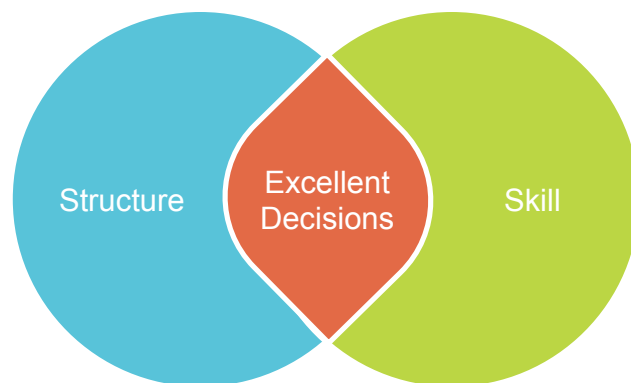




Dynamics and Decision Making

TRACEY LORENSON

Decision Making





What factors make elected decision making difficult?



Activity

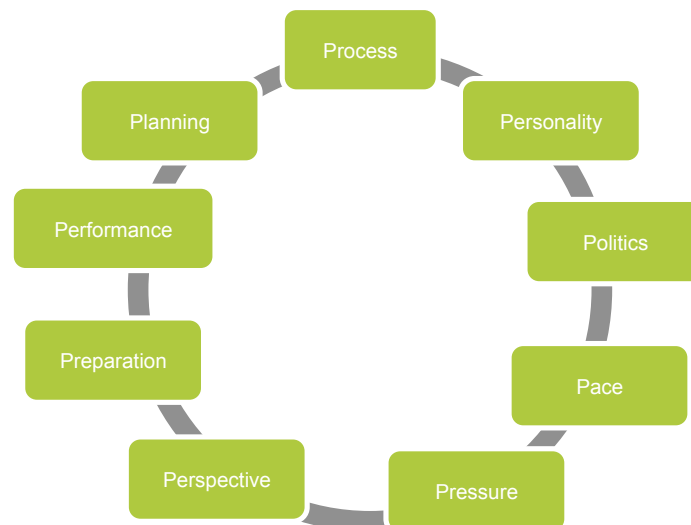
Discussion at Your Tables

What are three issues/features that complicate decisions in the local government sector?

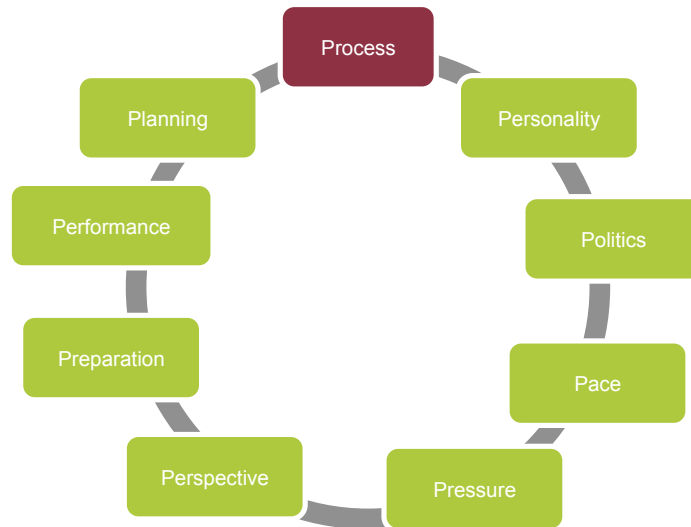
What are some of the TYPES of decisions that you (or your Council/ Board) might find difficult?

What Makes Decision Making Difficult?

Impacts on Decision Making



Impacts on Decision Making



Process

- Role clarity
- Respect for staff
- Respect for experts
- Meeting protocols
- Rules vs. guidelines

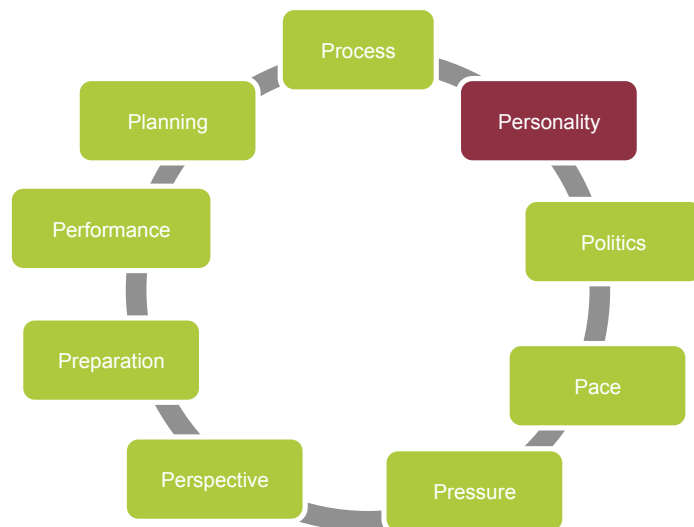


Process

Strategies for Improvement

- Provide ongoing training on the “rules of engagement”
- Consider a Code of Conduct
- Clarify Roles and Responsibilities

