

Are you a First-Time Administrator?

We have key strategies for your Success!

Monday, October 21, 2019

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MUSIC CITY CENTER, NASHVILLE, TN

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Establishing Good Relationships with your Elected Officials

Work to ensure respectful interactions, both publicly and privately

- Communicate well--and often--with all of them as equally as possible
- Do what you can to ensure there are no surprises!
- Provide unvarnished honesty/"no spin"



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Establishing Good Relationships with your Elected Officials

Be responsive to what is important to them!

- Follow through on big and small items
- Under commit and over deliver
- Respect their work and help them understand yours



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Establishing Good Relationships with your Elected Officials

For evaluations, don't dread them; this is not easy for them either!

- Be receptive to their thoughts and ideas
- Keep expectations modest
- Use ICMA Guide for Evaluations/Evaluating the CEO
- Create concrete goals and objectives that can be quantified



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TABLE DISCUSSION



What Challenges Have You Faced Establishing a Good Working Relationship With Elected Officials?

Have Any Techniques You Have Employed Been Particularly Effective?

Building Trust (and a team!) in Your Organization

- See previous section!
- Most apply to both City Council and the rest of your organization



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Building Trust (and a team!) in Your Organization

You don't have to be an expert at everything!

- Believe that people can be leaders at all levels of the organization and let them!
- Involve people in your decision making
- Ask for help
- Build the City Team!



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Building Trust (and a team!) in Your Organization

➤ Communicate, communicate, communicate!



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TABLE DISCUSSION



Share a time in your career where a supervisor's approach helped to build trust with you and how that made you feel about working for the organization.

What did that supervisor do to build that trust/relationship with you?

Avoiding Common Mistakes That We All Have Made

It is about “managing” yourself!

- Moving too quickly
- Not admitting that you don't know everything
- Trying to do everything yourself
- Poor/Lack of Communications
- Not keeping things in perspective



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Avoiding Common Mistakes That We All Have Made

It is about “managing” yourself!

- Reacting emotionally/personally
- Not taking time to think things through or to plan for the future of the organization (leadership work)
- Underestimating the critical nature of “soft skills” vs. “technical skills”
- Create work/life balance
 - taking break from work (vacations and opportunities for professional development)
 - understand you are more than a city manager
 - exercise/nutrition/sleep
 - tend to all your “audiences,” including those at home



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Avoiding Common Mistakes That We All Have Made

- It is about “managing” yourself!
- For only then, can you “manage” others!



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References

- ICMA's First Time Administrators Handbook (icma.org/newmanager)
- ICMA's E Book: Making it Work: Guide to Council/Manager Relations (icma.org/councilrelations)
- ICMA's Breaking Into Local Government (icma.org/breakintolg)
- ICMA's "Evaluating the CEO" Guide (icma.org/evaluations)
- PM Magazine Articles:
 - *Policy Leadership Role*
 - *Outlier Councilmembers*
 - *Department Head Relations*
- Senior Advisors/Regional Directors/
Individual Mentors/Peers



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We are here to help!!

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THANK YOU

Questions?

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