

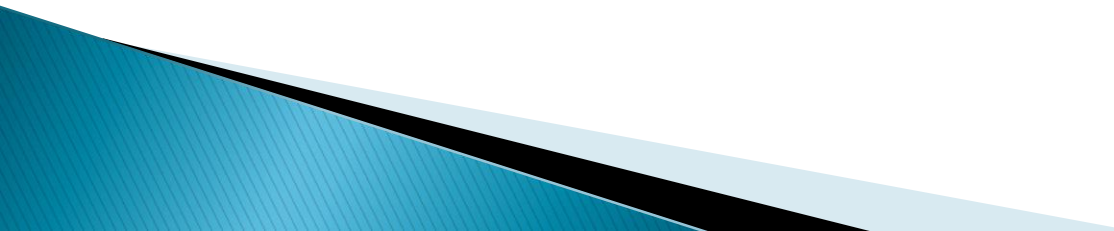
The Art of Council Leadership

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Way To Go Consulting Inc.

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Today's Topics

- ▶ Council unity, how to achieve and keep it
 - ▶ The Council / Administration dichotomy and how to minimize it
 - ▶ Real life situations (some really good bad examples)
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Presentation Content

- ▶ Observations
- ▶ Experience
- ▶ Opinions

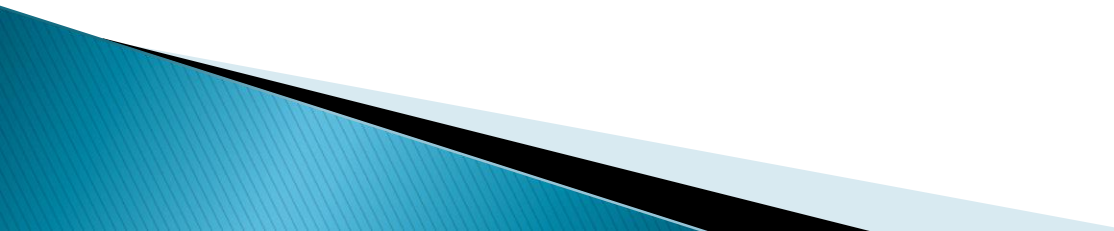
Hey that's me!

- ▶ I won't tell if you don't.

Hey that's me!

- ▶ In fact, I've changed the names and places to protect the guilty.

Oh the Things I've Seen

- ▶ Not sure how many in this room have also been around local government for over 30 years
 - ▶ I expect there are a number of stories of key people within municipalities (members of Council and management) not getting along
 - ▶ Here's a few examples
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Between Council Members

- ▶ 1. I can't restrain myself

Between Council Members

- ▶ 2. I don't know why I said that

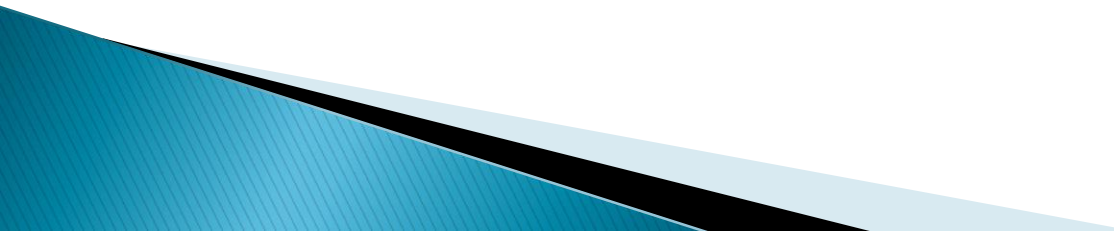
Staff

- ▶ 1. I won't do it. And because I disagree with it so strongly I'm going to tell the community even though it was in camera.