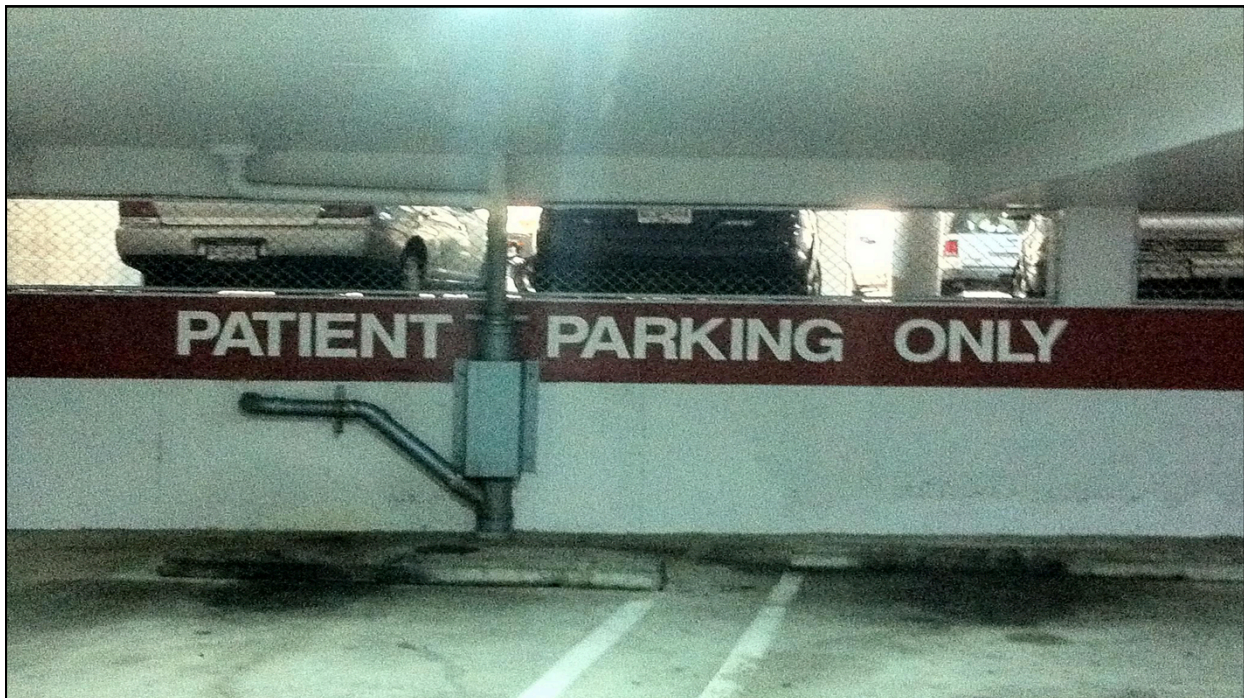
Impacts on Decision Making





Personalities

- Are you self aware?
- Do you understand your impact on others?
- Do you care?
- Strong personalities meet at the table
- Need to have a diverse mix but that can lead to conflict
- Practice candour
- Understand your reaction to conflict



