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!

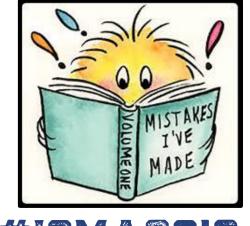
- Moving too quickly
- Not admitting that you don't know everything
- Trying to do everything yourself
- Poor/Lack of Communications
- Not keeping things in perspective



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





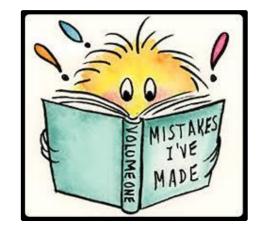
Avoiding Common Mistakes That We All Have Made

➢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!!

Pat Martel, West Coast Regional Director

pmartel@icma.org

Cheryl Hilvert, Midwest Regional Director

chilvert@icma.org



THANK YOU

Questions?

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