



# Working Together as a Board: Moving from Individual Priorities to Shared Priorities

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Front Range Consulting, LLC

# Topics for the Day

- Facilitators of the public process
- People don't govern, policies govern
- Find and/or resort balance
- Understand and apply the 7 components of Good Public Policy
- Civility of the Board
- Seek to understand and be understood
  - Perspective
  - You are not wrong
- Develop a thoughtful “governing philosophy”
- Leadership is all about relationships
- Understand the Principles of Community Leadership
- Understand the Theory of Change
- Appreciative Inquiry: Find the Bright Spots
- Build and maintain public trust

# Introductions

- Spend a couple of minutes each to ***briefly*** introduce yourself to the people at your table.
  - Name
  - County you represent
  - Position with the County
  - What do you hope to get out of this training?

# Passions

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## Professional

- Local Government
- Teaching/Training
- Facilitating
- Technical Assistance
- Governance & Leadership
- Solving Complex Problems





# Passions

## Personal

- Alpinism
- Ice Climbing
- Trail Running
- Gravel Biking
- Bikepacking
- Adventure Photography

What have I been up to since I  
last saw you?



I ran across the Grand Canyon







# Ran Across Yellowstone National Park



# Then I skied Across Yellowstone



# Biked Across Glacier National Park



# Rode my bike in the woods



# Kept my Bear Spray handy!



# Climbed a few mountains



# Climbed a few waterfalls



# Hung out with the NC County Clerks at Wrightsville Beach!





**Local Government is where the rubber meets the road.**



**Thank you for your service!**

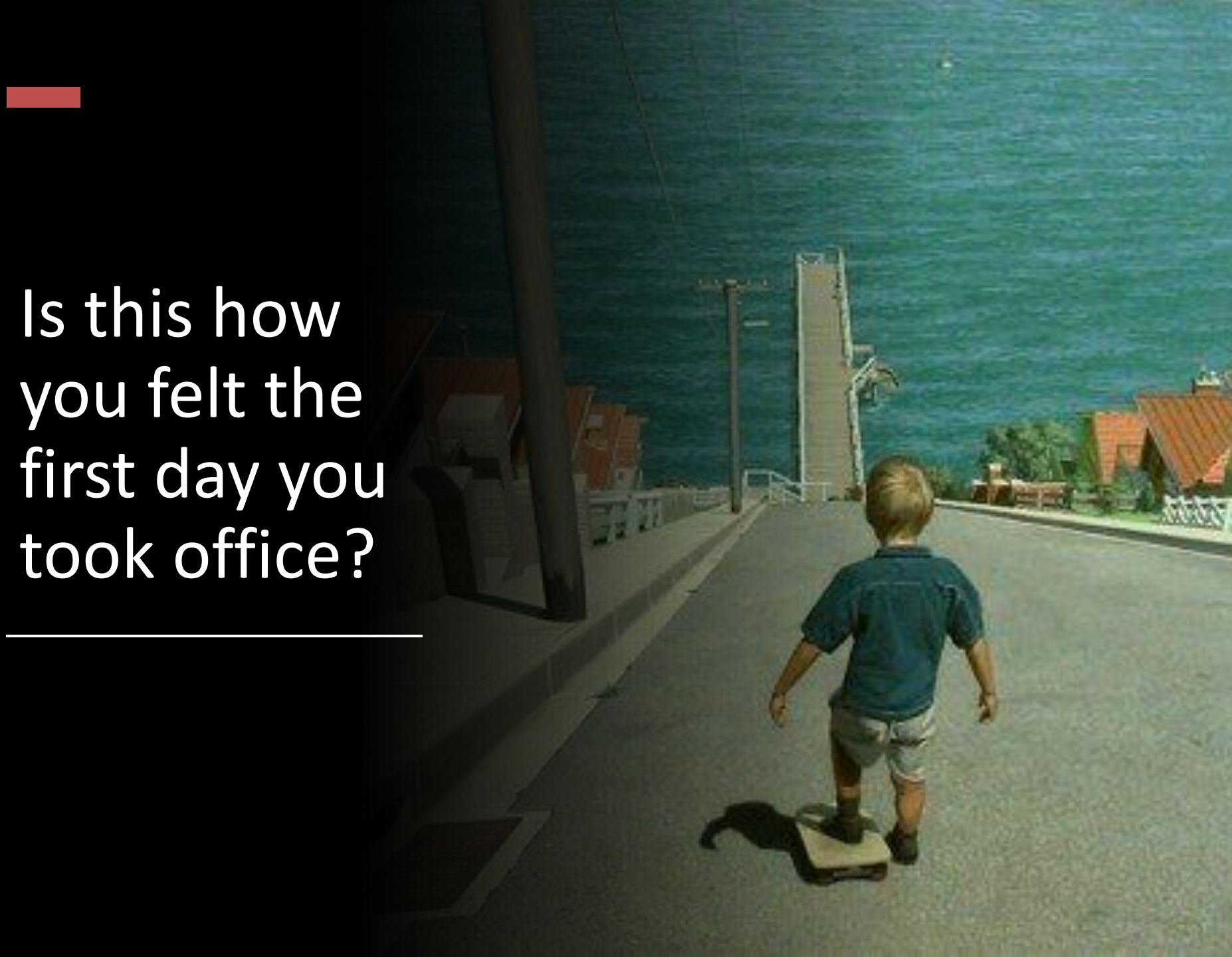


Your path of public service isn't always smooth.



Is this how  
you felt the  
first day you  
took office?

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# Motivation for Public Service

- Single Issue Candidate
- Ran for office on a bet
- I have something to offer
- Don't like the incumbent
- Need extra cash
- No one else would run
- Enjoy notoriety of serving in elected position
- Don't like government
- Enjoy solving complex multi-faceted problems
- Committed to making my community better
- Flattered to be asked or an honor to be considered
- "I don't like . . . ." Or "I need my . . . ."

# Not WHY you are in Government, but WHY Government?

In **GOVERNMENT** we do **COLLECTIVELY**  
what we can't do **INDIVIDUALLY**.

# Purpose of Government in North Carolina

- We **solve common problems** collectively
- **Pool our resources** (taxes & fees) to provide common services and infrastructure
- We choose (elect) **local people** to **facilitate** and mediate our common interests
- Sacred trust to manage the public's resources to the benefit of the public
  - Greatest benefit for the most people

# Duty of County Government

## CHAPTER 153A - COUNTIES.

### Article 6 - Delegation and Exercise of the General Police Power.

**§ 153A-121. General ordinance-making power.** (a) A county may by ordinance define, regulate, prohibit, or abate acts, omissions, or conditions detrimental to the health, safety, or welfare of its citizens and the peace and dignity of the county; and may define and abate nuisances.

# Government Services

- Public Safety
- Public Health
- Sanitation
- Transportation
- Planning
- Parks & Recreation





You are often asked to balance  
the good of the community  
and an individual's personal  
freedom

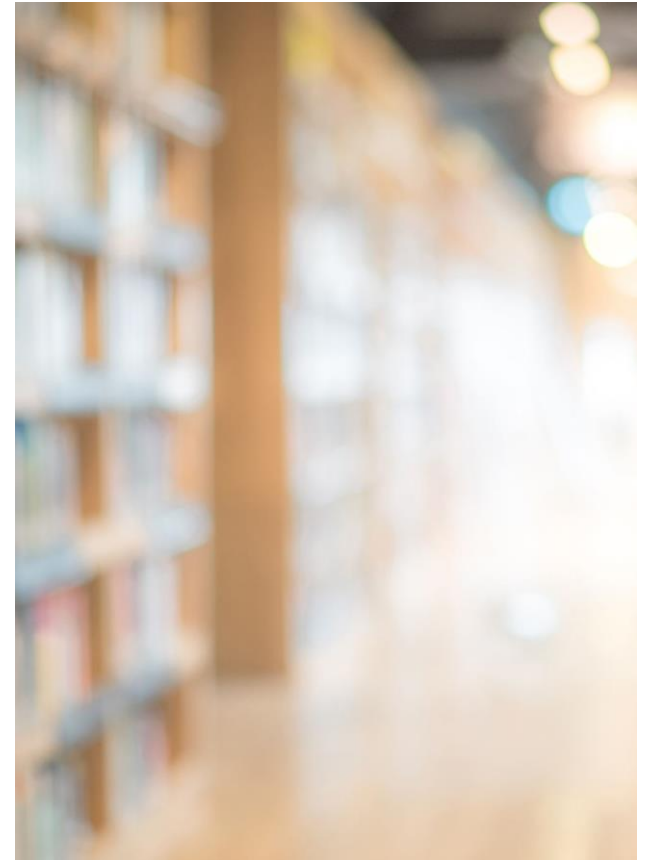
Balancing the Publics Interests and Privileges



# People Don't Govern Policy Governs

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- Governing vs. Politics
  - Constitution
  - North Carolina Statute
  - Local Policy
- 
- Best Practice
  - Custom/Norm/Tradition
  - Blow it all up! One election away from a disaster.



