ICMA conference

COULD IT BE YOUR TURN?

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Being in Transition

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City Manager & Partner Tracy, CA September 2017

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Township Manager Livingston, NJ December, 2016



"Being a free agent"

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LESSONS REFLECTING BACK

What observations do we have reflecting back on the lead up to the separation?

Our reflections leading up to transition

- The individual elected officials concerns, no matter how small, need to be important to you.
- Sensing some dissatisfaction-meet individually with the elected officials to understand the concerns.
- Redefine your definition of the job-be seen as helpful!
 - ► It is not to get the elected officials to make the right decision (through your lens).
 - ► It is to be helpful to the elected officials to make good decisions.
- Keep the job in perspective-the manager position is important but you are really not that important.
 - ► Life balance.



PREPARING FOR THE JOURNEY

What are the most important things to do long before free agency is possible?

How do you prepare the family?



How should you prepare?

- Being in transition happens-it is the situation, not the manager.
- Free agency is a family event not just a manager event; prepare the family.
- Communicate, communicate, communicate: with elected officials and family. Understand your style and others so the message is not being lost.
- Plan financially to be ready.
- Insist on regular conversations with elected officials around performance and expectations.



THE REALITY OF THE JOURNEY 'WHAT YOU AREN'T TOLD'

What things should you know about going through transition that are not widely shared?

What should you expect from a family perspective?

What should you know that isn't often shared

- The impact on family will be greater than you imagine; pay attention to that need, especially children.
- It will hurt more than you will want to admit; find a safe place to work through the pain. Encourage your family/close friends to do the same.
- You will soon feel some relief from the negative (toxic) situation.
- The outreach you receive will be very helpful; and surprising.
- Opportunity to refocus on what is important.



You can not only survive becoming a free agent, your can thrive!



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THANK YOU

Questions?

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