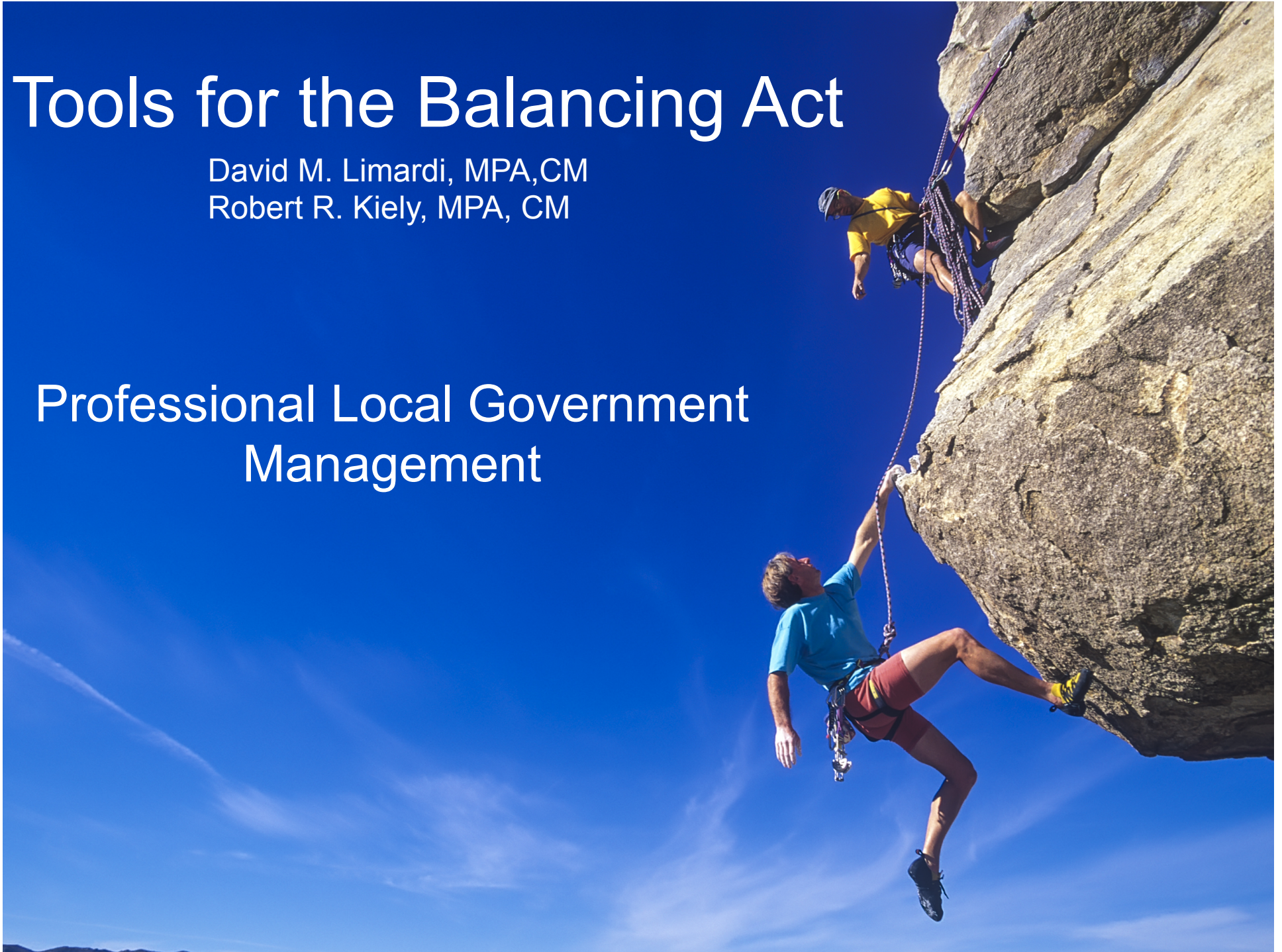
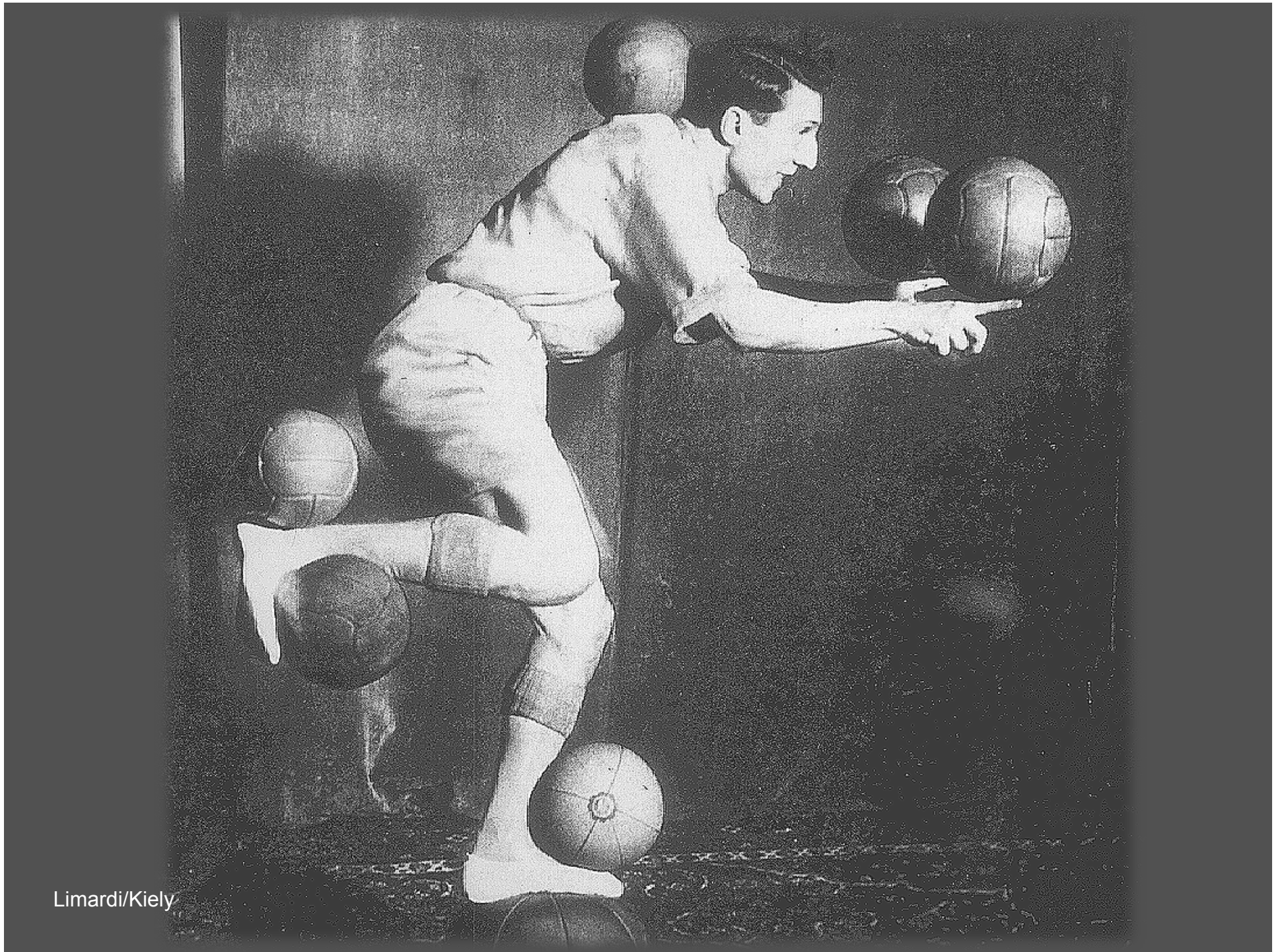