# Creating a Resilient County Government

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- Able to withstand or recover quickly from difficult conditions.
- Able to recoil or spring back into shape after bending, stretching, or being compressed.
- **What strategies has your County adopted to ensure the governing process is “resilient”?**







# What is Civility

**Civility** refers to the way people **treat each** other with **respect** – even when they **disagree**. Even though **disagreement** and **confrontation** play a necessary role in politics, the issue is **how** that disagreement is **expressed**.

The key is to focus on the **strengths** and **weaknesses** of **proposed solutions** to community problems – not to engage in **personal attacks** against those who favor **different solutions**.

# Competing Values

Value of free expression

**versus**

Value of respect for fellow . . . .

Critics have attributed the erosion of civility in society to the **elevation** of **self expression** over **self-control**.

Reap-  
what-you-  
sow

If public officials themselves attack their fellow officeholders, who can blame the public for:

- Believing the attacks; and
- Engaging in the same kind of attacks?

## Argument Against Civility?

While civility is an “indispensable prerequisite to a democratic society,” it can also reinforce the status quo in terms of power relationships.

John Kasson, “Rudeness and Civility,” 1990.



“What really matters is not who is more civil, but who wins!”


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“After all, revolutions aren’t made without ruffling feathers, and revolutionaries aren’t renowned for their etiquette.”

-Michael Reagan

Sociologist Charles  
Flynn said:

“The freedom to insult one’s political opponents is an indispensable democratic privilege.” He also notes that insults “provide a check against those in power who may be tempted to think of themselves in grandiose terms, above the rest of humanity.”



Martin  
Luther  
King Jr.  
said:

“In a neighborhood dispute there may be stunts, rough words, and even hot insults; **but when a whole people speaks to its government, the dialogue and the action must be on a level reflecting the worth of that people and the responsibility of that government.**”

# Strategies for Achieving Greater Personal Civility



Separate the people from the problem.  
Logical – Rational - Defensible



Obtain the facts.



Limit interpersonal misunderstandings.



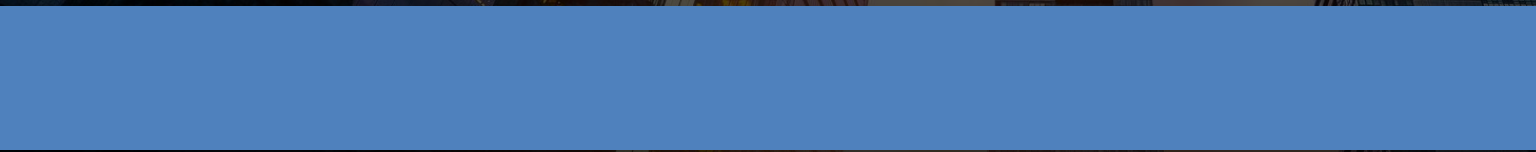
Use fair processes - good governance.



Keep trying to persuade and allow  
yourself to be persuaded.



# Perspective



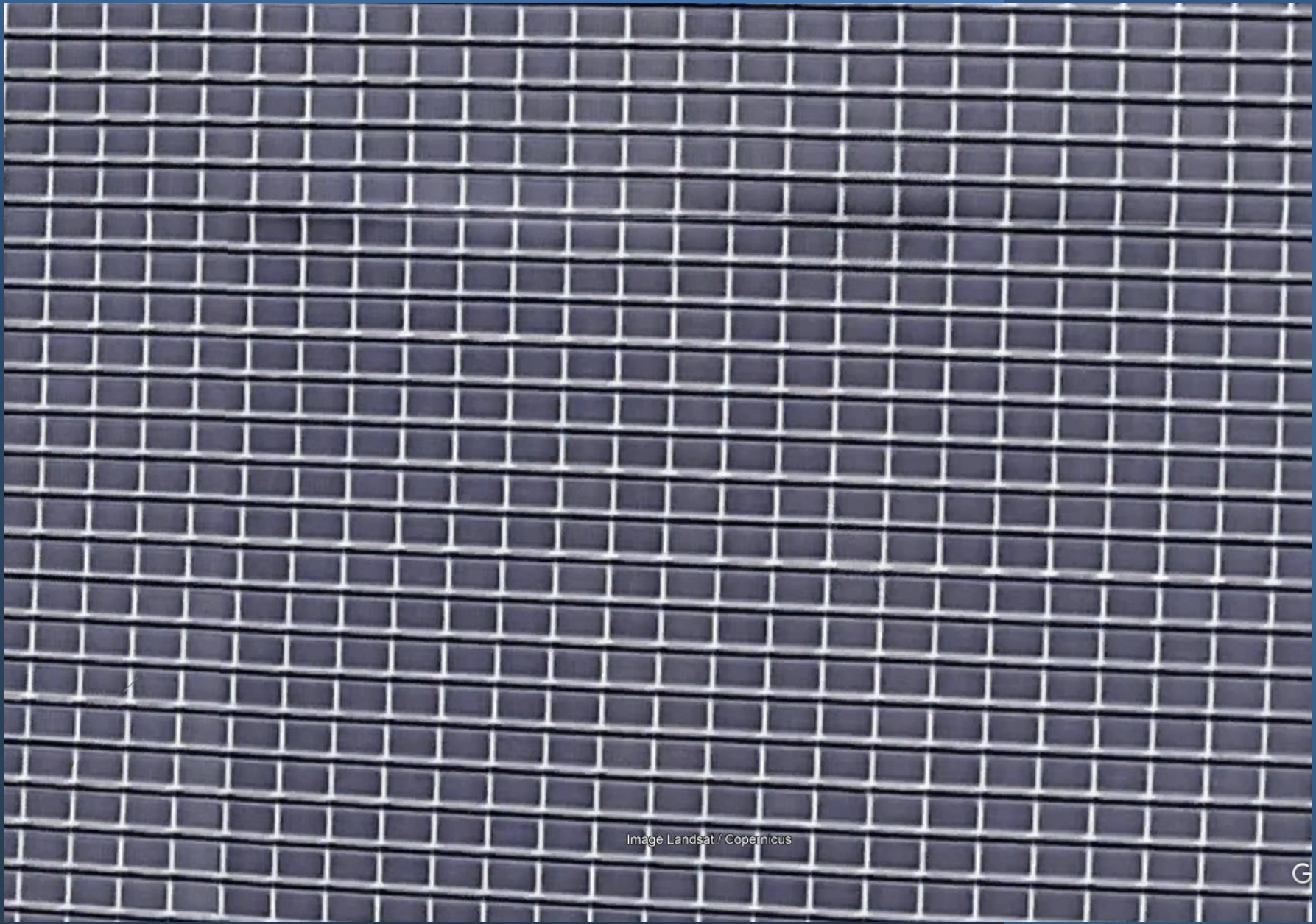


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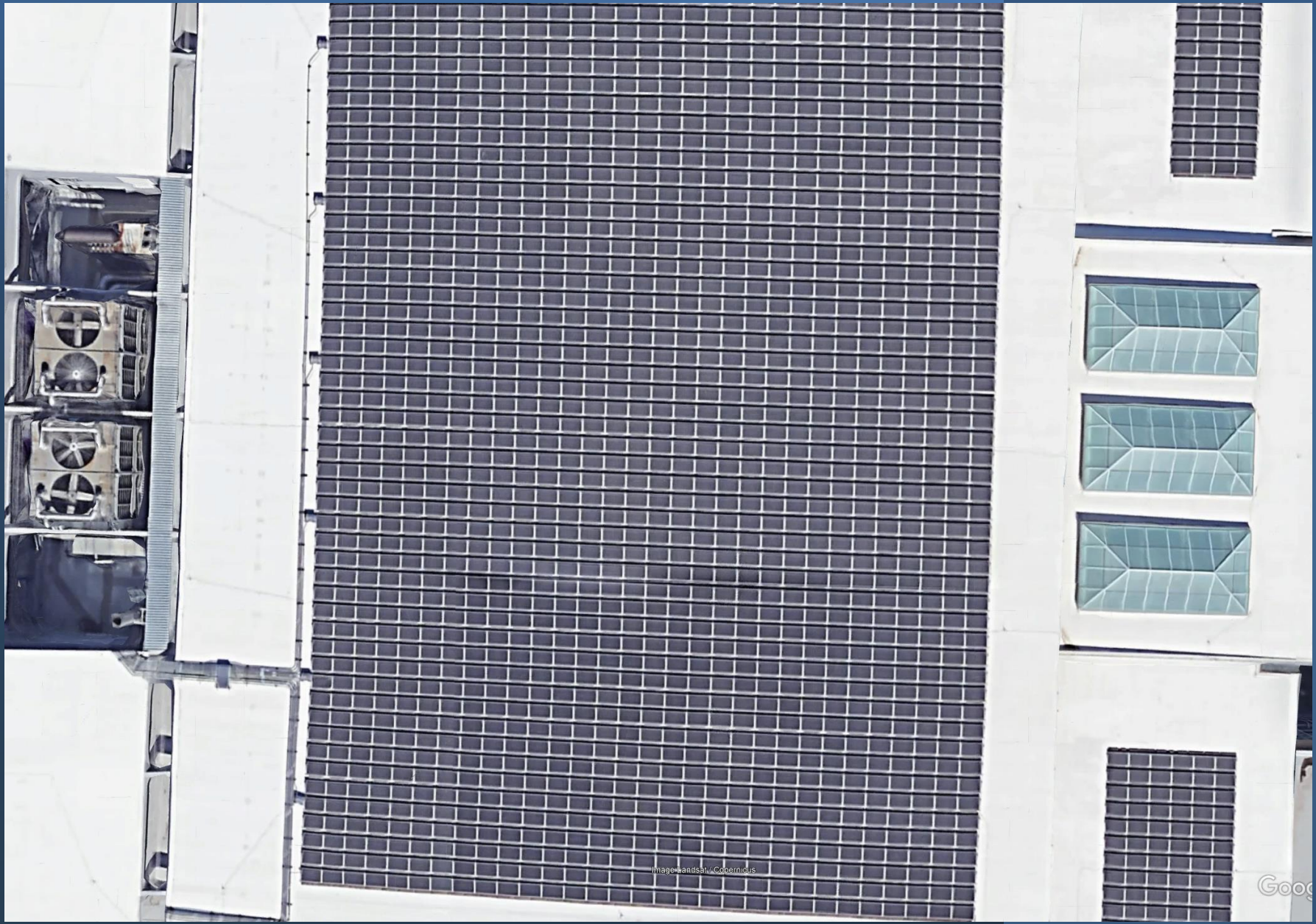