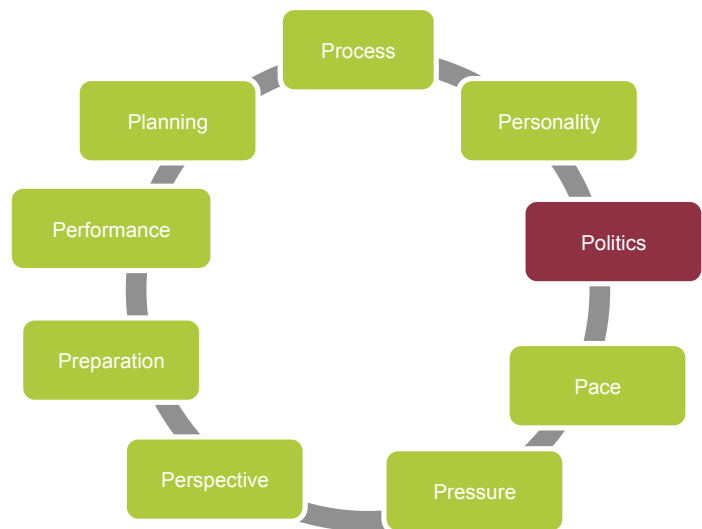


Personalities

Strategies for Improvement

- Provide communication assessments/decision making profiles for elected officials
- Consider “team” sessions
- Focus on self management and continued self development

Impacts on Decision Making





Politics

- Repairing after the election
 - Respecting philosophical differences
 - “Slates”
 - Representing stakeholders
-



Politics

Strategies for Improvement

- Repair damage done through the election process
 - Discuss how you are going to deal with the media
 - Deal with exclusion at the table and avoid reference to “new” and “old”
-



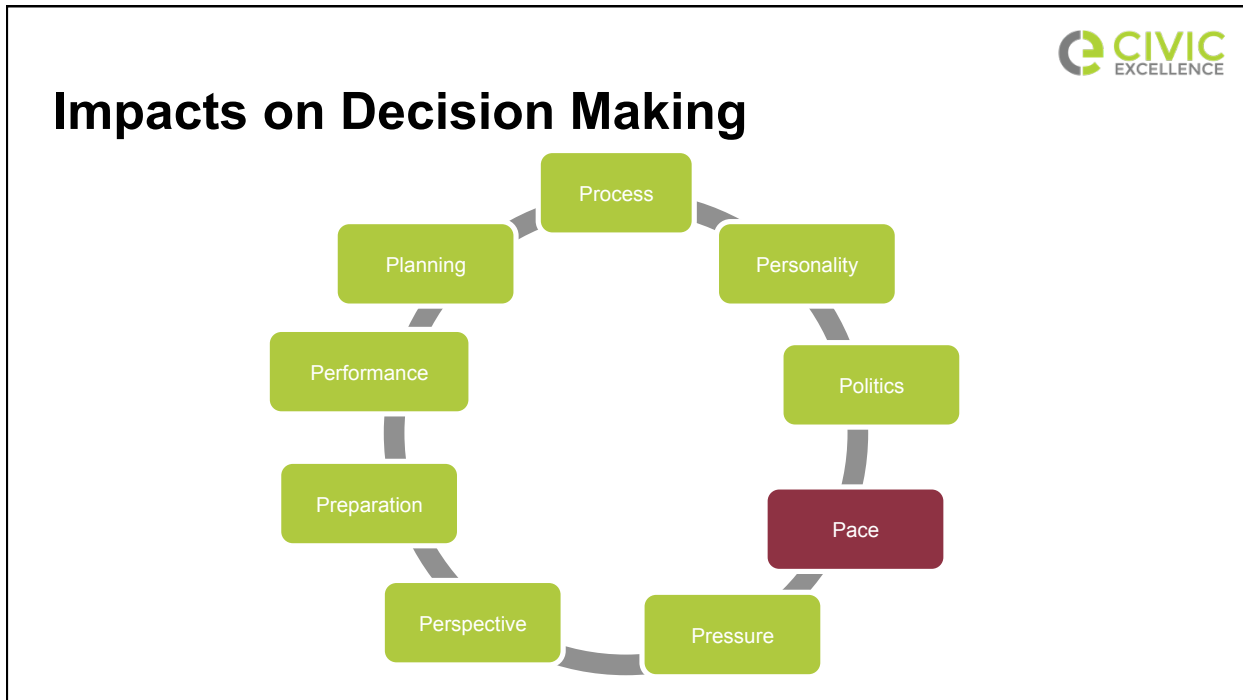
Activity

Practice

Make a list of all of the stakeholders that your local government serves.

(Who expects things from you as Council?)