# Tools for the Balancing Act

David M. Limardi, MPA, CM  
Robert R. Kiely, MPA, CM

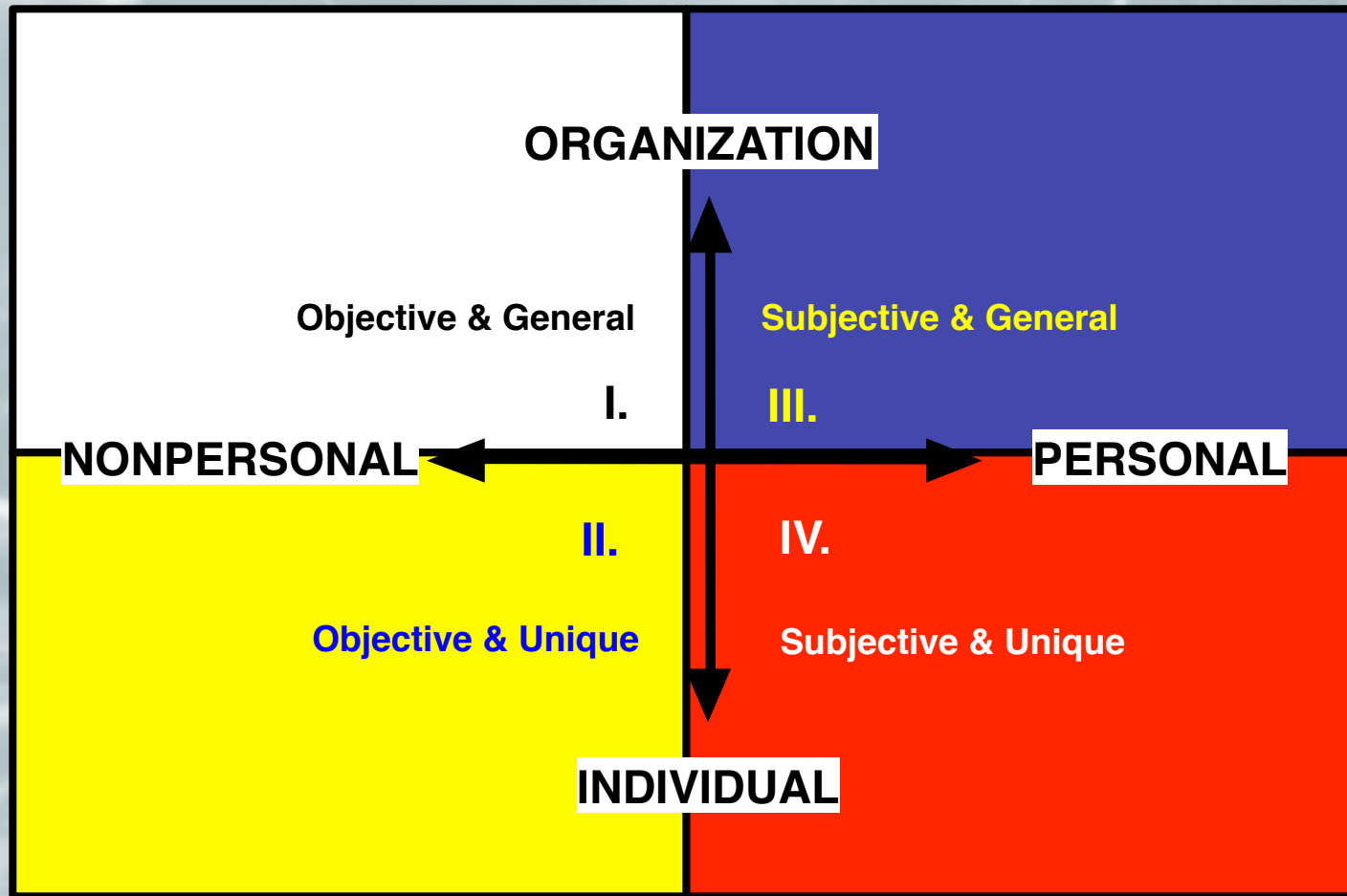
Professional Local Government  
Management





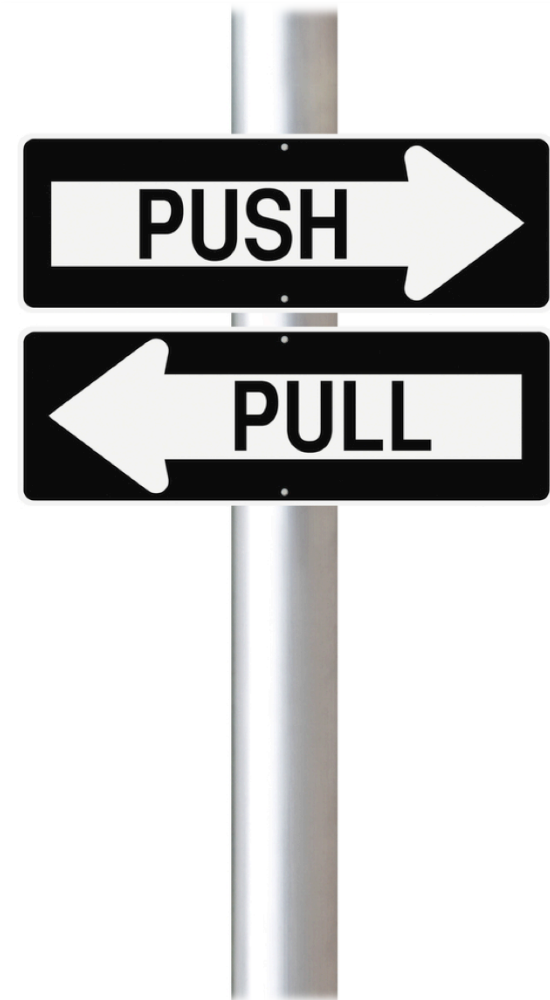
Limardi/Kiely

# Domains of Leadership



# “What Causes the Push?”

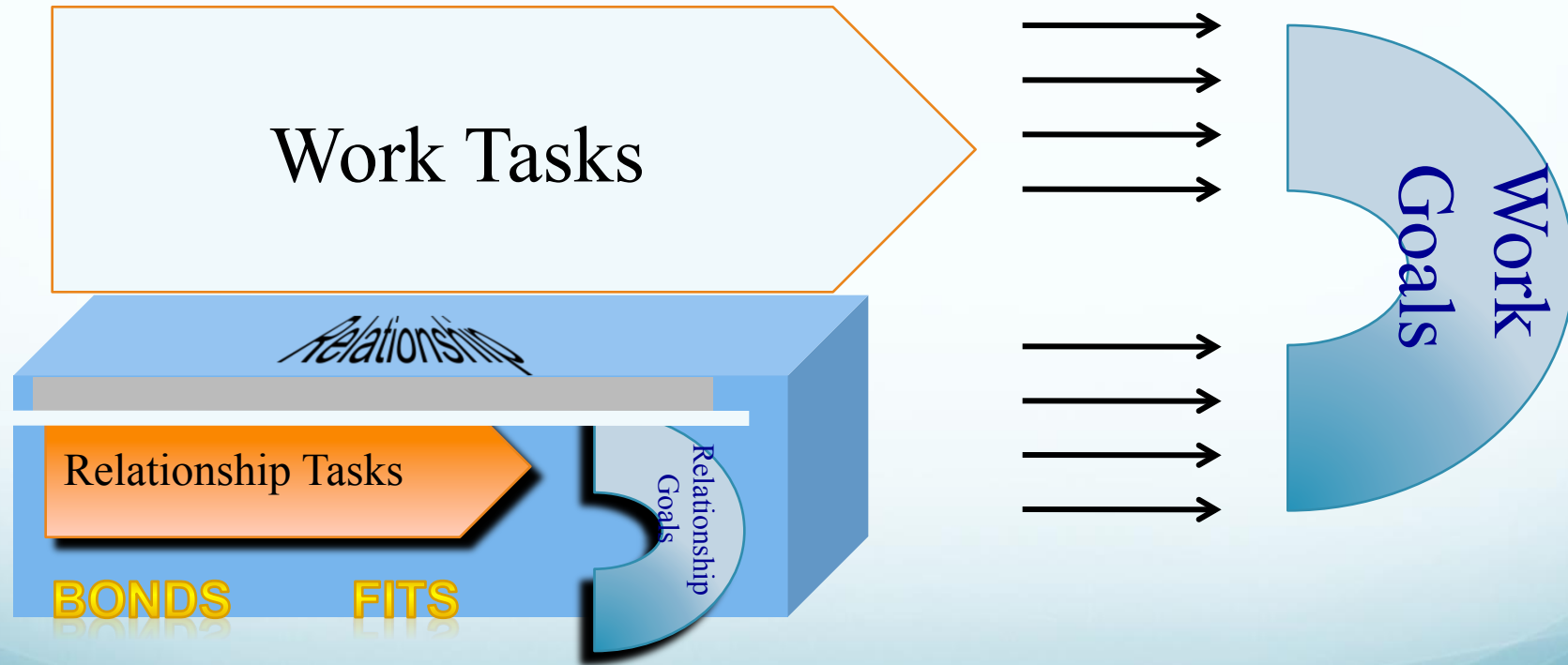
- Fiscal Stress
- Political Conflict
- Community Pressures
- Interpersonal Conflict



