Exceptional Council for Exceptional Times: Creating a Governance Culture of Civility and Purpose

Mayors & Council Members Executive Forum Workshop Friday, June 30, 2017

The Institute for Local Government
ILG is the non-profit research and education affiliate of

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ILG Mission

• Promoting good government at the local level
• Practical, impartial and easy-to-use materials

Today’s Objectives

• Understand why governance matters and what it takes to become an exceptional council
• Learn strategies and techniques to help you become an exceptional council member and to help your team become an exceptional council
# Today’s Agenda

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
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<tbody>
<tr>
<td>9:00AM</td>
<td>Welcome / Introductions / Learning Objectives / Why does Governance Matter?</td>
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<tr>
<td>9:45AM</td>
<td>Foundation for Exceptional Councils: Governance Mindset, Effective Council &amp; Governance Tools</td>
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<tr>
<td>10:05AM</td>
<td>Effective Boards &amp; The Four Cs: Collaboration, Coherence, Commitment &amp; Consistency</td>
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<tr>
<td>11:15AM</td>
<td>Break</td>
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<tr>
<td>11:25AM</td>
<td>Effective Boards &amp; The Four Cs: Collaboration, Coherence, Commitment &amp; Consistency</td>
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<tr>
<td>12:00PM</td>
<td>Networking Lunch</td>
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<td>12:30PM</td>
<td>Checking-In / Self-Assessment</td>
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<tr>
<td>12:40PM</td>
<td>Governance, Management, Roles &amp; Responsibilities: Staying in Your Own Lane</td>
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<td>1:00PM</td>
<td>Positive Governance Culture: From the Campaign Trail to Team Governance</td>
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<tr>
<td>1:30PM</td>
<td>Civility</td>
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<tr>
<td>2:30PM</td>
<td>Reflections: What will YOU “Start, Stop &amp; Continue” Doing?</td>
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<tr>
<td>2:50PM</td>
<td>Closing Remarks</td>
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<tr>
<td>3:00PM</td>
<td>Adjourn</td>
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Who’s in the room today?
Workshop Team

Martin Gonzalez
Executive Director
Institute for Local Government

Shelly Masur
Redwood City, Councilmember

Mike Kasperzak
Mountain View, Former Mayor

Rene Durazzo
Leadership/Executive Coach
All In Strategies

Hang Tran
Program Coordinator
Institute for Local Government

Melissa Kuehne
Communications Manager
Institute for Local Government

Randi Kay Stephens
Associate Program Manager
Institute for Local Government

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Why Does Governance Matter?
Foundation for Exceptional Councils

- Governance Mindset
- Effective Councils
- Governance Tools

Why Governance Matters
What brought you here to this session today? Is there a specific challenge or issue in your council or community you are grappling with? Is there a specific topic or challenge you’d like us to address today?
What are the challenges / barriers to having good governance within your council?
Governance Mindset

- Strategic Focus
- System Thinking
- Preparation
- Manner

Unity of Purpose
Agreed Upon Roles & Responsibilities

Creating & Sustaining a Positive Governance Culture
Governing with Protocols & Policies
Hear Two Different Council Perspectives

Foundation for Exceptional Councils

- Governance Mindset
- Effective Councils
- Governance Tools
Unity of Purpose

Healthy Conflict

Healthy Conflict

- Conflict over ideas on how to achieve the team's goal
- Questions spring from genuine curiosity
- Mutual respect is maintained

Unhealthy Conflict

- Conflict over personalities
- Questions are more like cross-examinations
- Ego-based personal attacks
Effective Councils

- Unity of Purpose
- Agreed Upon Roles & Responsibilities
- Creating & Sustaining a Positive Governance Culture
- Governing with Protocols & Policies

“The Four Cs”

- Collaboration
- Coherence
- Commitment
- Consistency
Reflect on a time you had a great collaborative experience with your council peers or in (civic life?)

Collaboration

- What does it look like?
- What are the characteristics?
- What are the obstacles?
- How to overcome obstacles?
Coherence

Strategic Goals

Avoid Mission Creep

Stick to the Plan but Remain Flexible
Coherence

- What is it?
- Examples
- Where am I?
- What about my council?

- What types of distractions does your council face?
- When distracted, how do you keep to your original council approved goals (if your agency has them)?
- How do you and your council govern amidst distractions?
Commitment & Consistency
Case Story Reading:

*Is Lake Elmo home to the most dysfunctional municipal government in America?*

The Lake Elmo City Council assembled for a meeting on Feb. 16, 2016.

*MinnPost photo by Craig Lassig*

Case Story Questions

- What are the underlying factors contributing to the dysfunction among the council?
- How could the council operate more effectively?
- How would you help the council become a more consistent and committed team?
- How would the principles of commitment and consistency make the council a better governing body/governance team?
Learning from Experience

Reflections on the problem presented
Analyze consequences
What are the scenarios that could occur?

“The Four Cs”
Collaboration
Coherence
Commitment
Consistency
• Where is your council on effectively governing?
• Where would you like to see your council grow?
What are you observing about your own council?
Effective Councils

- Unity of Purpose
- Agreed Upon Roles & Responsibilities
- Creating & Sustaining a Positive Governance Culture
- Governing with Protocols & Policies

Governance / Management Roles & Responsibilities
Positive Governance Culture

"What is culture but something you find in yogurt."

- Sandy Weill, the former chief executive and chairman of Citigroup
Leader-to-Leader: Council Peers Exchange Experiences

Civilility
What are challenges to civility in your community?
Share your top three items via mobile poll.
Reflections

You
What will you start doing?
What will you stop doing?
What will you continue doing?

Council
What will your council start doing?
What will your council stop doing?
What will your council continue doing?
Reminder:
Today’s Learning Objectives

• *Understand why governance matters and what it takes to become an exceptional council*

• *Learn strategies and techniques to help you become an exceptional council member and to help your team become an exceptional council*
Thank You From Your Workshop Team

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