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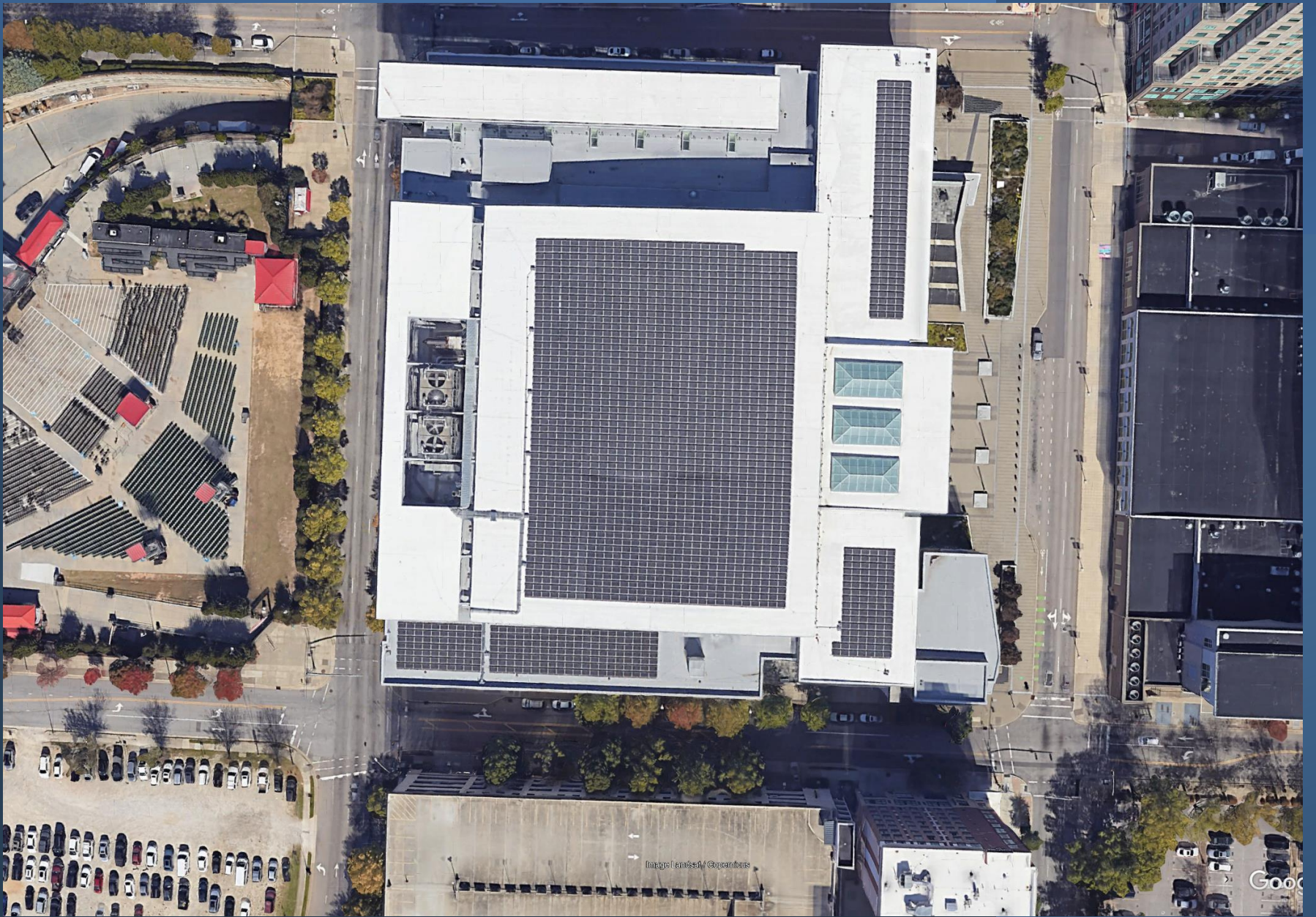


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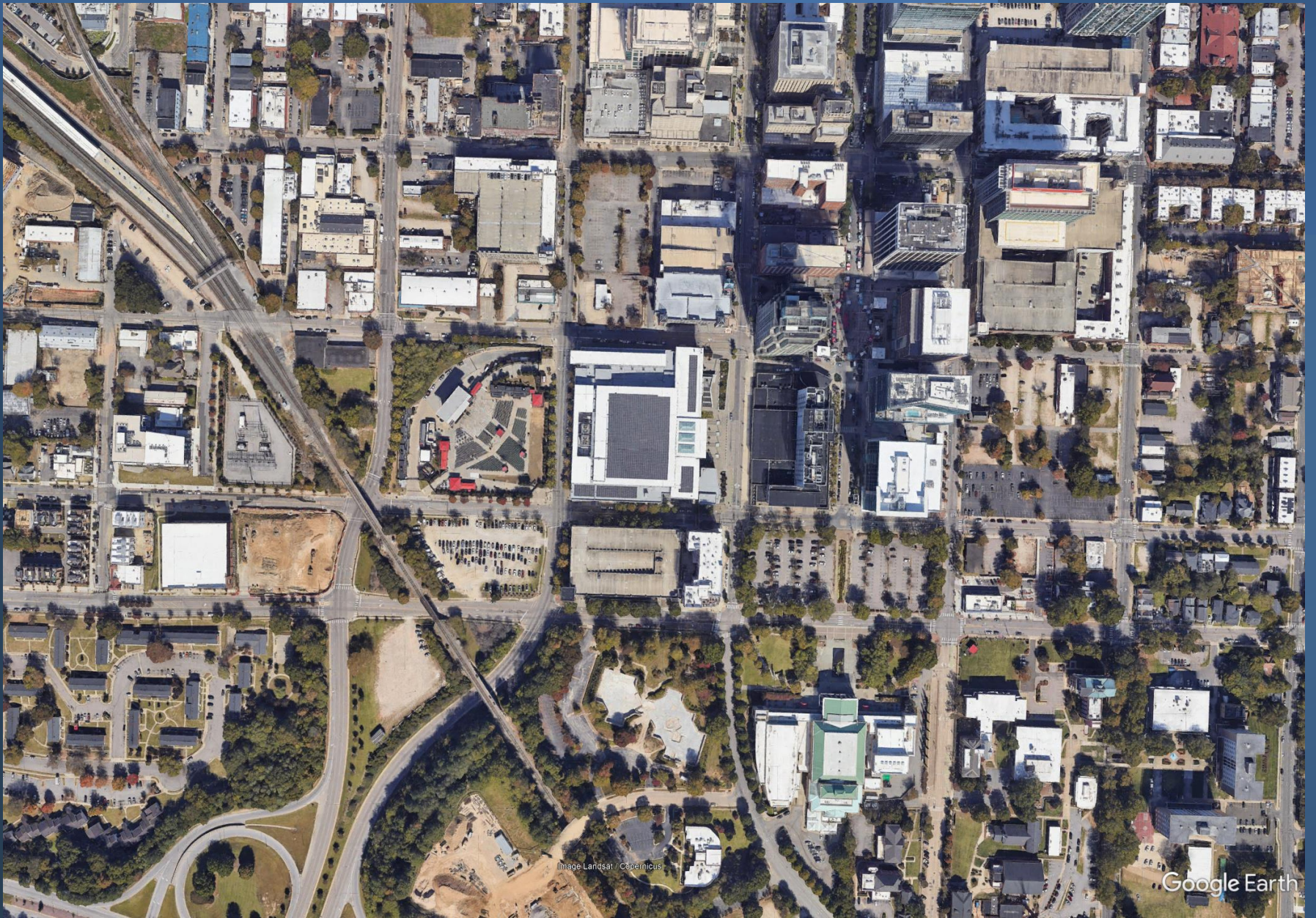