# Interpersonal Conflict

- Lack of Shared Goals / Expectations
- Lack of Alignment
- Non-Collaborative Environment
  - “Gotcha Mentality”

# Alignment



# Success Criteria

- Elected Officials Expectations
- Professional Managers Expectations

*(Internal & External)*

# Success Criteria Survey

- Total Participants: 491 mgrs. - 2490 elected
- Gender: 77/23% - 70/30%
- Age: 53% > 50yrs. – 74% > 50yrs.
- Community Size: 69% (5 – 50,000) - 65%
- Tenure: 65% (1-10yrs.) – 74%



# Success Criteria

	<b>Internal</b>	<b>External</b>
<b>Interpersonal</b>	<ul style="list-style-type: none"> <li>• Innovative organizational culture</li> <li>• Ethical organizational culture</li> <li>• Low employee turnover</li> <li>• Professional Development</li> <li>• Productive Interpersonal Relations</li> </ul>	<ul style="list-style-type: none"> <li>• Positive media relations</li> <li>• Citizen satisfaction</li> <li>• Positive community reputation</li> <li>• Effective Intergovernmental Relations</li> <li>• Culturally Vibrant Environment</li> </ul>
<b>Technical</b>	<ul style="list-style-type: none"> <li>• Open internal communications</li> <li>• Financial stability</li> <li>• Execution by management team</li> <li>• Adherence to policies and procedures</li> <li>• Effective planning, programming, and structure</li> </ul>	<ul style="list-style-type: none"> <li>• Open communications and a process for civic engagement</li> <li>• High functioning infrastructure</li> <li>• Culture for high quality customer service</li> <li>• Safe and healthy environment</li> <li>• Reliable service delivery</li> </ul>

# Success Criteria Questionnaire

# Successful Local Government Organizations

MANAGERS	CRITERIA	ELECTED OFFICIALS
1	Ethical Organizational Culture	<b>2</b>
2	Financial Stability	<b>1</b>
3	Effective Plan/Program/Structure	3
4	Execution by Management Team	4
5	Open Internal Communication	5
6	Innovation Organization Culture	<b>7</b>
7	Adherence to Policies/Procedures	<b>6</b>
8	Productive Interpersonal Relationships	8
9	Professional Development	9
10	Low Employee Turnover	10

# Successful Community

<b>MANAGERS</b>	<b>CRITERIA</b>	<b>ELECTED OFFICIALS</b>
1	Safe & Healthy Environment	1
2	Reliable Service Delivery	<b>3</b>
3	Citizen Satisfaction	<b>2</b>
4	Culture for High Quality Service	<b>6</b>
5	High-functioning Infrastructure	4
6	Open Communication/Civic Engagement	5
7	Positive Community Reputation	7
8	Effective Intergovernmental Relationships	8
9	Culturally Vibrant Environment	9
10	Positive Media Relationships	10

# Role of Manager – Successful Organization

MANAGERS	CRITERIA	ELECTED OFFICIALS
1	Ethical Organization Culture	3
2	Effective Execution by Management Team	1
3	Effective Planning/Program/Structure	2
4	Financial Stability	4
5	Open Internal Communication	6
6	Innovation Organization Culture	7
7	Adherence to Policies/Procedures	5
8	Productive Interpersonal Relationships	8
9	Professional Development	9
10	Low Employee Turnover	10

# Role of Manager – Successful Community

MANAGERS	CRITERIA	ELECTED OFFICIALS
1	High Quality Customer Service	1
2	Reliable Service Delivery	2
3	Open Communication/Civic Engagement	3
4	Effective Intergovernmental Relationships	6
5	Citizen Satisfaction	4
6	Positive Community Reputation	7
7	High-functioning Infrastructure	5
8	Safe & Healthy Environment	8
9	Positive Media Relationships	9
10	Culturally Vibrant Environment	10

# Role of Local Government Manager

	INTERNAL	EXTERNAL
<b>INTERPERSONAL</b>	Managers 3.44	Managers 2.46
	E.O. <b>3.15</b>	E.O. 2.35
<b>TECHNICAL</b>	Managers 2.44	Managers 1.66
	E.O. <b>2.74</b>	E.O. 1.76