Pace

- Sense of urgency
- Desire to collect complete facts
- Don't rush or delay

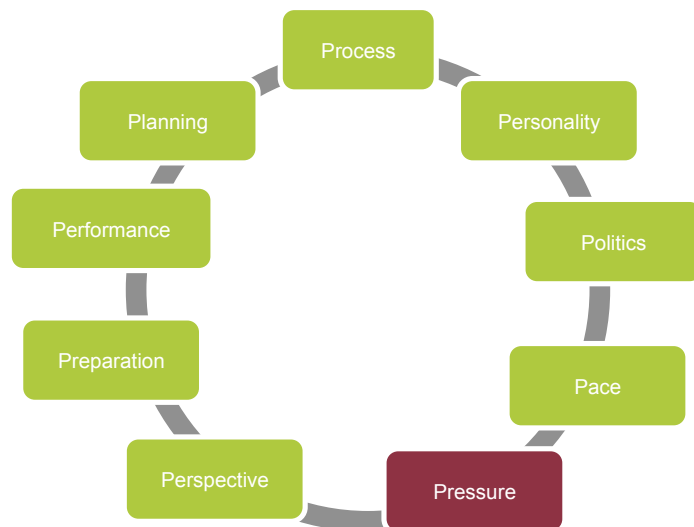


Pace

Strategies for Improvement

- Discuss timelines for projects and decision making
- Assess individual comfort with change and quick decisions
- Don't use staff reports to delay – ask for more time

Impacts on Decision Making





Pressure

- Time pressure
 - Public pressure
 - Media pressure
 - Financial pressures
-

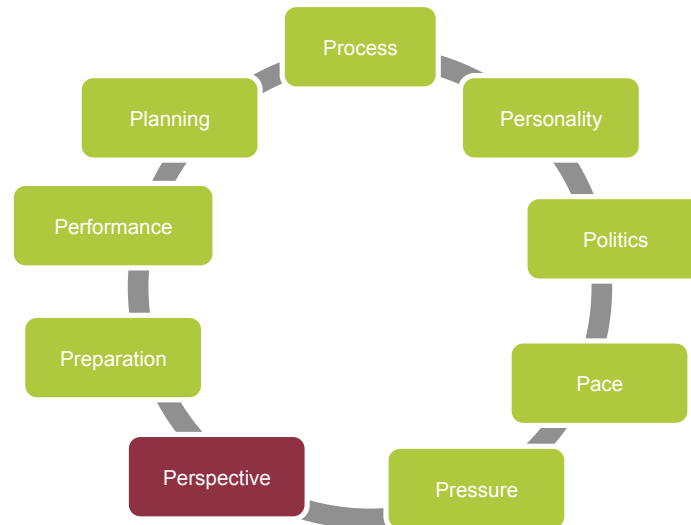


Pressure

Strategies for Improvement

- Be disciplined about meeting management – don't let the agenda go over
 - Don't over respond to those present at meetings
 - Don't grandstand – track "air time" if you have a problem
-

Impacts on Decision Making



Perspective

- Don't "major in the minors"
- Develop a thick skin
- Don't make it personal
- Advocate then support
- Be prepared to change your mind
- More curious, less certain

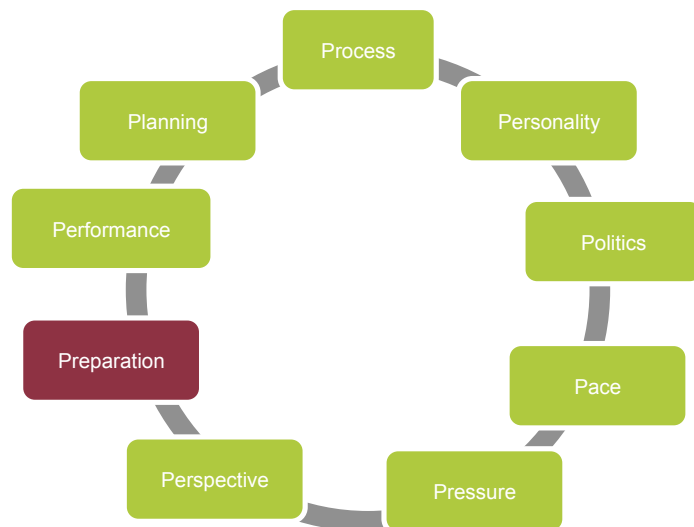


Perspective

Strategies for Improvement

- Don't major in the minors - let small "wrongs" go – politics is a contact sport
- If you can't let it go, raise it privately and respectfully
- Deal with colleague's behavior if it's out of bounds

Impacts on Decision Making





Preparation

- Collectively ask for what you need
 - Agree on the facts in advance
 - Be prepared to act with imperfect information
 - Deal with those that don't come prepared
-