Staff

- ▶ 2. For years the CAO would take vacation time the two weeks surrounding the due date for taxes

An Ounce of Prevention

- ▶ From my experience, a lack of harmonization between staff and council is caused by a lack of understanding and agreement on defined roles
 - ▶ I can't emphasize enough how much easier it is to deal with challenging situations if you have set the ground rules at the start
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Starting off on the Right Foot

- ▶ Many municipalities are recognizing the importance of an orientation right after each election
 - ▶ For those who are new the orientation helps them understand how things are currently set up
 - ▶ It also gives everyone an opportunity to connect
 - ▶ Most importantly, it provides time to lay out the ground rules including redefining them where desired
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Reality

- ▶ Many individuals who get on Council have very limited experience in working on an organization with so much responsibility

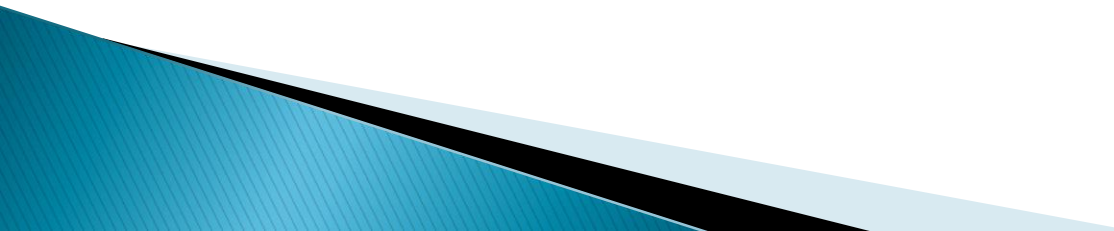
Reality

- ▶ Many individuals who get on Council have very limited experience in working on an organization with so much responsibility
- ▶ Many new Heads of Council aren't familiar with the process of "Mover, seconder, any further discussion, all in favour, opposed if any, carried"

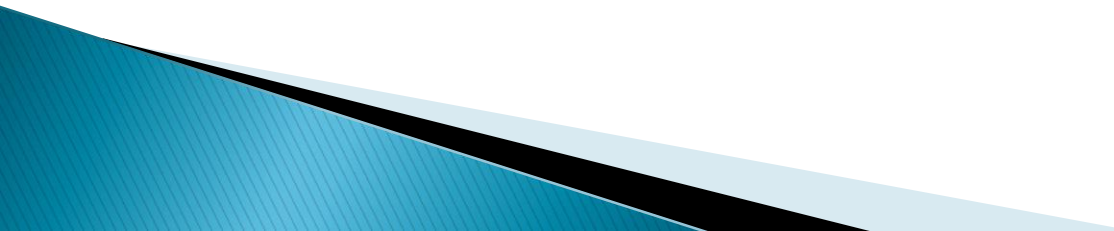
Role of Council

- ▶ Important that you learn and know what your role is, what you can do and can't do, and what others are required to do
- ▶ Equally important that once you understand the rules, you expect everyone to live by them

Role of Council

- ▶ Provincial Law states a Council is responsible
 - For developing and evaluating the policies and programs of the municipality
 - For ensuring that the powers, duties and functions of the municipality are appropriately carried out
 - For carrying out the powers, duties and functions expressly given to the Council under legislation
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Role of CAO

- ▶ Municipal Act outlines duties of CAO as
 - Administrative head of municipality
 - Responsible for ensuring that the policies and programs of the municipality are implemented
 - Is responsible for advising and informing the council on the operation and affairs of the municipality
 - Except as Council may otherwise decide, is responsible for the management and supervision of the employees of the municipality
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Leadership

- ▶ Council is the leadership body of a municipality
- ▶ What is leadership?
 - The art of motivating a group of people to act towards achieving a common goal
 - Creating a way for people to contribute to making something extraordinary happen
 - Dealing with people by communicating, enabling, equipping, defining morals, having solid character, being ethical
- ▶ Role of a leader is to ensure the performance and well being of employees

Leadership (cont'd)

▶ Delegation

- Must delegate authority to ensure activity\progress takes place (prevent authority vacuum)
- Delegating frees you up, allows the development of others, allows for decision by person who is often better qualified or situated

Leadership (cont'd)

▶ Chain of command

- This is the division of authority and responsibility within an organization
- Unity of command means one person/one boss
- Usurping of authority by supervisor's boss discredits authority and leads to non-compliance

Leadership (cont'd)