# Critical Strengths Assessment

-----

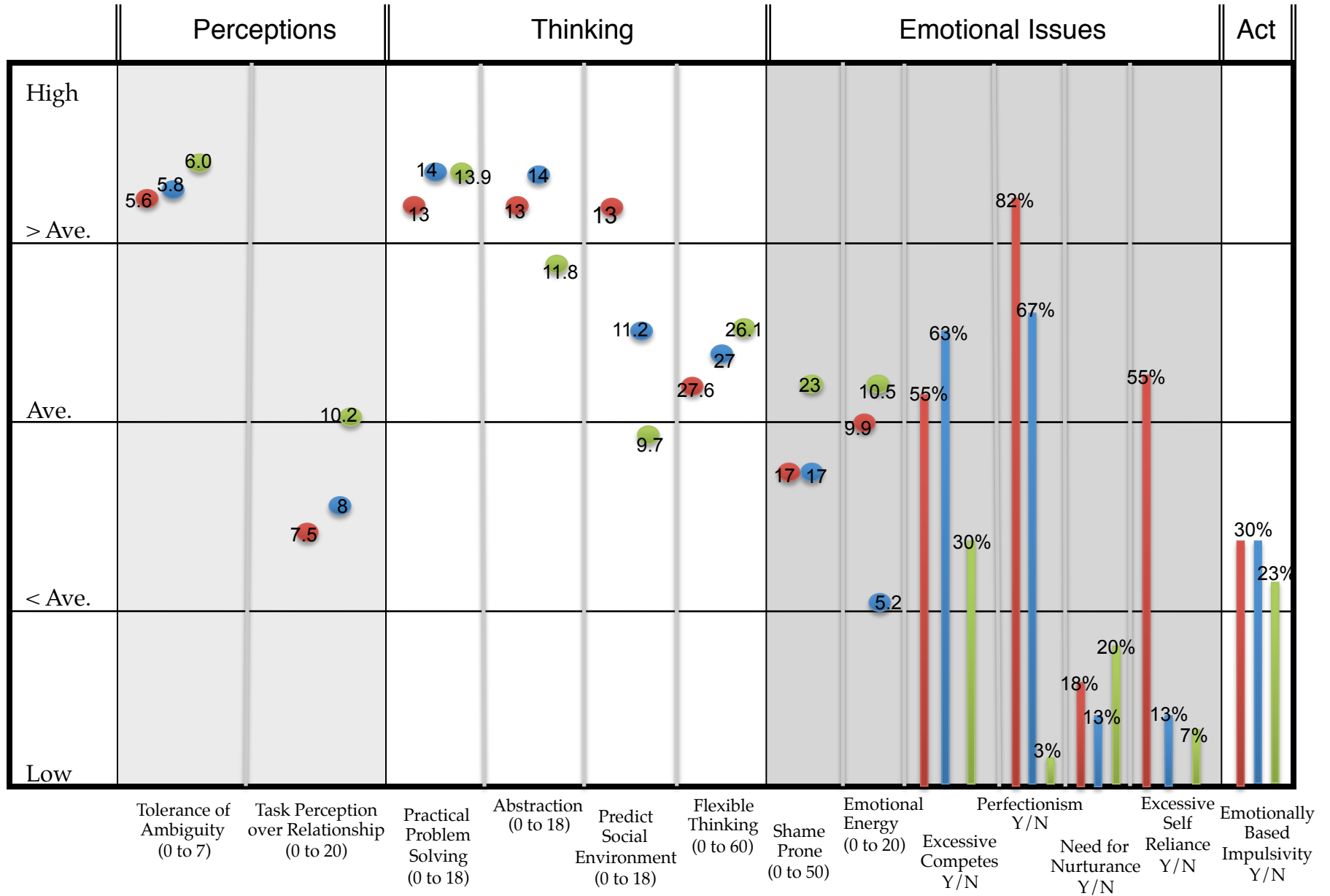
## Personal Analytics



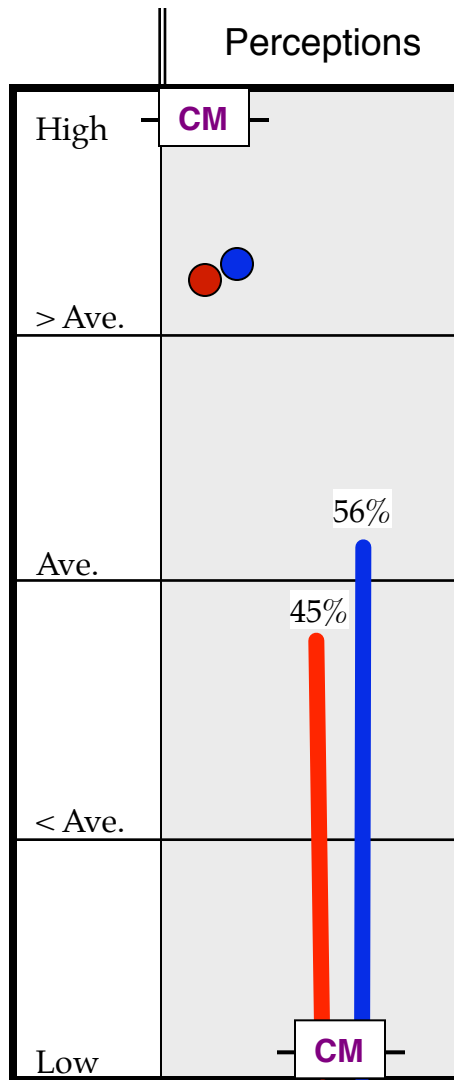
# Critical Strengths Assessment

- Total Participants: 30 Professionals
- Gender: 80% male -20% female
- Age: 45 avg.
- Tenure:
  - 47% < 10yrs.
  - 20% 10 to 20 yrs.
  - 33% > 20 yrs.

- CEO's
- Executives
- City/County Manager



Tolerance of Ambiguity (0 to 7)    Task Perception over Relationship (0 to 20)    Practical Problem Solving (0 to 18)    Abstraction (0 to 18)    Predict Social Environment (0 to 18)    Flexible Thinking (0 to 60)    Shame Prone (0 to 50)    Emotional Energy (0 to 20)    Excessive Competes Y/N    Perfectionism Y/N    Need for Nurturance Y/N    Excessive Self Reliance Y/N    Emotionally Based Impulsivity Y/N



Manage Ambiguity  
Individuals "Need No Structure"

## “Manage Ambiguity”

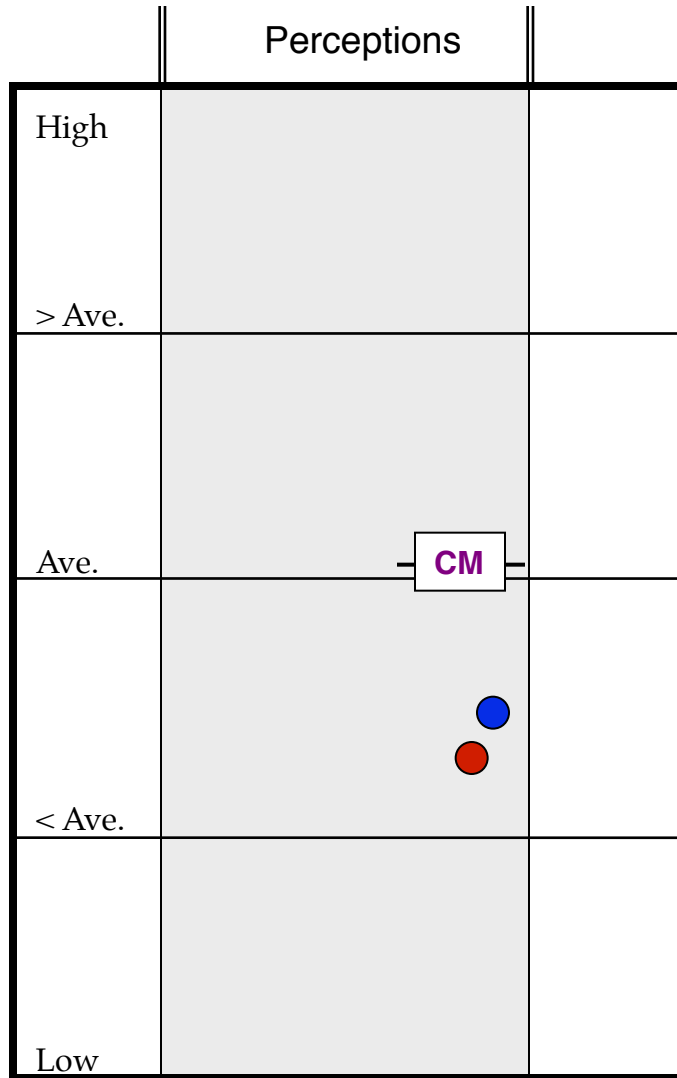
### High

- Functions well in ambiguity.
- Accurate perceptions & thinking remains strong.
- Important for planning, change management.
- Aware of own vulnerabilities.
- Non-defensive.
- May not realize others need structure. Seen as confusing, aloof, confused, or uncaring.

### Low

- Needs structure to perceive issues accurately.
- Without structure:
  - Feel distressed
  - All or none thinking
  - Miss interpersonal details
- When stressed get structure from technical work & not deal with interpersonal & strategic issues.

- CEOs
- Executives



Perceive  
Task

## “Perceives Task”

### Task

- Task focused & doesn't get distracted by relationships.
- Get so task focused miss relationships and is insensitive to them.
- Get job done, but leave relationships in his wake.

### Relationships (Nonpersonal as well as personal)

- Perceives relationships.
- Get so focused on the relationships does not perceive task at hand.
- Miss the opportunities for immediate action.