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Google Earth



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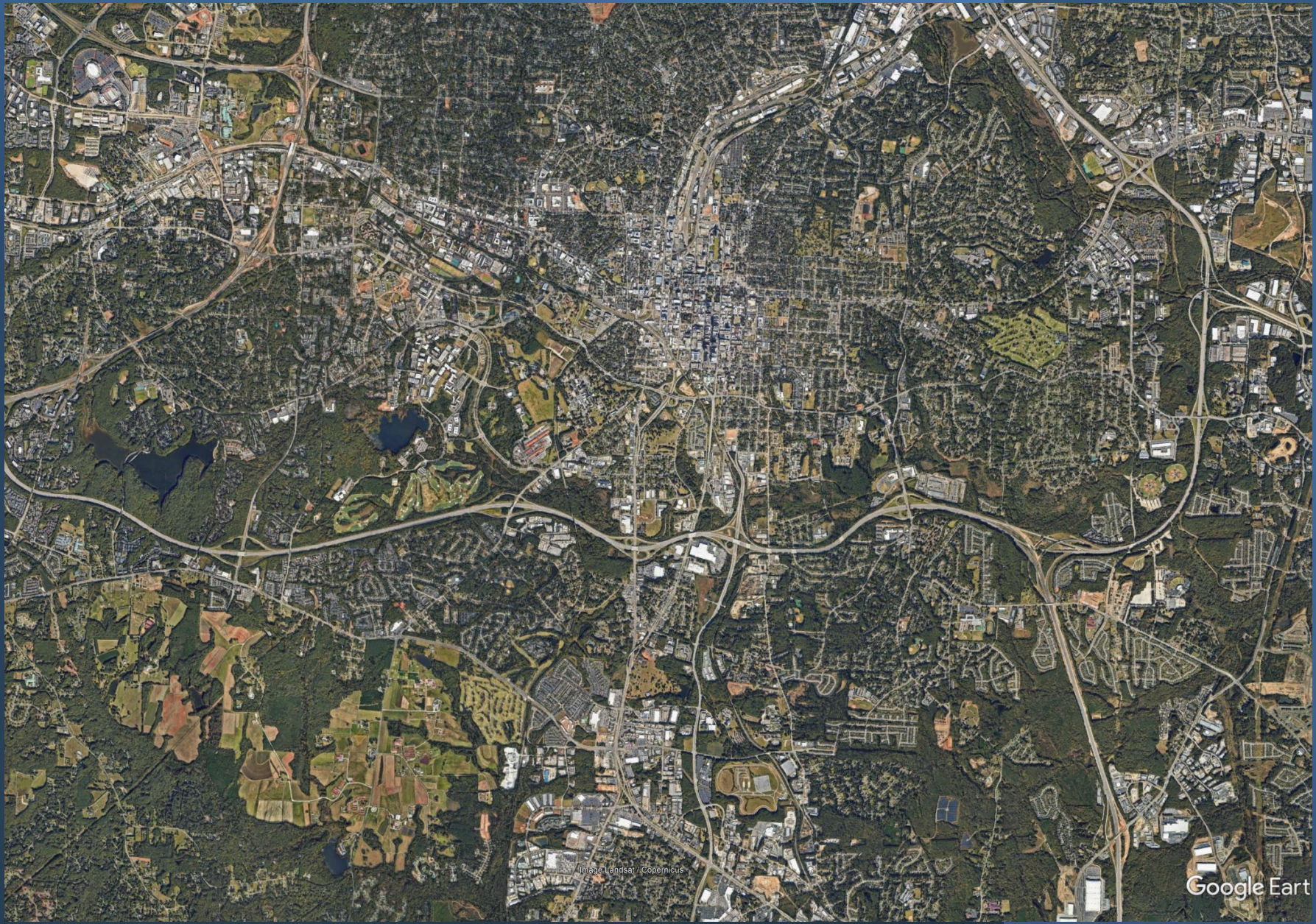
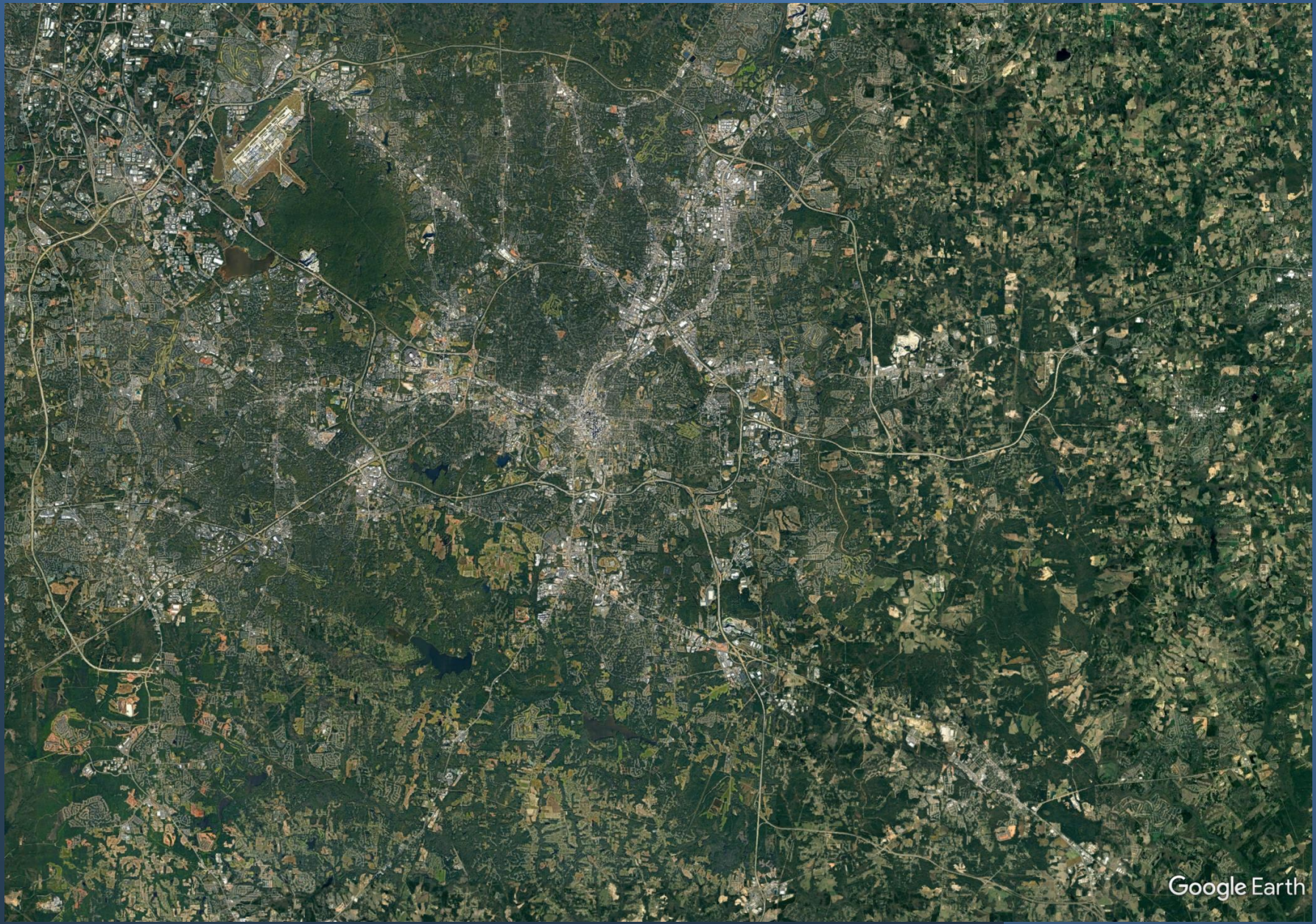


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What do  
you see?