Preparation

Strategies for Improvement

- Review your material
 - Develop a comfort with “imperfect” information
 - Be disciplined in requesting staff reports
-

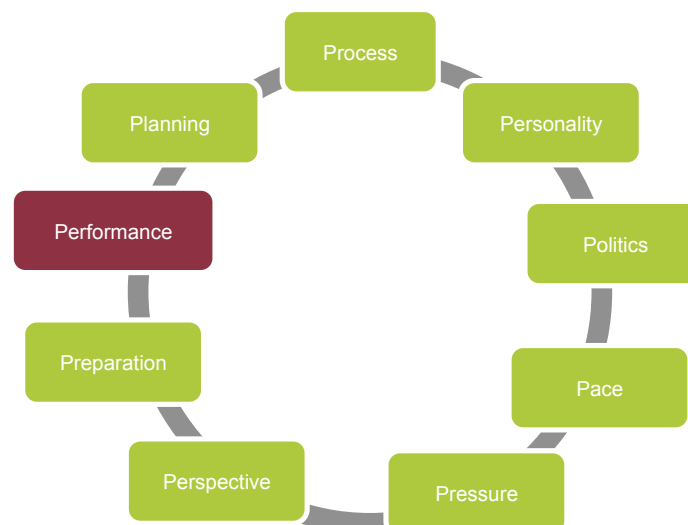
“

Opinion is really the lowest form of human knowledge. It requires no accountability, no understanding. The highest form of knowledge is empathy, for it requires us to suspend our egos and live in another's world. It requires profound purpose larger than the self kind of understanding.

~Bill Bullard

”

Impacts on Decision Making





Performance

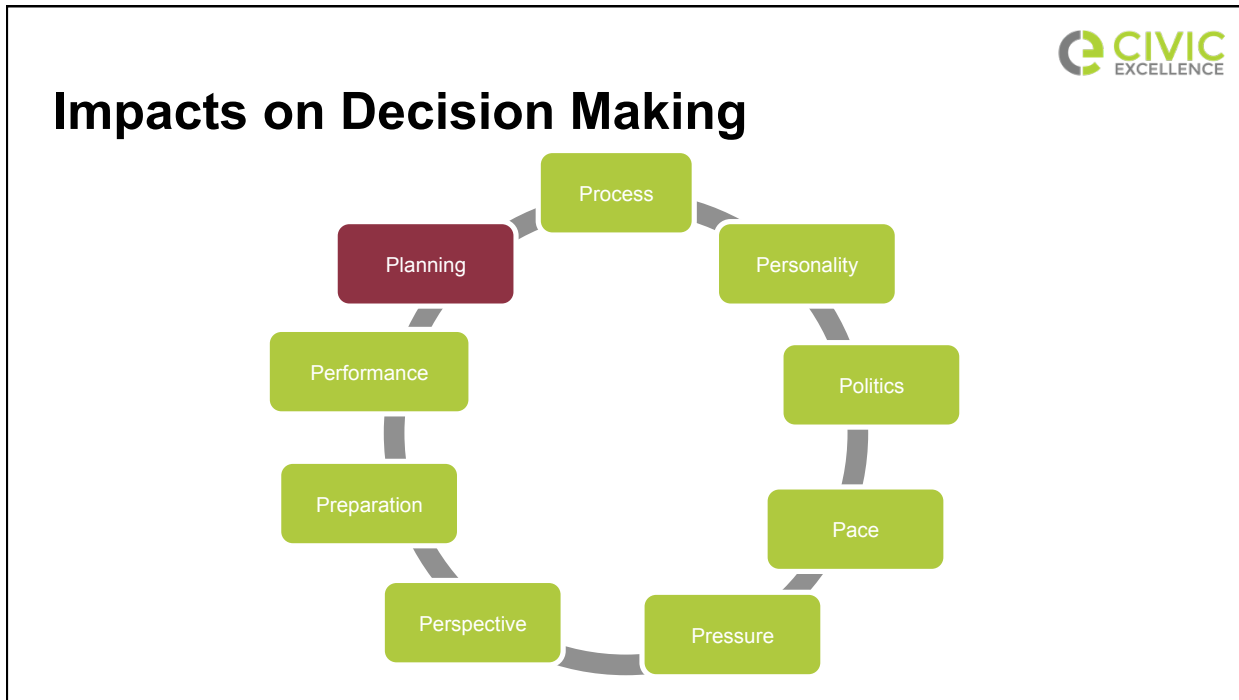
- You need to focus on results – Council/Board, organizational, CAO
 - Without measures staff and Councils/Boards will be aiming at different targets
 - Carefully consider your comments about your colleagues and staff
 - Ensure regular performance feedback is given to the CAO
-