# Perceives Task or Relationship?



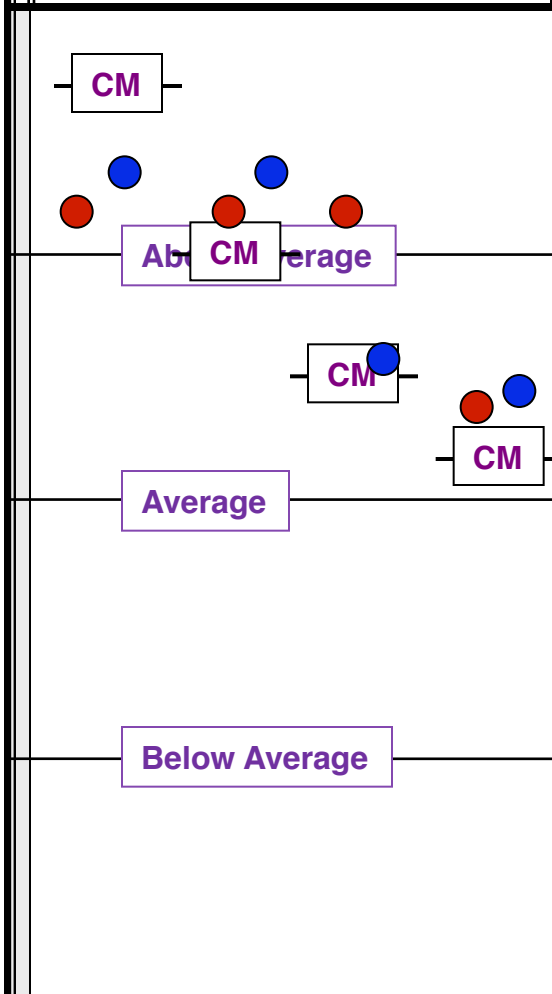
## Practical Problem Solving

Using accumulated knowledge to find practical solutions. Solve business challenges. Pragmatic.

## Abstraction

Dealing with verbal abstractions  
Define similarities / interconnections.  
(How fly & tree are alike.)  
Part of strategic thinking.

Thinking



## Predicting Social Environment

Predicting behavior from details.  
Predicting impact of own personality on others.  
Helps:  
In groups, both as leader & follower.  
Negotiations & politics.

## Flexible Thinking

Change conceptual sets.  
Trial & error learning.  
Pick out new patterns.  
Anticipate & see problems.  
Leave solutions that no longer work.

Practical Problem Solving    Abstraction    Predict Social Env.    Flexible Thinking

- CEOs
- Executives

Emotional Issues

## Shame Prone

### High

Experiences more shame than normal. Causes:

Shy with people don't know well.

Undermines self confidence.

Maybe emotionally remote.

Failure particularly difficult to experience.

Difficulty sharing personal information

inhibits:

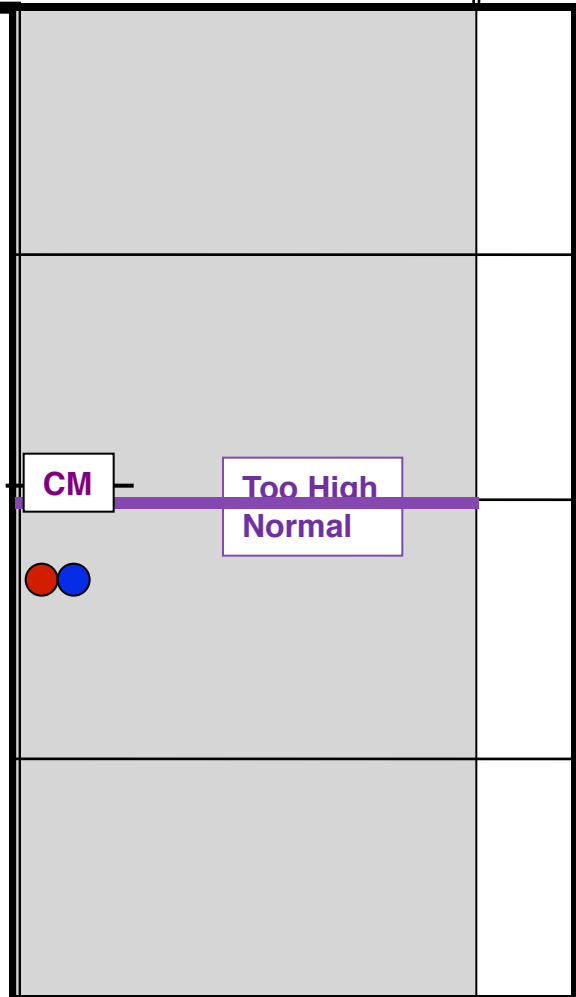
Speaking up, particularly about feelings.

Being playful.

### Normal amount & sensitivity to shame

Comfortable with other people & help them be comfortable.

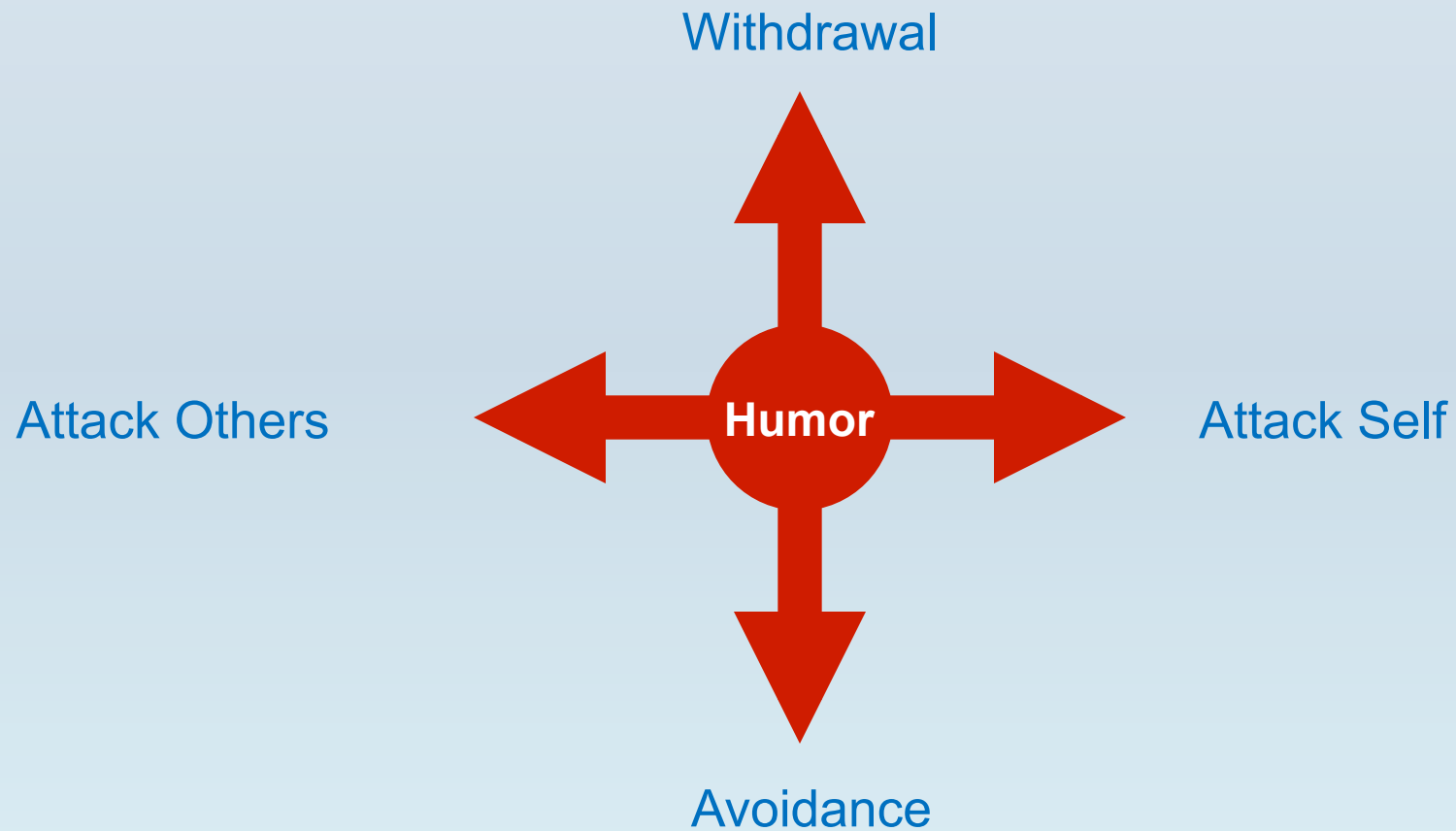
Comfortable receiving and giving feedback.



