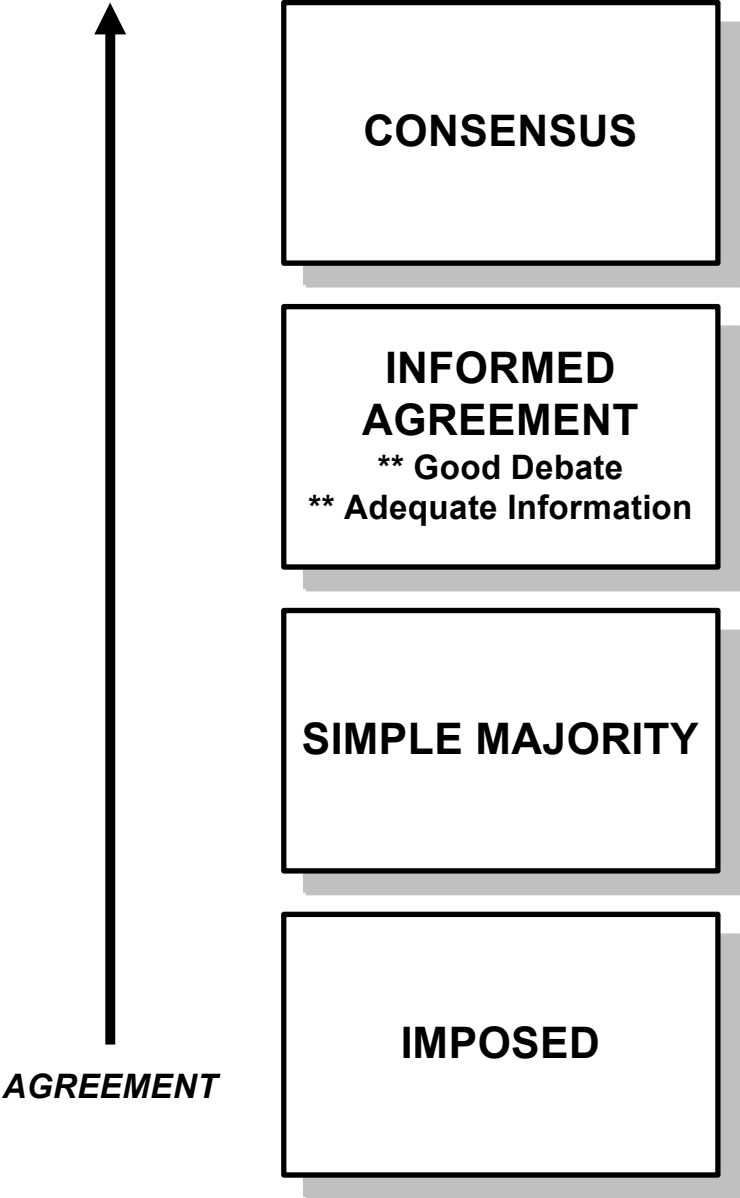
ACTION

	Need - recognition Save - effort O <u>OUTGOING & SOCIABLE</u> Avg. 10%	Need - control/results Save - time A <u>ASSERTIVE & ACTION-ORIENTED</u> Avg. 10%	
<i>DEPENDENT</i>			<i>INDEPENDENT</i>
<i>RELATIONAL</i>	Need - stability Save - relationship S <u>STABLE & STEADY</u> Avg. 40%	Need - accuracy Save - face C <u>CONTROLLED & DISCIPLINED</u> Avg. 40%	<i>TASK</i>

THINKING

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1.1 DECISION MAKING MODEL



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