Performance

Strategies for Improvement

- Ensure the organization and CAO have performance targets
 - Measure against these targets – speak with one voice
 - Consider in camera discussions to assess how you're doing
-





Planning

- In order for there to be alignment between senior staff and elected officials there needs to be a clear planning process
 - Strategic plan
 - OCP
 - Other community plans

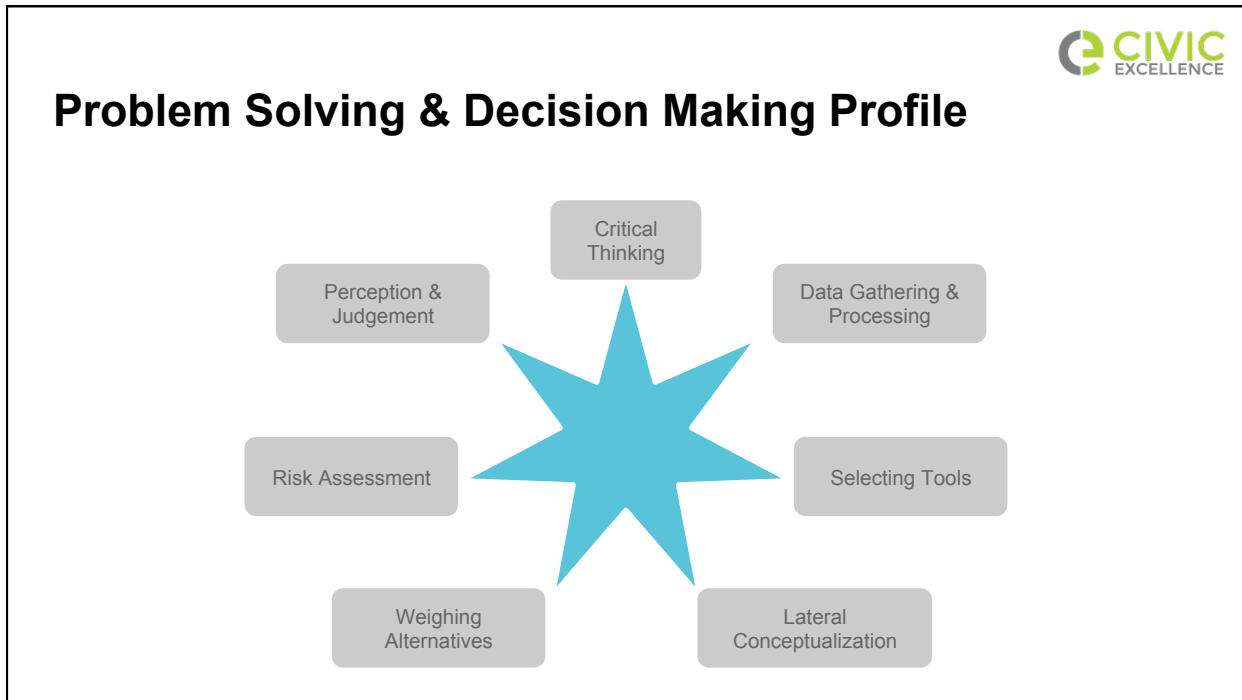


Planning

Strategies for
Improvement

- You **MUST** provide strategic direction to staff
- Deal with elephants, focus on what you're **NOT** going to do
- Link strategic plan with key community planning (OCP)

**Problem Solving
and Decision
Making
Skills Profile**



CIVIC EXCELLENCE

Activity

Assessment

If any of you are interested, we can provide an online 'Problem Solving and Decision Profile' for you to complete after the session. Email support@civicexcellence.com