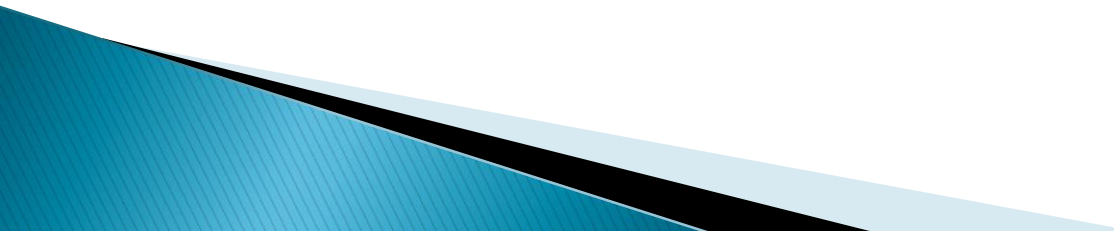
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 - 1. the employee doesn't know what to do (poor communication)

Leadership (cont'd)

▶ Why a Job Doesn't Get Done

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- 2. the employee doesn't know how (poor training and aptitude)

Leadership (cont'd)


- ▶ Why a Job Doesn't Get Done
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 - 2. the employee doesn't know how (poor training and aptitude)
 - 3. there is some type of obstacle (e.g. doesn't have the resources)
- 

Leadership (cont'd)

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 - 1. the employee doesn't know what to do (poor communication)
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 - 3. there is some type of obstacle (e.g. doesn't have the resources)
 - 4. the employee doesn't want to

Leadership (cont'd)

▶ Why a Job Doesn't Get Done

- 1. the employee doesn't know what to do (poor communication)
 - 2. the employee doesn't know how (poor training and aptitude)
 - 3. there is some type of obstacle (e.g. doesn't have the resources)
 - 4. the employee doesn't want to
 - Reasons 1 to 3 are almost always the reason yet reason 4 is almost always assumed
 - Reasons 1 to 3 are because of the supervisor not the employee
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Leadership (cont'd)

▶ Loyalty

- It is the subordinate's duty to tell his boss when they think the boss is wrong, withholding information is disloyal

Governance Models

- ▶ George Cuff
 - local government guru
 - Years as a municipal employee
 - 12 years as elected official
 - 35 years of consulting
 - Has reviewed operations of over 300 municipalities in Canada

Governance Models

- ▶ What George Cuff has learned
 - Number one failure of elected officials is they think they are supposed to 'manage'
 - Council deals with the organization through one employee, the CAO

Some Key Governance Principles

- ▶ A clear mandate
 - Council responsible for the direction, actions and outcomes of the municipality's business

Some Key Governance Principles

- ▶ Clear authority
 - Define who is responsible for what
 - Hire and fire
 - Power to delegate
 - Expenditure approval and to what level
 - Authorities of committees

Some Key Governance Principles

- ▶ Council/CAO sound relationship
 - Openness, trust, respect, confidence, caring

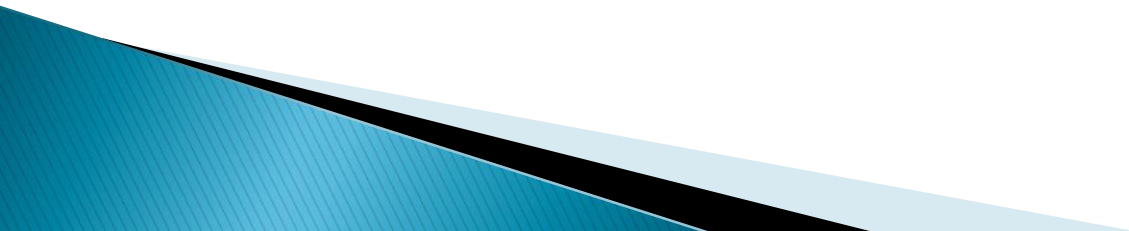
Some Key Governance Principles

- ▶ Ongoing performance assessment
 - Annual report card for Council including Head of Council

Council/CAO Relationship

- ▶ Ensure regular feedback between Council/CAO
 - Only through discussion can the CAO understand what Council's priorities are
 - Don't wait until the end of each year to give feedback on the CAO's performance, what do you like, what would you change

Council Observations



Council Observations

- ▶ Council has to be a group that leads, if you don't know how to be a leader then get some books to read, take some training, bring someone in to have a session with Council on its role and how to be a really good Council

Council Observations

- ▶ Talk to the issue – not the individual

Council Observations

- ▶ Hold each other accountable in a supportive way
 - Find out how to stop the bull from the bully, remove the _ _ _ from the dictator, etc.
 - Don't accept what should not be acceptable

Council Observations

- ▶ Check your ego at the door – it's no longer about you, it's about the municipality and democracy

