

Managing Up, Managing Down: Different Folks, Different...

George B. Cuff, FCMC
ICMA Conference Presenter

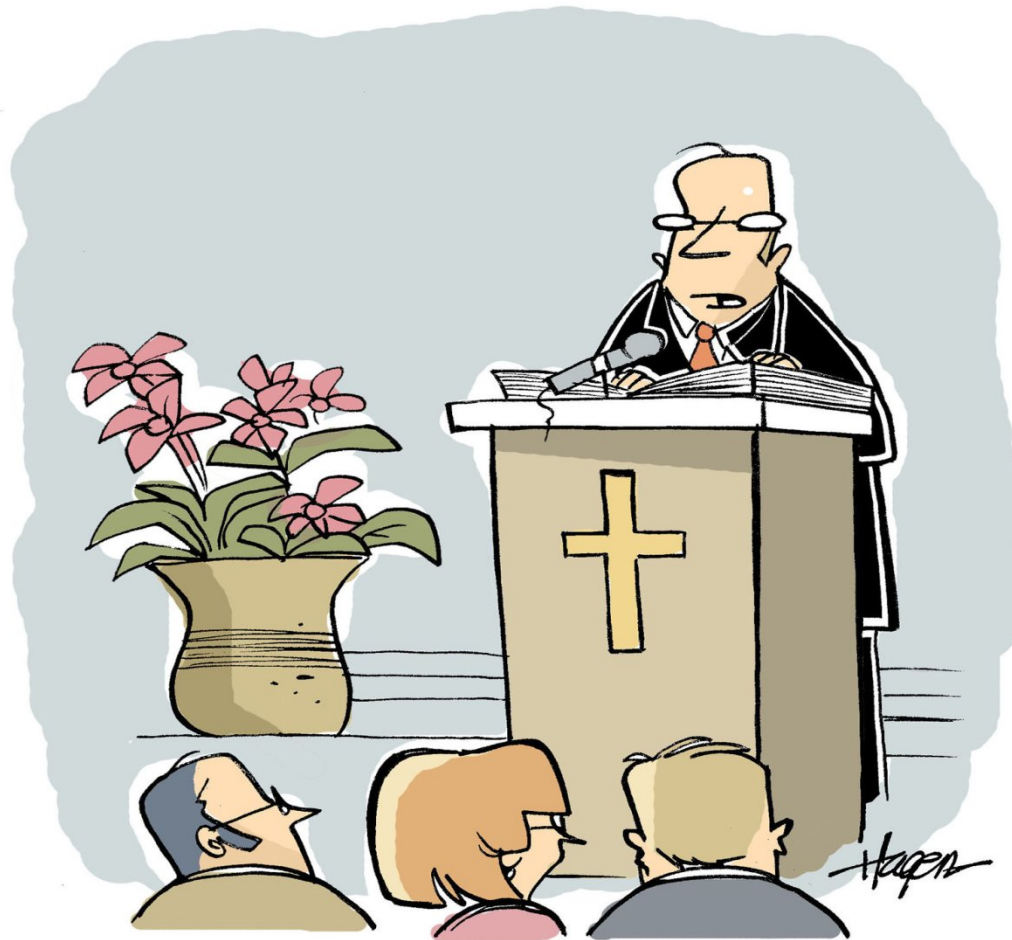


Introduction to George B. Cuff, FCMC

- ❑ 35 years of consulting experience; own firm since 1984
- ❑ 12 years as Mayor of Spruce Grove, Alberta (western Canada); former President of Alberta Urban Municipalities Association & Federation of Canadian Municipalities; received Award of Distinction from both

Introduction to George B. Cuff, FCMC

- ❑ Author: Magazine articles since 1979; two books “Cuff’s Guide to Municipal Leaders”, Volumes One and Two; 3 books of articles “Off the Cuff”; royalties support a children’s camp in NW Romania
- ❑ Presenter at ICMA Conferences (Montreal, San Jose, Milwaukee)
- ❑ Reports for +500 organizations; +500 seminars



TO BALANCE LAST WEEK'S TWENTY-SIX POINT SERMON,
THIS MORNING'S MESSAGE WILL BE POINTLESS

Session Focus

- How do staff and Council differ in their expectations of leadership qualities from local government managers?
- Where are the similarities and how can you make the most of them?
- Do you need to use a different leadership style with each group?
- This session helps you determine how to resolve issues that may arise from the different expectations of staff and Council.

Managerial Competencies

What Roles/Functions Does a Manager Fulfill?



Managerial Competencies

- ❑ Apolitical, professional advice to Council in fulfilling its governance (policy decision-making) role
- ❑ Relationship building with the Mayor & Council members
- ❑ Advice/leadership on key & emerging issues
- ❑ Leadership of the administrative team
- ❑ Fiscal/resource forecasting & management
- ❑ Discharge of all legislative requirements
- ❑ Development of community relationships

Council Expectations

What Does a Council Expect of its City Manager?



Council Expectations (1)

- ❖ Respect for Council: you advise; they decide
- ❖ First-rate advice: clear options; sound recommendation
- ❖ Promptness in carrying out Council decisions
- ❖ A servant heart: efficient service delivery to public
- ❖ Conduct affairs with integrity
- ❖ Model stewardship: public resources treated respectfully

Council Expectations (2)

- ❖ Be responsive to Council requests
- ❖ Operate within policy
- ❖ Respect the structure: report to the level above
- ❖ Manage performance; don't micro manage or abdicate
- ❖ Keep priorities straight
- ❖ Stay away from political games; stick to the knitting

Expectations of Administration

What Do Staff Expect of their Manager?



Staff Expectations (1)

- Be effective in dealing with this Council
- Represent us in an ethical & professional manner
- Build a trustworthy relationship with the Mayor & Council members
- Seek our advice on all issues; present as “team” ideas
- Create a fair, equitable work environment
- Promote based on caliber not connections

Staff Expectations (2)

- Discipline effectively/fairly/quickly/within policy
- Help me learn in a constructive growing environment
- Be a leader: in words, in thinking, in practice
- Build up our image in this community
- Make effective partnerships with allied agencies

Style Similarities

What Works in Both Arenas



Style Similarities

- Integrity
- Candid presentations
- Professional approach
- Transparency
- Admission of shortcomings
- Praise for the work of others
- Optimism for the future

Style Differences

What Does Not Work in Both Arenas



Style Differences

- ❑ Degree of detailed administrative analysis
- ❑ Focus on procedure decidedly less with Council
- ❑ Corrections on style of presentation
- ❑ Degree of informality
- ❑ Brevity: focus on the policy question
- ❑ Uncertainty regarding the best solution: the alternatives have been expressed; clarity of advice required in any dealings with Mayor and Council

Resolving Issues

Using What You Have



Resolving Issues

- ❑ What Works?
 - ❑ Clear understanding of the issues
 - ❑ Refusal to answer first and think later
 - ❑ Willingness to hear the voices of those most affected
 - ❑ Careful examination of current applicable policy
 - ❑ Delegation to those best positioned to answer
 - ❑ Confidence that response is balanced, fair, sustainable
- ❑ You are who you are; your style is your style; your ability to handle issues ought to be clear; get on with it!

Real joy comes not from ease or riches or
praises of men, but from doing something
worthwhile.

Sir Wilfred Grenfell, English missionary & physician

Questions/Comments?

Additional Information...
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