Shame  
Prone

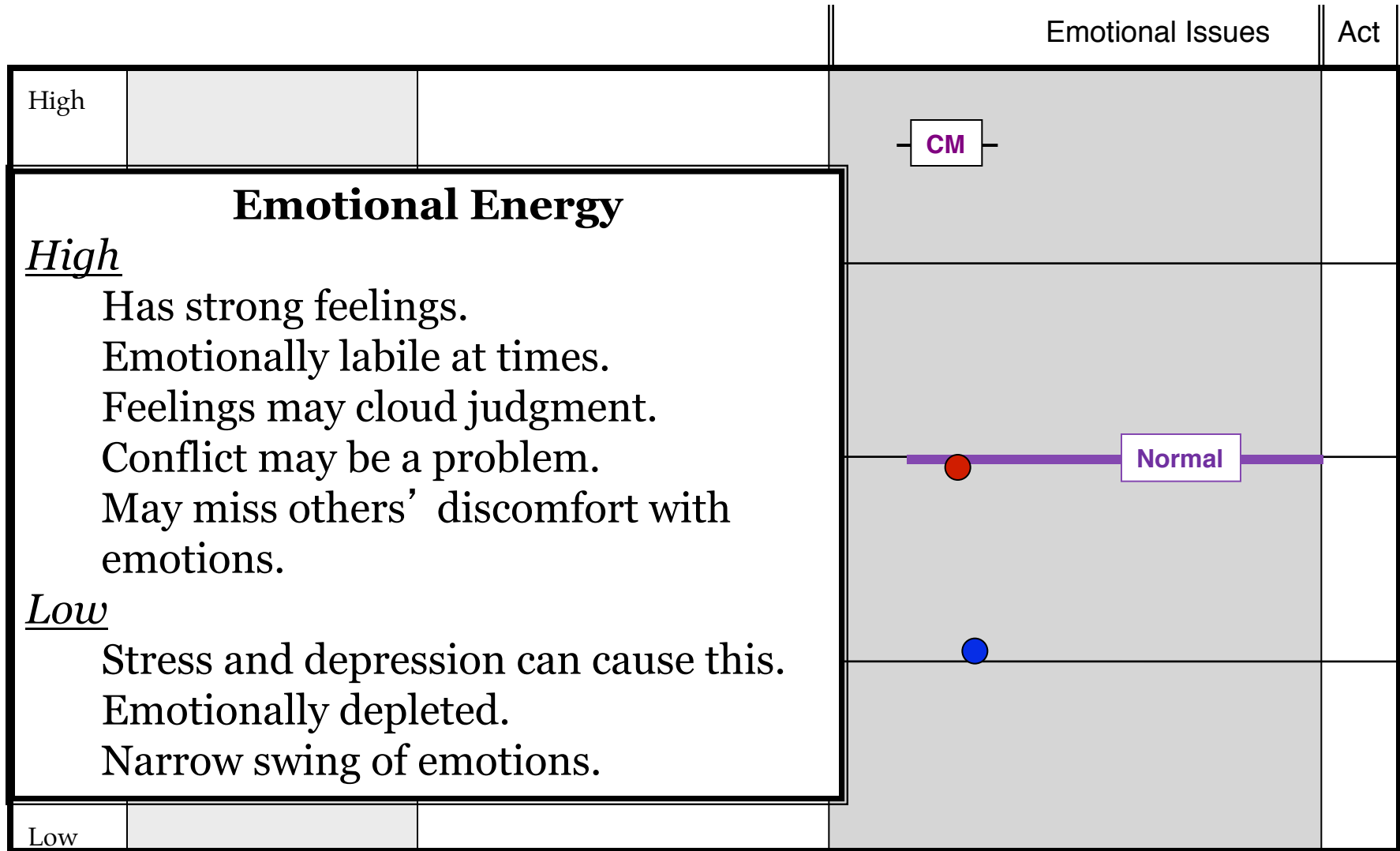
# COMPASS OF SHAME DEFENSES

D. L. Nathanson, M.D.





- CEOs
- Executives



Emotional Energy

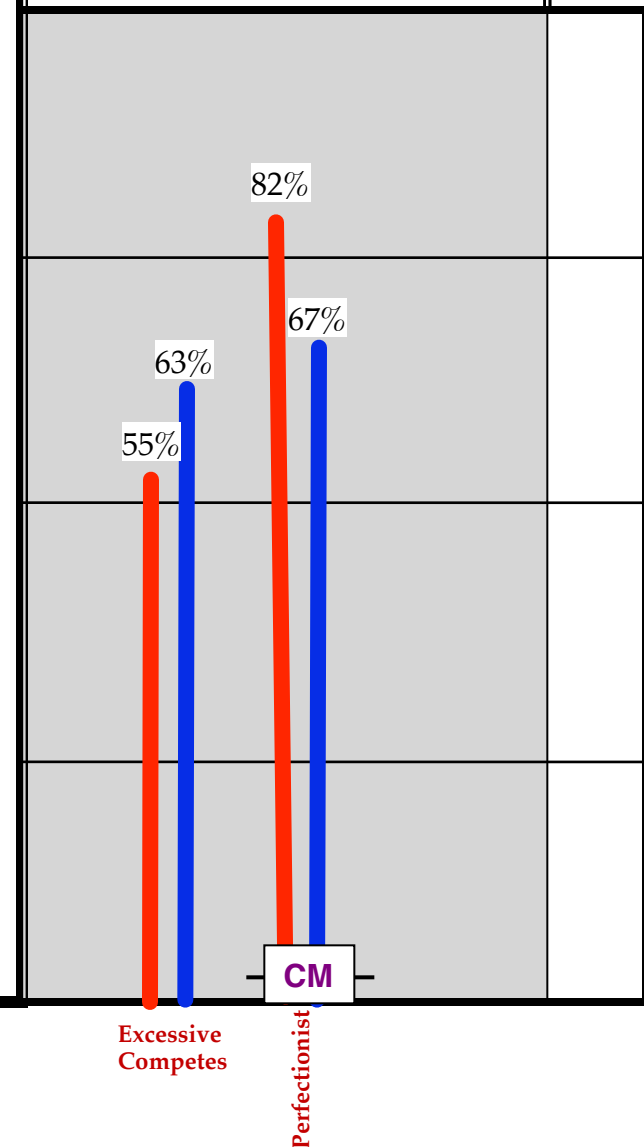
## Excessively Competes

- Problems with sharing vs. competing.
- Difficulty striking balance between competing & sharing:
  - Sharing authority with subordinates vs. authoritarian.
  - Excessive competition & avoid competing when it is necessary.
- Vulnerable to shame and envy.

## Perfectionist

- Excessive personal standards & sense of responsibility.
- Personal standards too demanding on self & others.
- Failure particularly difficult.
- So goal oriented don't see worth in playing.

## Emotional Issues



## Unmet Needs for Caring

Unmet needs to be emotionally supported.

May be overly concerned about pleasing authority.

Difficulties balancing dependence and independence.

- Manages by taking charge and caring for others.
- Hopes to get validation and emotional support.
- Can be demanding and needy without support.

## Excessive Self Reliance

Overly self reliant particularly when under stress.

