**ICMA** conference

# Are you a First-Time Administrator?

# We have key strategies for your Success!

Monday, October 21, 2019

OCTOBER 20–23, 2019 / MUSIC CITY CENTER, NASHVILLE, TN / #ICMA2019

#### 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"





#### **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





#### 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





# 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





#### 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!





#### **Building Trust (and a team!) in Your Organization**

Communicate, communicate, communicate!





# **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!

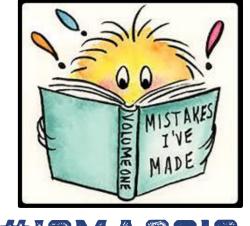
- Moving too quickly
- Not admitting that you don't know everything
- Trying to do everything yourself
- Poor/Lack of Communications
- Not keeping things in perspective



#### **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





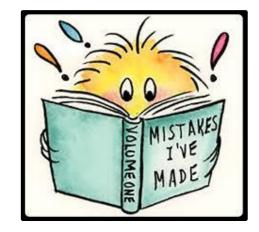
# Avoiding Common Mistakes That We All Have Made

➢It is about "managing" yourself!

> For only then, can you "manage" others!









### 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







### We are here to help!!

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#### THANK YOU

Questions?

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