Dealing with Conflict

Elephant Hunting

Finding and Dealing with the
Elephant in the Room

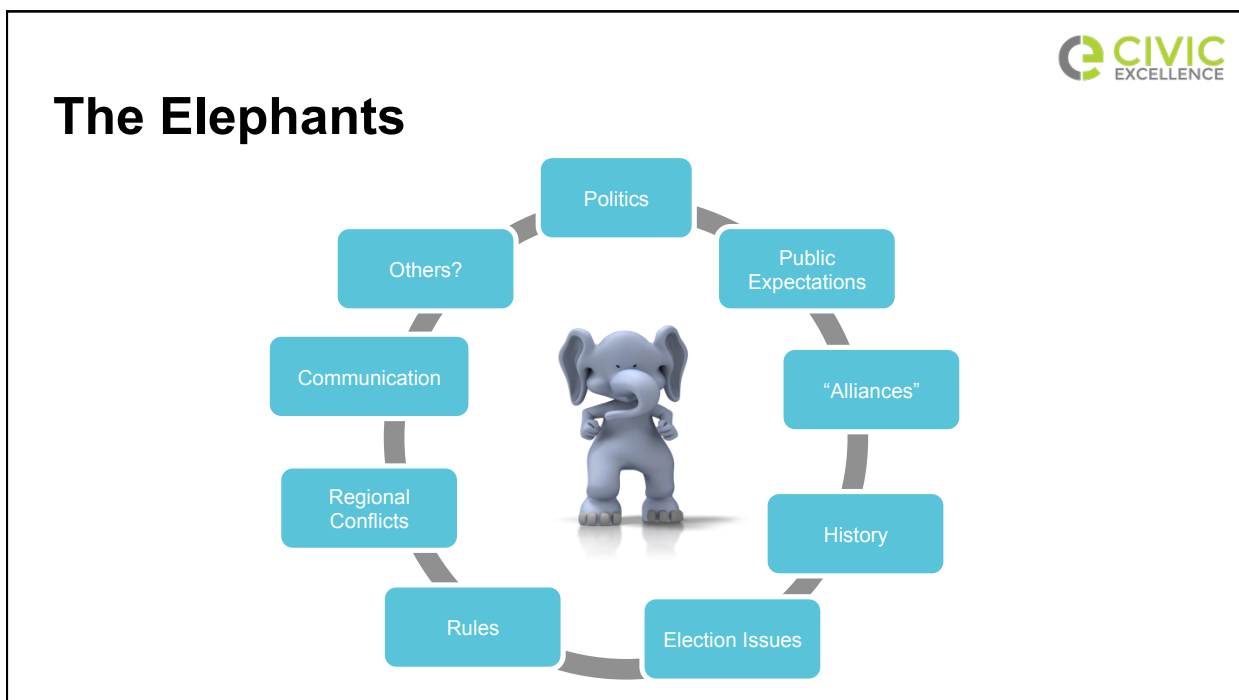
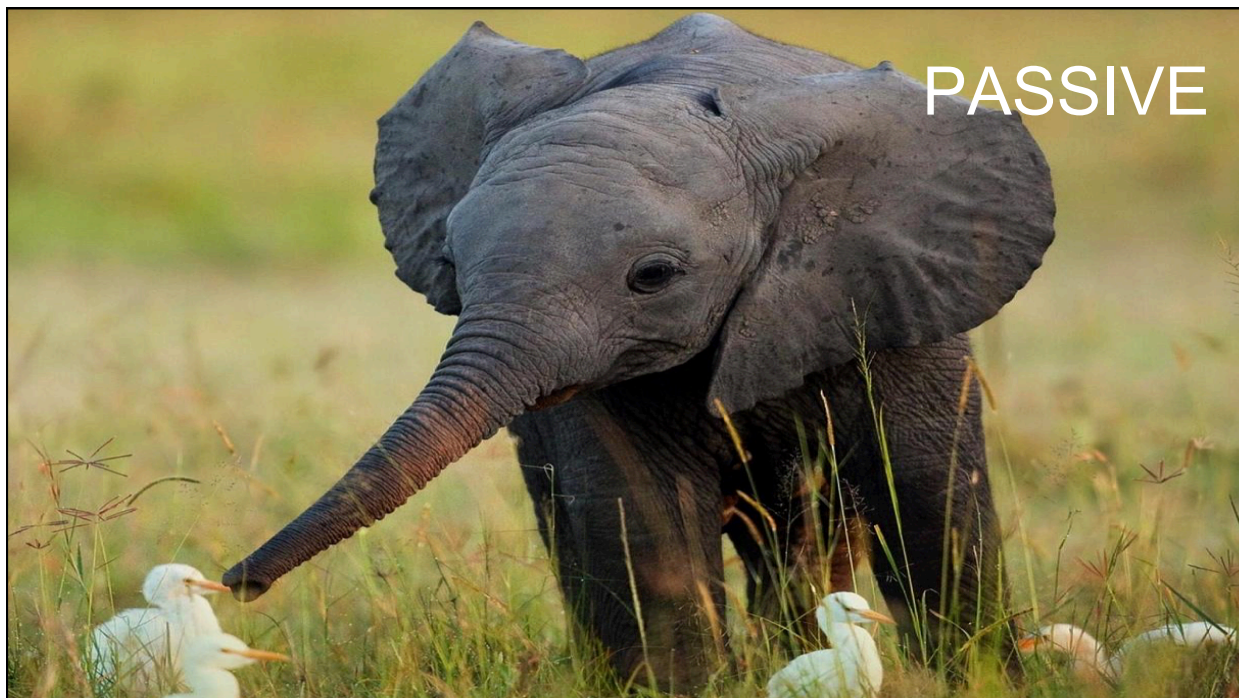