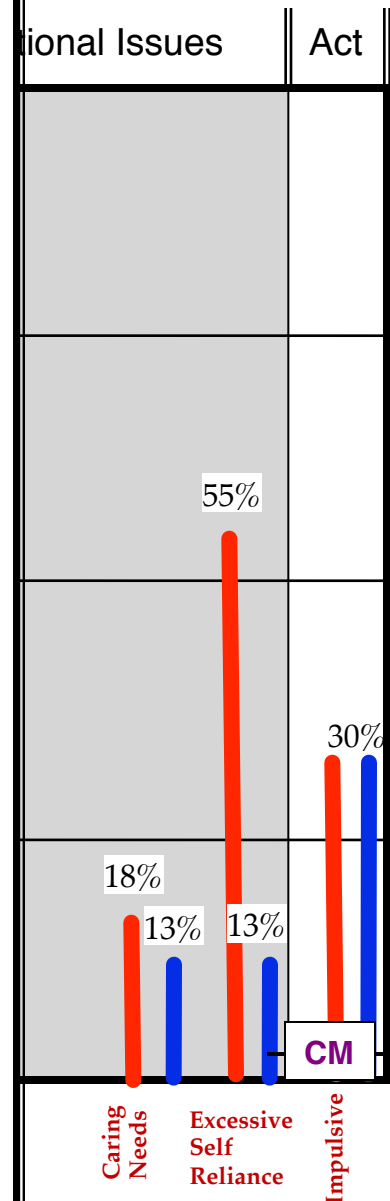
- Very sensitive to any signs may be too dependent.
- Others do not know he/she needs help.
- Present to others what they expect more than what feels.
- People feel don't know him/her.

Slow to trust others with personal vulnerability.

May keep people emotionally distant.

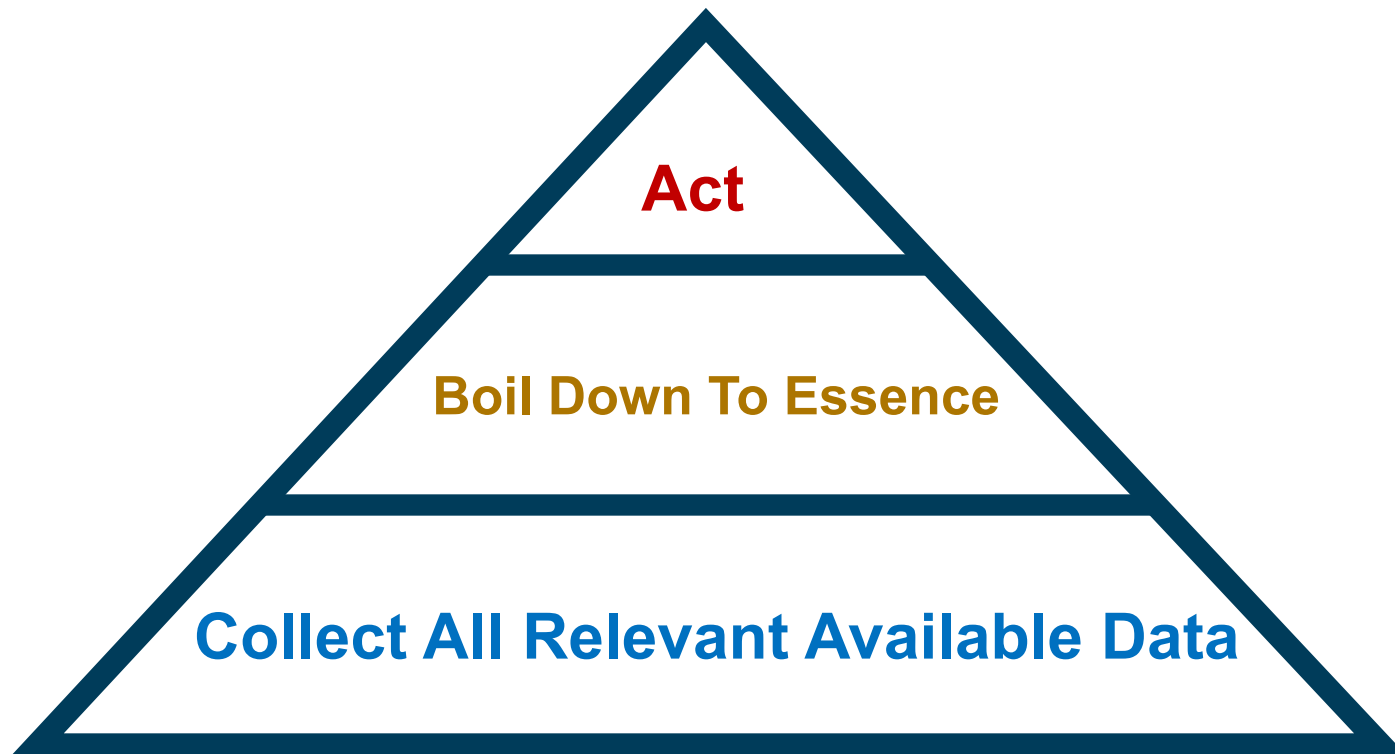
## Impulsive

Propensity to act before what is needed is well thought out.

