Are you a First-Time Administrator?

We have key strategies for your Success!

Monday, October 21, 2019
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
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?