Activity

What “elephants” (contentious or unresolved issues) do you have in your community or new Council/ Board?

43





Top Tips

Top Tips for Dealing with Difficult Issues



TALK	<ul style="list-style-type: none"> • Speak openly about the need to deal with elephants
TRAIN	<ul style="list-style-type: none"> • Consider training people at all levels on dealing with conflict directly
IDENTIFY CAUSES	<ul style="list-style-type: none"> • Focus on the causes of issues (not symptoms) and decide on strategies to address
CHOOSE YOUR RESPONSE	<ul style="list-style-type: none"> • How you deal with issues depends on their nature (Intervention? Acceptance? Other?)
COMMUNICATE	<ul style="list-style-type: none"> • Tell your stakeholders what you're doing • Planning and doing nothing look exactly the same



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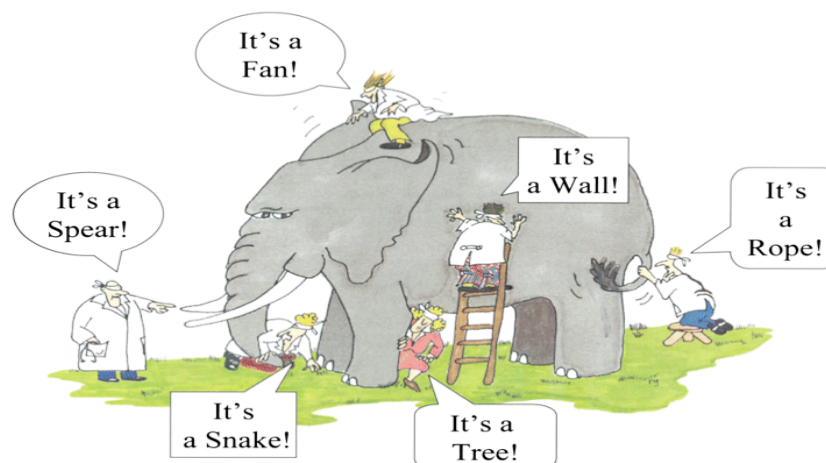
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The Blind Men and the Elephant



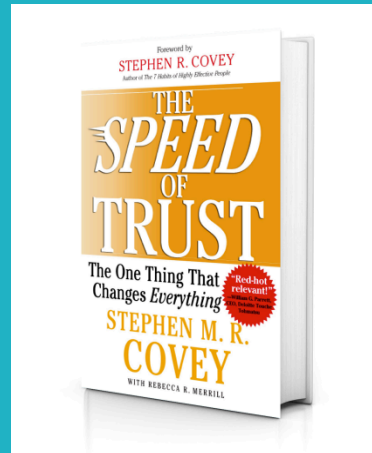


**For more information or if you have
any questions:**

**Contact Tracey at
tracey@civicexcellence.com**

Trust

The Speed of Trust



The Speed of Trust

SELF TRUST	• PRINCIPLE OF CREDIBILITY
RELATIONSHIP TRUST	• PRINCIPLE OF BEHAVIOR
ORGANIZATIONAL TRUST	• PRINCIPLE OF ALIGNMENT
MARKET TRUST	• PRINCIPLE OF REPUTATION
SOCIETAL TRUST	• PRINCIPLE OF CONTRIBUTION

Self Trust



**Relationship Based Trust - Putting
the 'Civil' Back in the Civil Service**



Relationship Trust

- Talk Straight
- Demonstrate Respect
- Create Transparency
- Right Wrongs
- Show Loyalty
- Deliver Results
- Get Better
- Confront Reality
- Clarify Expectations
- Practice Accountability
- Listen First
- Keep Commitments
- Extend Trust