Council Observations

- ▶ Being 1 of 5 or 1 of 7 does not put you in charge, even if you are the Head of Council

Council Observations

- ▶ Being the Head of Council doesn't make you the dictator, you are only 1 of 5 or 1 of 7

Council Observations

- ▶ All elected officials are worthy of respect, even the ones dumb enough to disagree with you

Council Observations

- ▶ Learn to win without gloating and lose with dignity

Council Observations

- ▶ For everything you want to accomplish you need a majority

Council Observations

- ▶ Can't complain about a member doing what you do too

Council Observations

- ▶ Trying to please everyone doesn't work

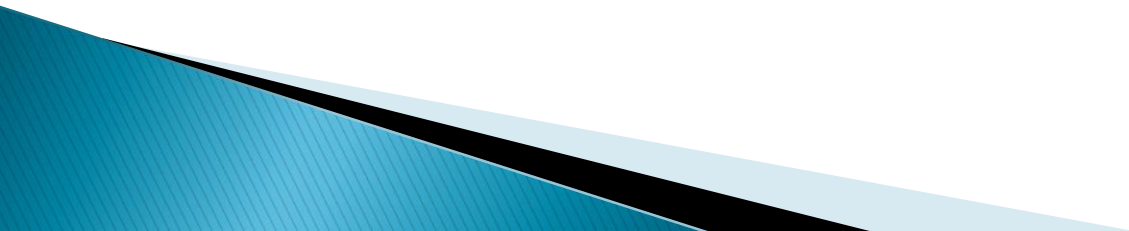
Council Observations

- ▶ Individual members complaining to CAO about other members never solves the situation, it only adds to the CAO's stress
- ▶ Talk to the other members

Council Observations

- ▶ Heads of Council should be challenged to chair meetings well, send them for training

Staff Related Observations



Staff Related Observations

- ▶ Employees don't quit the company, they quit their supervisor

Staff Related Observations

- ▶ Council needs to supervise, not snoopervise

Staff Related Observations

- ▶ Really good employees have opinions
- ▶ Council needs to learn how to supervise your CAO, not control him or her

Staff Related Observations

- ▶ Many (most) employees don't want to move up to CAO or department head positions because of having to deal with elected officials

Staff Related Observations

- ▶ The most valuable employees are those that believe they are being paid to think

Staff Related Observations

- ▶ Most staff won't understand your political perspective because they aren't politicians, you are

Staff Related Observations

- ▶ Maybe, but not likely, if there is a very good relationship it is OK to joke with or 'kid' employees
- ▶ What I hear from employees though is that it isn't funny – it is at best demeaning, and generally insulting

Staff Related Observations

- ▶ The person who is your neighbour who works for the municipality sees you far differently than s/he sees the other neighbours

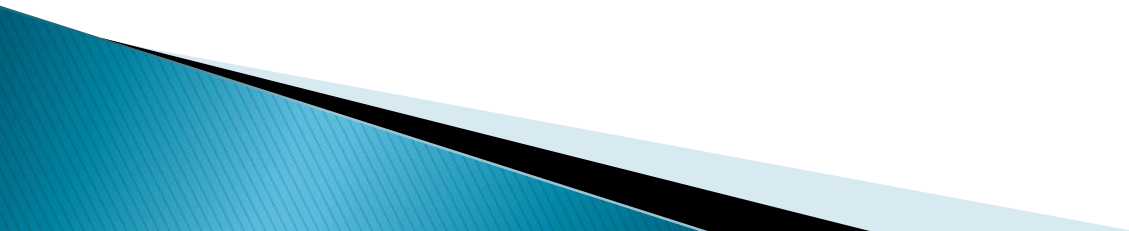
Staff Related Observations

- ▶ If Council doesn't follow the rules why would you expect employees to?

Staff Related Observations

- ▶ It is completely unfair for a member of Council to ask an employee to disregard Council direction

The Keys



The Key Items

- ▶ For Council relations, understand what your role is (leadership is a big part of it), what the rules are, and ensure they are followed, do your job and let others do theirs

The Key Items

- ▶ For Council / Staff relations, clearly outline expectations, treat employees with respect, get them the training they need to be really good at their job, and care

Final Words

- ▶ All I Really Need To Know I Learned in Kindergarten

Comments and Questions?