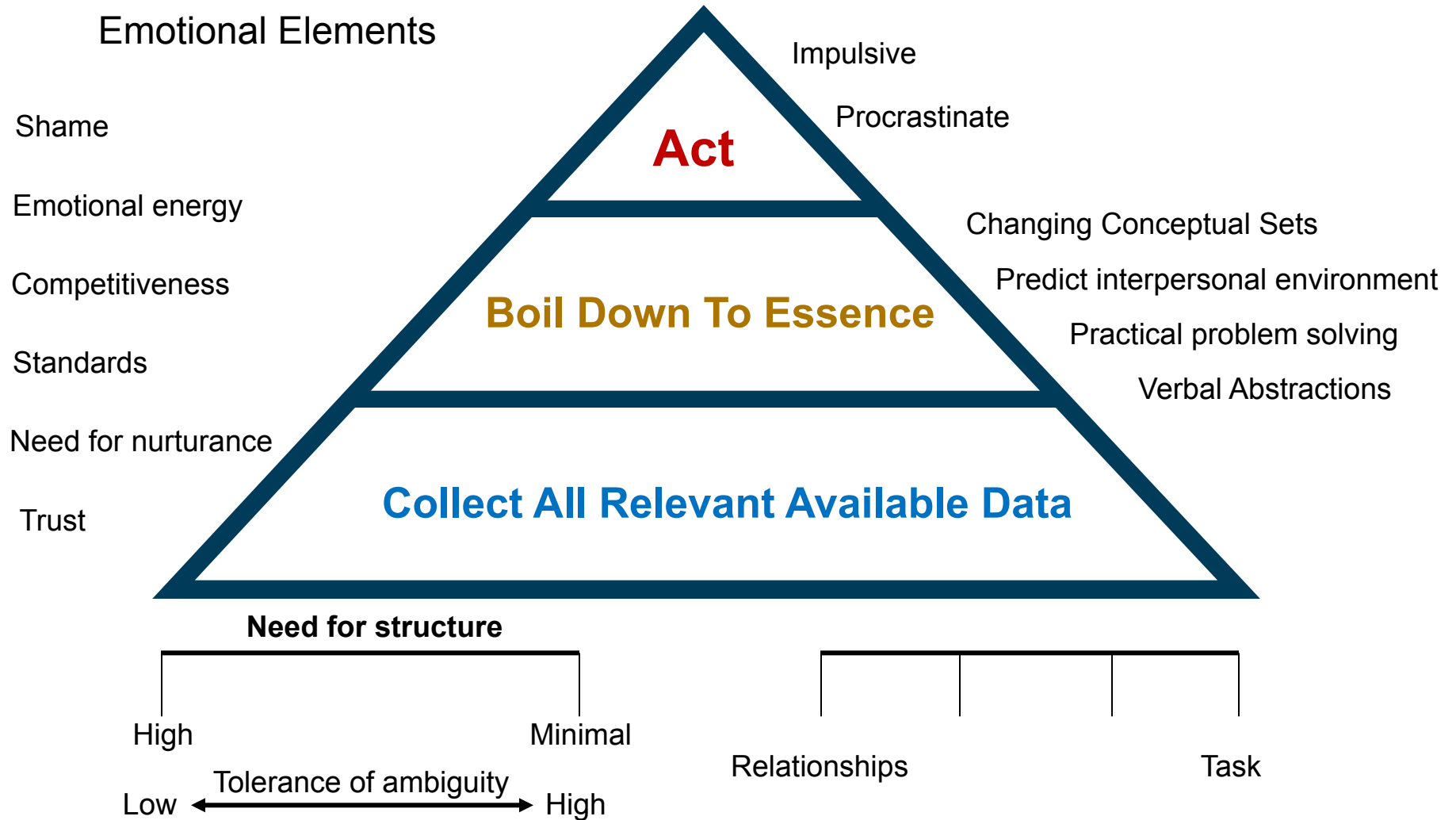


# JUDGMENT

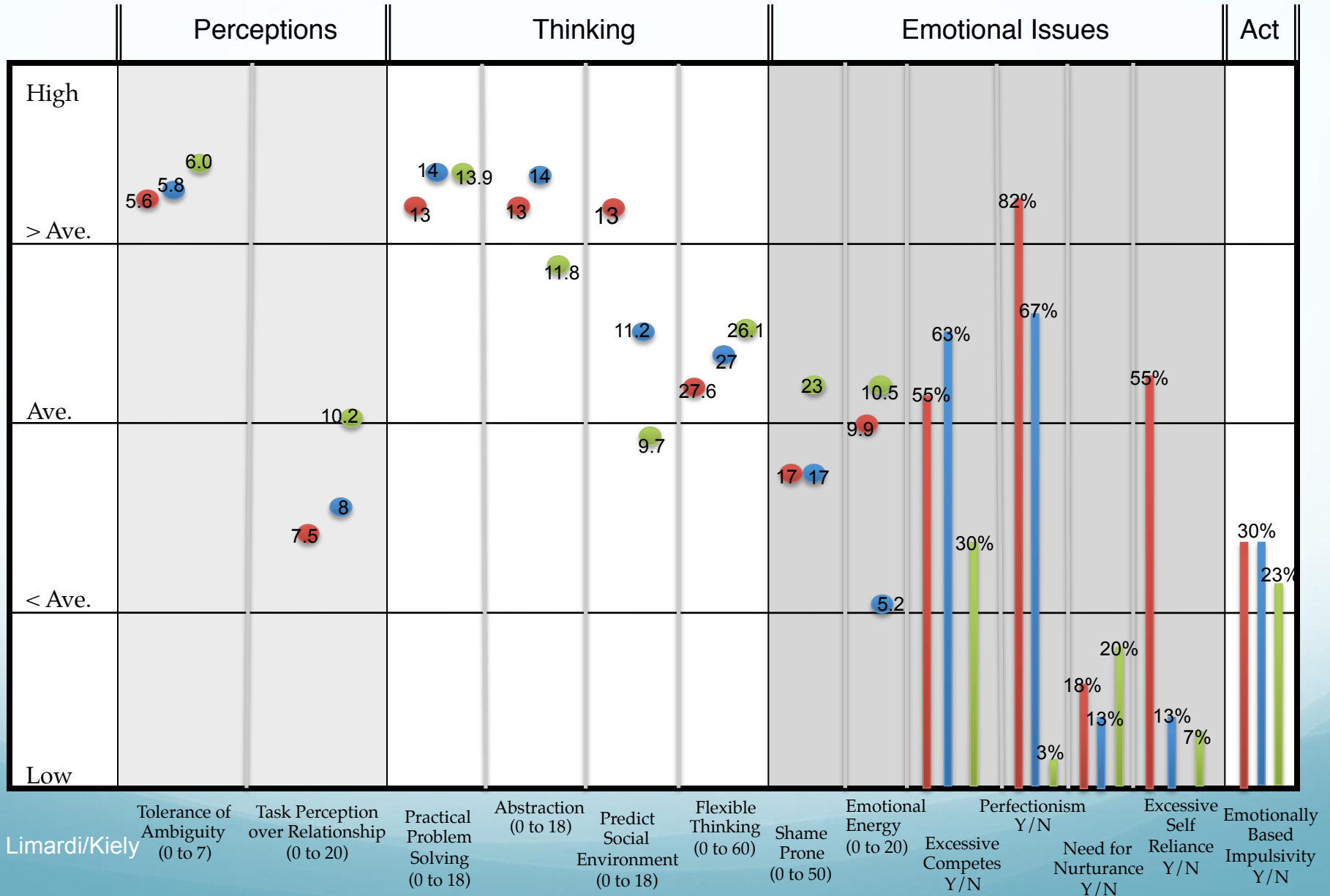
Leopold Bellak, M.D.



# Measures of Judgment



- CEO's
- Executives
- City/County Manager





Limardi/Kiely

# Perceptions

- Be aware of the diffused power environment
- Criteria of success can be constantly changing
- Structure supports reality testing

# Thinking

- Look for cues – emotions and non-verbal communications
- Be aware that you can leave some behind
- See the world through a different prism – search for different perspectives
- Work to locate the point of shared fate



# Emotional Issues

- Know the power of technology
- Heed the shame alarm
- Monitor emotional energy
- If Perfectionism, be wary of being moralistic and judgmental
- Shock and awe politics is meant to elicit an emotional response

## Act

- Use the judgment triangle – resist the seduction of Ready – Fire – Aim and tactics in place of strategy



## Midwest Leadership Institute

*Helping local government navigate a complex world in a time of disruptive change*

### Approach

A basic premise of the Midwest Leadership Institute is that successful outcomes in local government require a deep understanding of interpersonal leadership. The ability to understand individual and organizational behavior and the ability to diagnose why people act the way they do is crucial. The courage and discipline to admit when you do not know what you do not know, which requires you to know yourself and your emotions, is also a focus of the Institute.

### Who Should Attend

Local government professionals including chief administrative officers, assistants, and department heads interested in advancing their career who would like to:

- Thrive in an increasingly complex world with multiple personalities, competing self-interests, questionable ethics and the prominence of the information age.
- Function in a complex world with challenges facing local government professionals that can make leaders feel like the healthiest person in the emergency room.
- Implement sound judgment, an important concept of the Institute, which will help guard against blind pathology and acting without the proper analysis.

The Institute customizes learning to the needs of the participants. Learning in teams focusing on real world local government scenarios is a critical component of the Institute.

### Curriculum

The Institute is an intensive 4.5 day program with both an internal self-focus and an external organizational focus. The Institute consists of nine learning pods including lectures, exercises, team discussions and team presentations.

The nine learning pods are as follows:

1. Leadership in the New Order of Things and Fundamental Concept for Leading People
2. Judgment – The Foundation to Successful Leadership
3. Emotions – The Ultimate Motivator
4. Self-Awareness – Overlook at your Own Risk
5. Resistance, Motivation and Performance
6. The Unique Challenges of Public Sector Ethics
7. Groups Committing to Reality
8. Aligning Goals, Tasks and Relationships
9. Balancing the Competing Needs of Work, Family and Self

If you are an **ICMA Credentialed Manager**, the Institute includes practice areas 1,2,6,8,9,13,14,17,18

### Instructors

A cross-disciplinary team of leading local government practitioners and experts in executive coaching and leadership development presents the program

- David E. Morrison, M.D.
- Daven Morrison, M.D.
- David M. Limardi, Midwest Regional Director, ICMA, MPA, ICMA-CM
- Robert Kiely, City Manager, Lake Forest, MPA, ICMA-CM

### Logistics

Each program is limited to 30 participants to ensure time for one-on-one individualized coaching as well as small group and all-participant events. Tuition for the entire 4.5 day Institute is \$1800 for ICMA members or \$2000 for non-ICMA members and includes course materials, continental breakfast daily and lunch four days. Organizations that send multiple participants are eligible for tuition discounts. Please see below for contact information.

The Institute will be held **April 11 – 15, 2016** at Northern Illinois University's Naperville campus, 1120 East Diehl Road, Naperville, IL.

Visit [www.cgs.niu.edu/midwest\\_leadership\\_institute](http://www.cgs.niu.edu/midwest_leadership_institute) for more program details and area lodging options. Please contact Dawn Peters at [dpeters@niu.edu](mailto:dpeters@niu.edu) or call her at 815-753-0923 with questions.

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