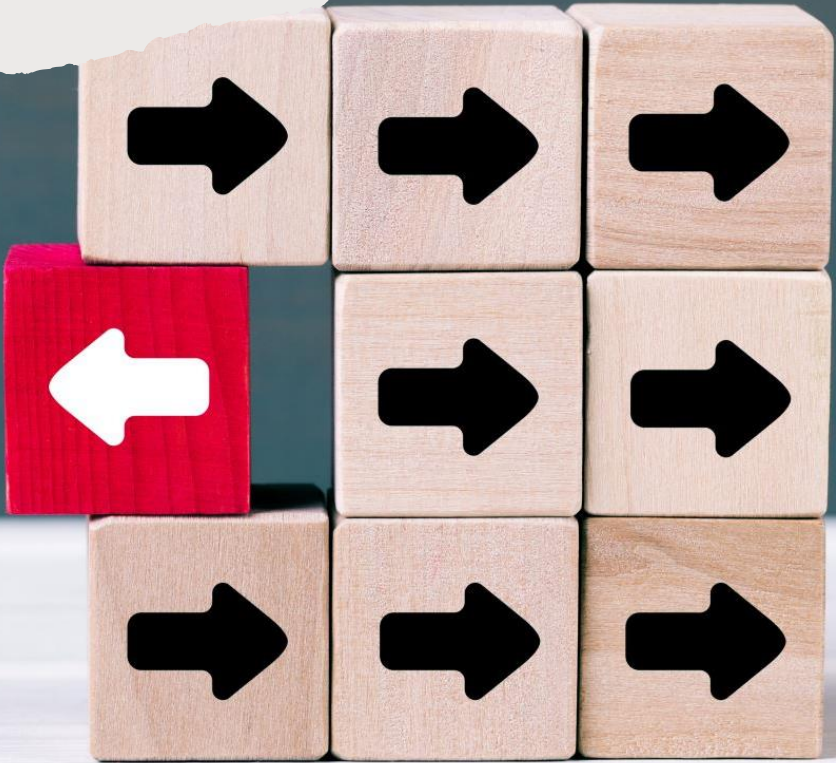
Old Woman?  
Young Woman?








“You are not wrong.”







At your tables,  
discuss the  
question:  
**“What is a  
Governing  
Philosophy?”**

- A governing philosophy is reflected in:
  - How you act as an elected representative relative to the role and scope of your position
  - How you approach complex multifaceted issues
  - How and when you engage the public
  - Your decision-making process

# Partner Discussion

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- Identify a complex issue related to your public office. With a partner, discuss procedures, methods and/or strategies you use to understand, process and act.
  - Consider:
    - Funding Capital Assets
    - Budgeting (increase demand with less inputs)
    - Issues of public safety
    - Implementing new County software

*A Governing Philosophy is not something you are born with nor is it static.*

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*A Governing Philosophy is something that is honed over time and refined with experience.*

Did you have a *mentor*?

# Governance Defined

**'Governance'** is the exercise of power or authority –

# Good Governance Defined

**‘Good governance’** means competent management of a county’s **resources** and **affairs** in a manner that is **open**, **transparent**, **accountable**, **equitable** and **responsive** to the **public’s needs**.

“I’m going to  
run this town  
like a  
business!”



# The Golden Rule of Open Government

The **business** of government  
is the **people**...

Government is **not** designed  
to be **efficient**;

it's designed to be **fair**.

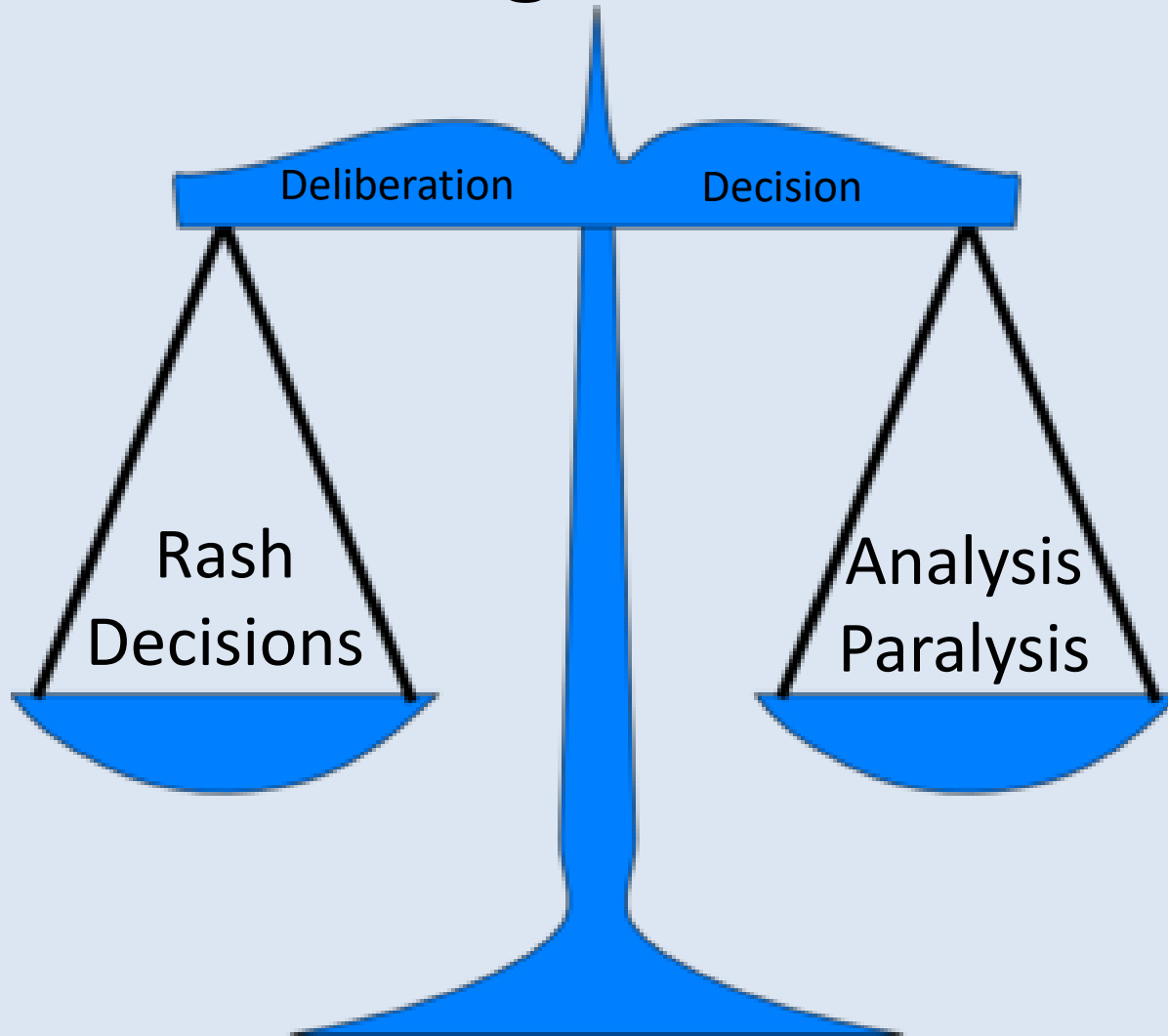
unbiased?      equitable?      impartial?

Representative Government is  
designed to have *tension*.

The challenge is making the tension  
*productive* and **NOT** *destructive*!



# Finding a Balance



# Approaches to Governing

- Proactive
- Assets
- Educate
- Plan
- Invest in future
- Leadership
- Process driven
- Reactive
- Deficits
- Enforce
- Respond
- Meet today's needs
- Management
- Outcome driven



**We've  
always  
done it  
this way!**

**They were following:**

Instinct

Habit

Custom

Tradition

Precedent

Past experience

Standard practice

What do the caterpillars lack?

# **Taking the Initiative When There is a Gap**

**Leadership & Vision**



HOW DO YOU  
DEFINE LEADERSHIP?

**DIFFERENCE  
BETWEEN  
LEADERSHIP &  
MANAGEMENT**

**“THE ART OF mobilizing  
others TO want TO STRUGGLE  
FOR smayed aspirations.”**

–JIM KOUZES AND BARRY POSNER

**DESIRE – VISION – ACTION**



Is there such a  
thing as **Solo  
Leadership?**

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# Castaway



Leadership is a relationship between those who aspire to lead and those who choose to follow. Whether the relationship is a one-to-many or one-to-one, it's always a relationship.

Jim Kouzes and Barry Posner

A large yellow triangle is positioned in the bottom right corner of the slide, pointing towards the top right.



# What is Community Leadership?

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# Defining Community

- Community of Place
- Community of Practice

# Principles of Community Leadership

- Make inclusive participation a top priority
- Frame issues in ways that are relevant to a wide variety of people
- Use a process with neutral facilitation, ground rules, and balanced discussion
- Use a process that engages and empowers people to act
- Connect talk with action and change





# Principles of Community Leadership

- Make inclusive participation a top priority
- Frame issues in ways that are relevant to a wide variety of people
- Use a process with neutral facilitation, ground rules, and balanced discussion
- Use a process that engages and empowers people to act
- Connect talk with action and change
- Tell the story throughout the process





## Secrets of Successful Communities

- Develop a vision for the future
- Inventory local assets and resources
- Build plans around the enhancement of assets
- Use education, incentives, partnerships and voluntary initiatives – not just regulation
- Pick and choose among plausible futures
- Cooperate with neighbors for mutual benefit
- Protect community character as well as ecology and economics
- Develop strong leaders and committed citizens

-Ed McMahon

# Theory of Change

- Complex problems call for many kinds of solutions
- When all kinds of people develop relationships, new ideas emerge
- When people consider an issue from different points of view, they uncover common ground and find better solutions



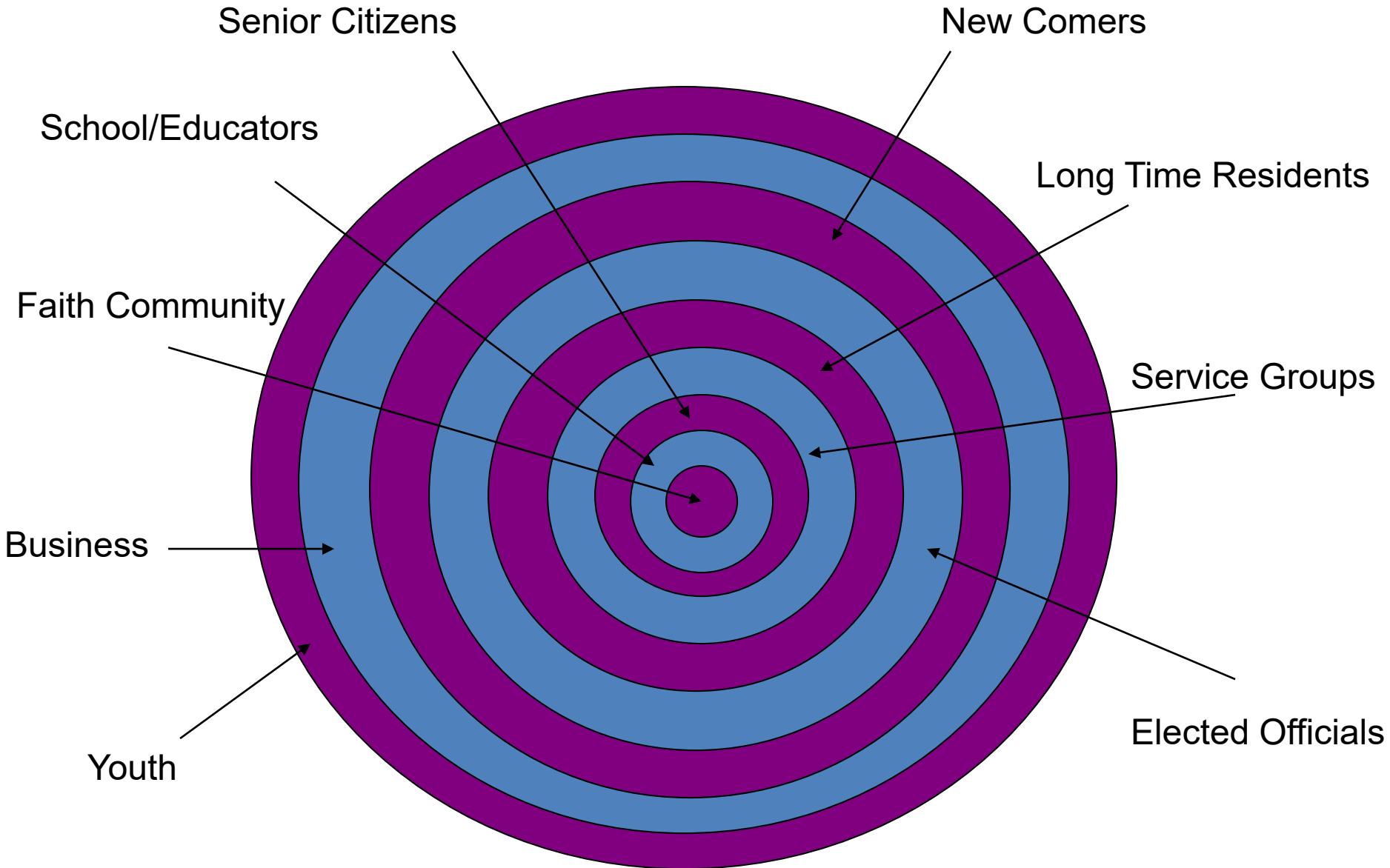


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# Theory of Change

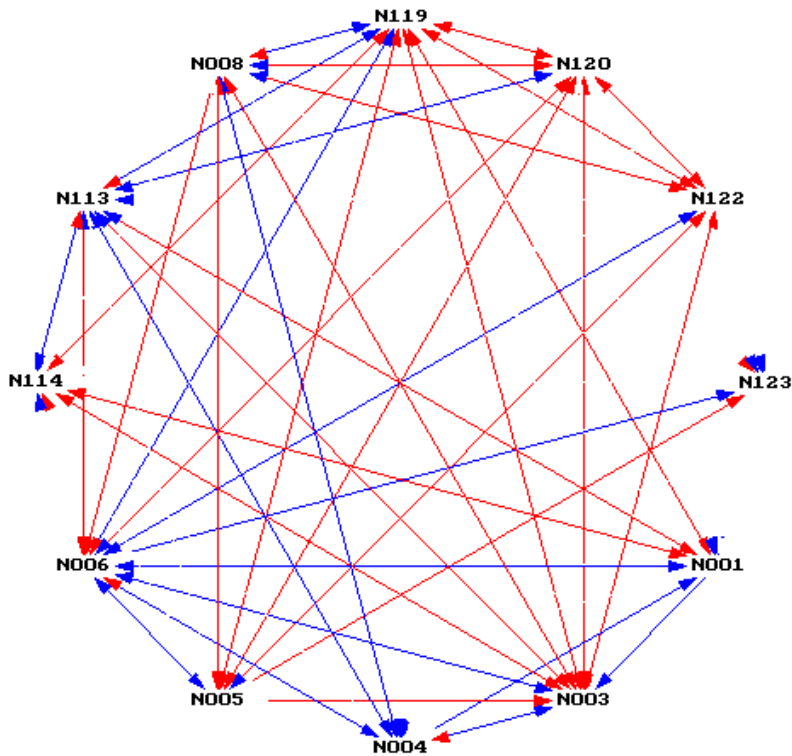
- When people have a voice, they are more likely to participate in carrying out ideas for change
- Change is more likely to last when individual and collective actions are tied together

# What does your community look like?

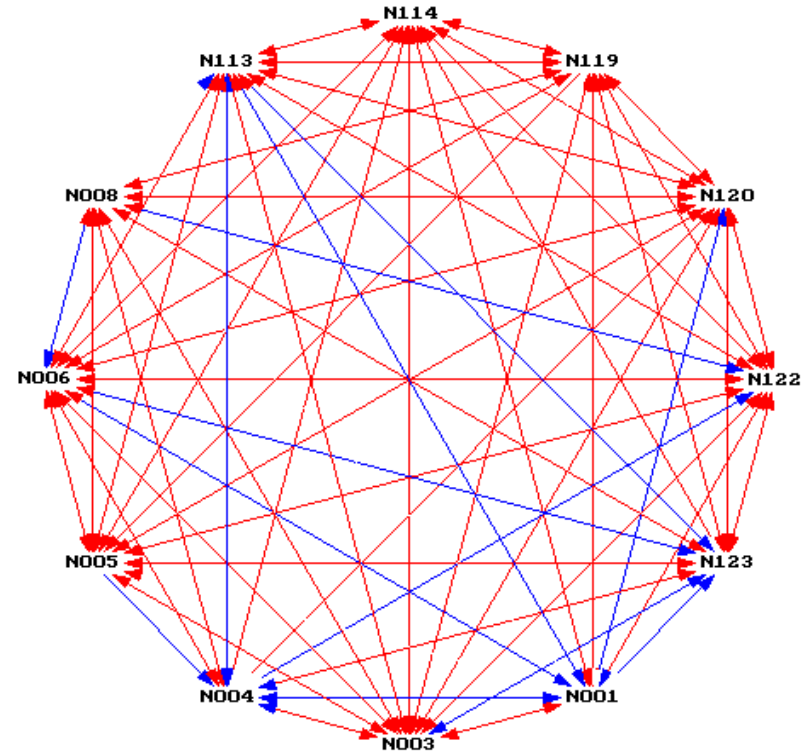


# Social Capital Map

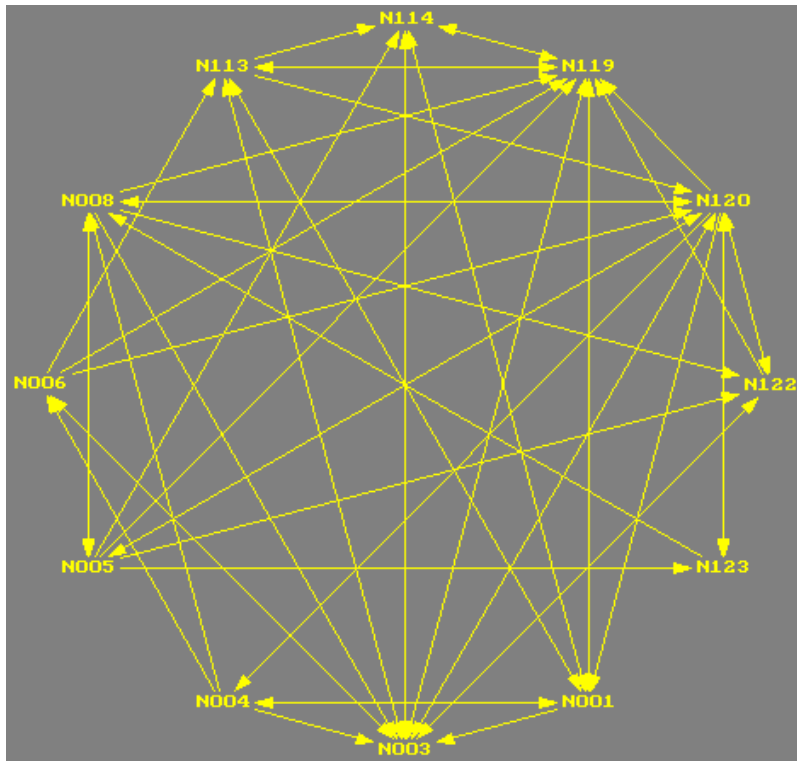
Before Personally



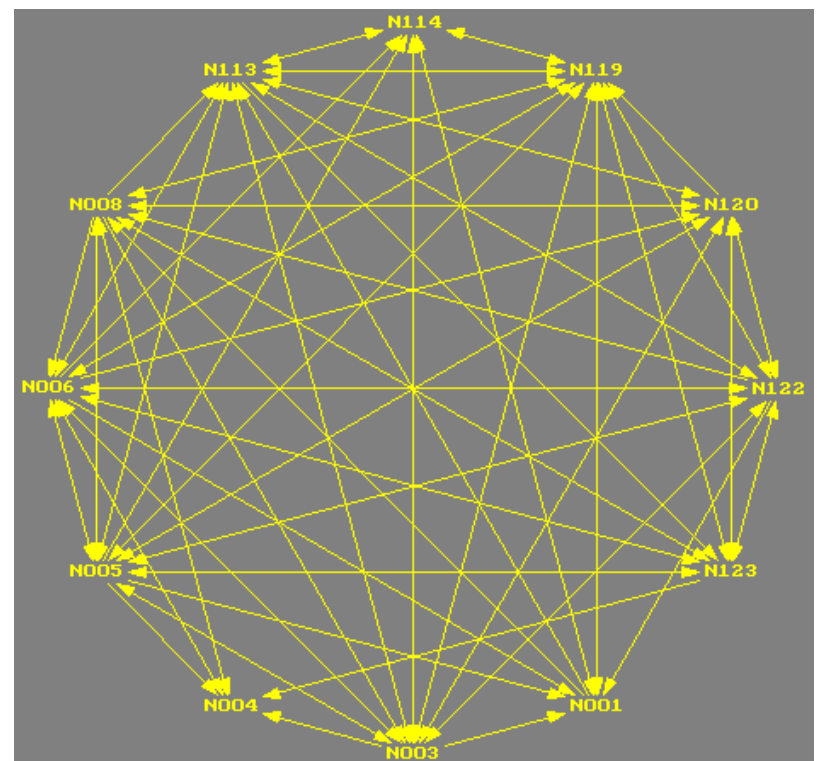
After Personally



# Before Professionally

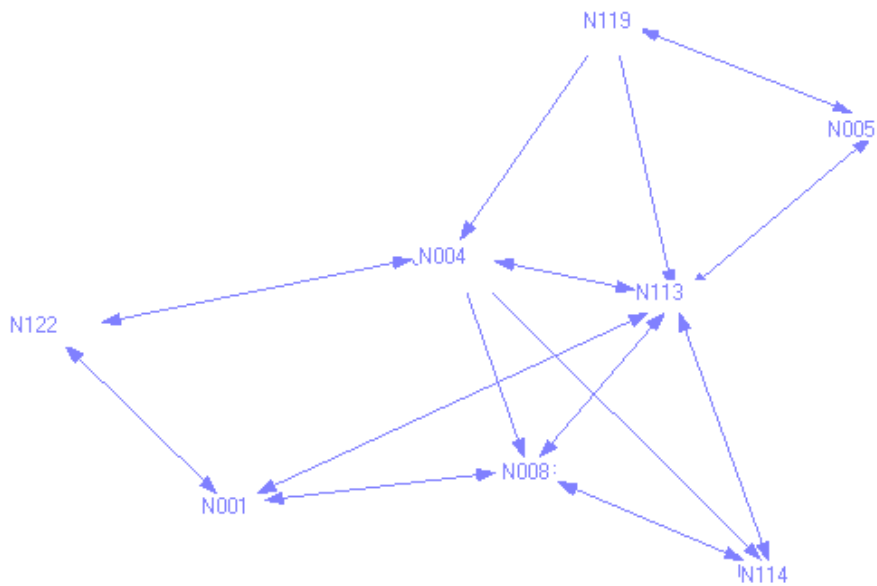


# After Professionally

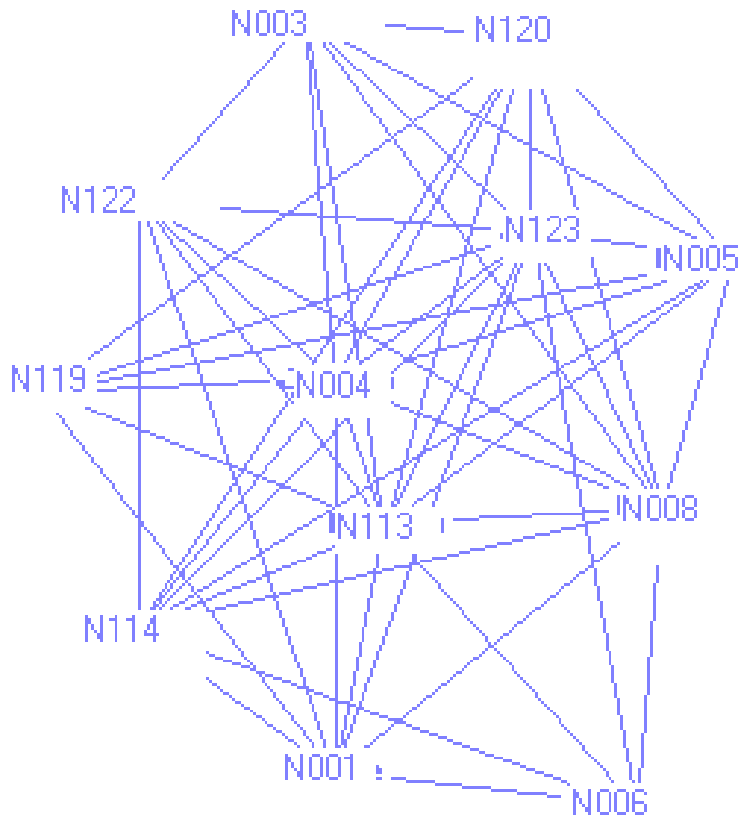


# Network Cliques

Time 1



Time 2



# **Appreciative Inquiry**





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# Finding the Bright Spots

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- People change in the direction they inquire
- Inquire into problems = keep finding problems
- Discover that which is good
- Discoveries - build a new future where the best becomes more common!
- Engage the entire community: What is working well?





# Assumption of Appreciative Inquiry

1. In every society, organization or group, something works
2. What we focus on becomes our reality
3. People have more confidence and comfort to journey to the future (unknown) when they carry forward parts of the past (known)
4. If we carry parts of the past forward, they should be what is best about the past



# Governing Well

- **What** you should do
  - Duty, Role, Scope
- **Why** you should do it
  - Health, safety, or welfare of its citizens and the peace and dignity of the county
- **How** to do it well
  - facilitate and mediate our common/conflicting interests

Develop a Governing Framework



A well defined and active Governing Philosophy leads to **consistency** in **approach** and **predictability** in **process**.

Consistency and predictability in Government leads to an increase in **public trust**.

# What is trust?

Why is it important for  
a governing body to be  
trustworthy?



# Trust is . . .

A **trusting** person, group or institution will be **freed from worry** and the need to **monitor** the other party's **behavior**, partially or entirely.

**Trust is an efficient means for lowering transaction costs in any social, economic and political relationship.**

Trust comes into play every time a new policy is announced.

# Credibility

Trusted and Believable



# Competency

Ability to do something  
successfully or efficiently



What does it look like  
when you are  
behaving in a  
credible way?

**DWYSYWD**

Credibility “Maintenance Plan”

Here is what credibility looks like behaviorally

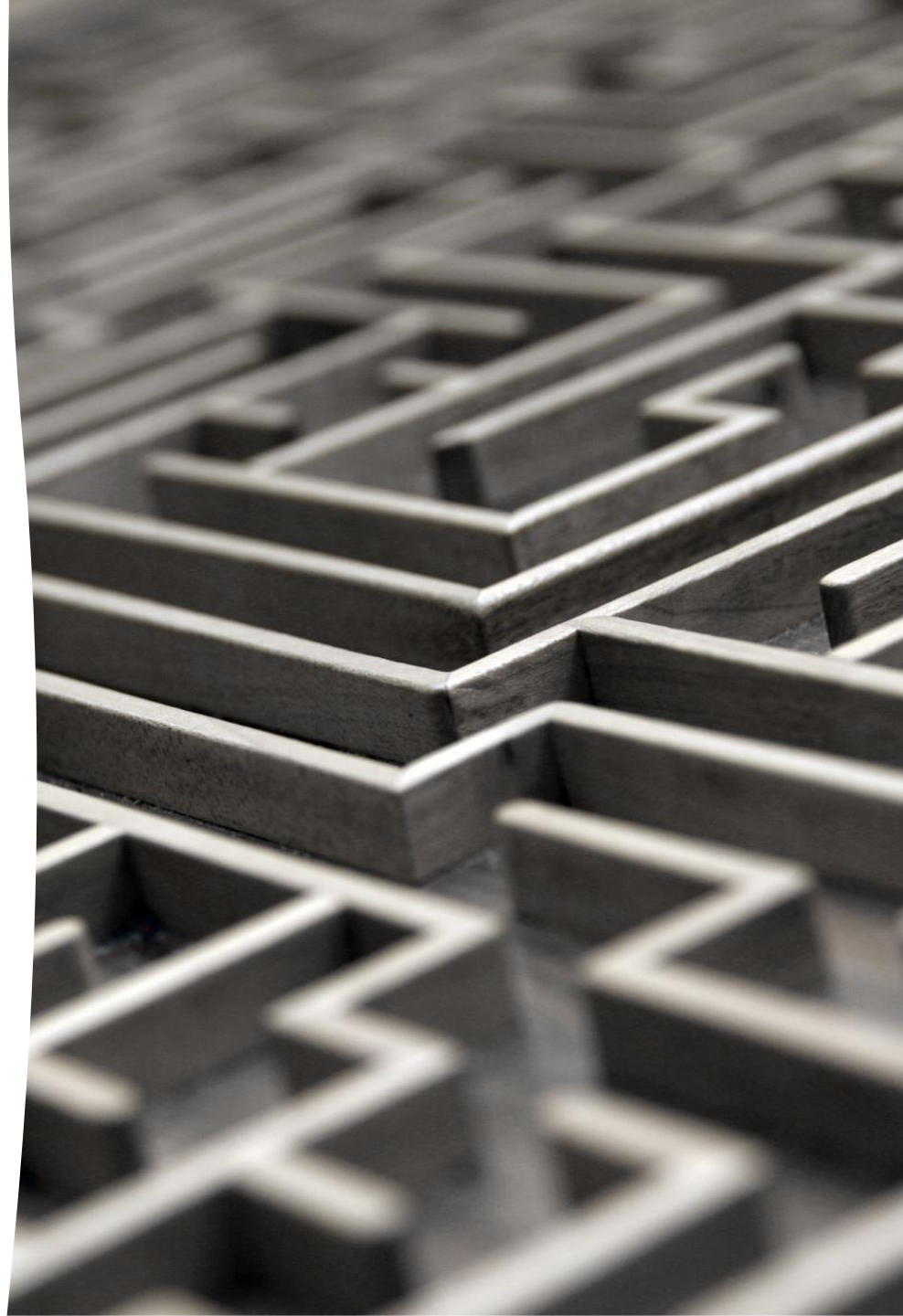
Develop and maintain credibility

# Trust

Easy Come?

Or

Easy Go?





City of Bozeman, MT  
March 5, 2009

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# Bozeman Daily Chronical: Cop apologizes for Facebook comments

**A Bozeman police officer apologized to his fellow officers and Bozeman's citizens for inappropriate comments he made on a social networking website** at a press conference Wednesday.

The meeting was intended to quell public concerns about the police department after the officer's irreverent Facebook page comments came to light earlier this week.

**"We recognize how fragile and important the public trust is,"** Deputy Police Chief said standing at a podium in City Hall Wednesday afternoon. **"We had an officer who made a poor decision. I hope the public will not paint the entire agency with the same brush as they have this officer."**

August 19, 2009

The Officer's Facebook postings about jailing "stupid" people and how he enjoys "messing" with the public are cited in a lawsuit filed against him and other officers last week. The suit accuses the officers of illegally entering a man's home and unjustly arresting him in February.

Although the Officer is being disciplined for his actions, he is not being fired.

"I don't appreciate what he said," the Deputy Police Chief said. "He stumbled and skinned his knee and we're taking measures to address it. **We're not distancing ourselves from the Officer; we're distancing ourselves from his actions.**"

The vice president of the Bozeman Police Protective Association, a professional organization for law enforcement officers, also spoke Wednesday.

**"This incident has brought discredit and embarrassment to all employees of the Bozeman Police Protective Association, the Bozeman Police Department as well as the City of Bozeman,"** vice president said. **"The actions of just one officer can weaken public confidence and cast suspicion upon our police department as a whole ... We do not condone this officer's behavior and it is not representative of"** the department.

The Officer, who is 28 and has served with the department for five years, said Monday that his Facebook posts were a joke and not intended for public viewing. He apologized to his fellow officers and the people of Bozeman.

**Bozeman  
police  
officer  
resigns after  
Facebook  
page puts  
bad face on  
department**

**Bozeman Daily  
Chronical Headline**

The **Bozeman police officer** who sparked public outcry last month for his comments on a social-networking website **has resigned.**

The Officer's last day with the Police Department was Wednesday, City Manager said Thursday afternoon.

"He was not asked to resign," the Manager said. "That was a decision he came to."

**September 3, 2009**

What can you do to  
build Public Trust?

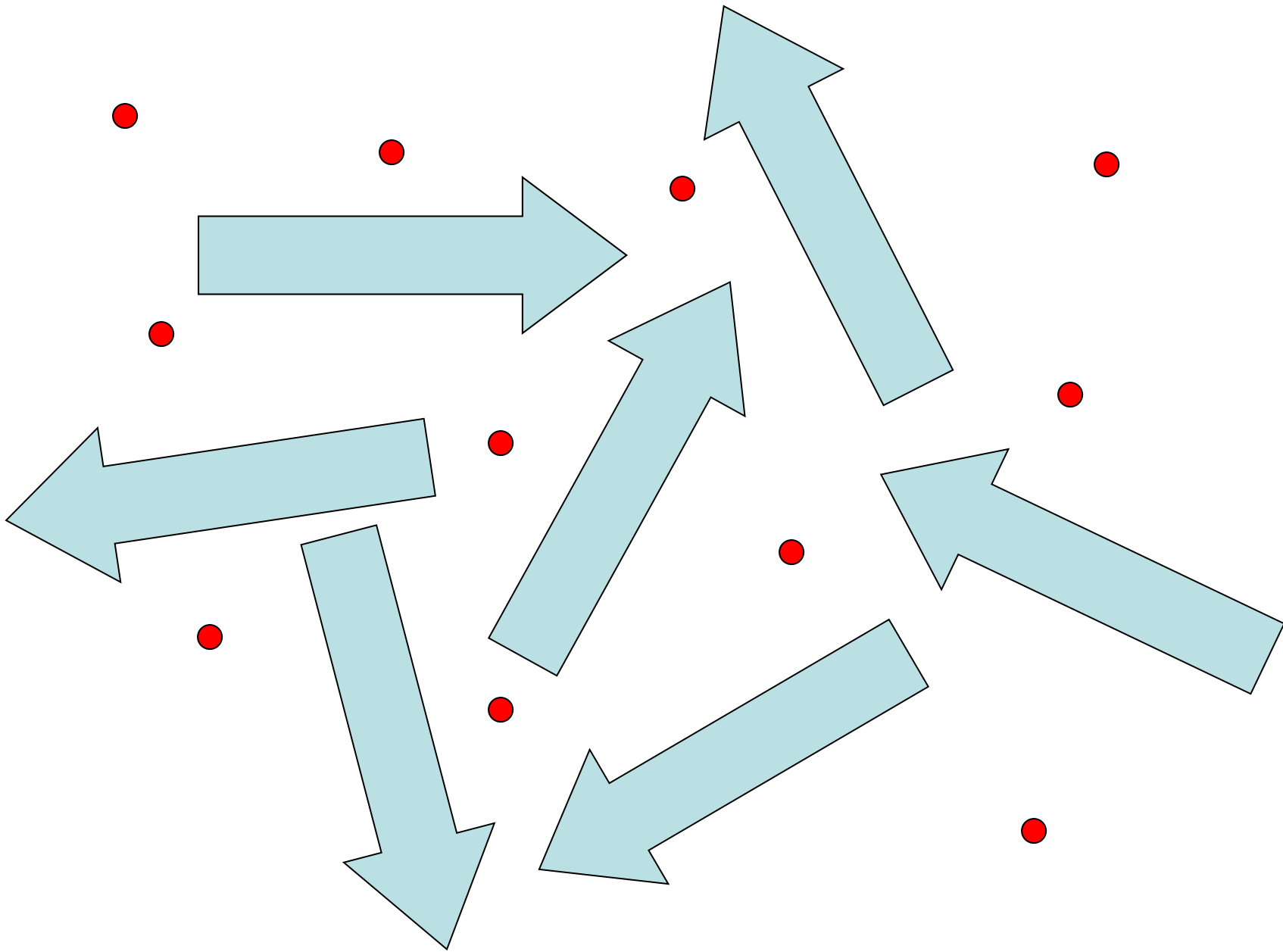
# Build Public Trust

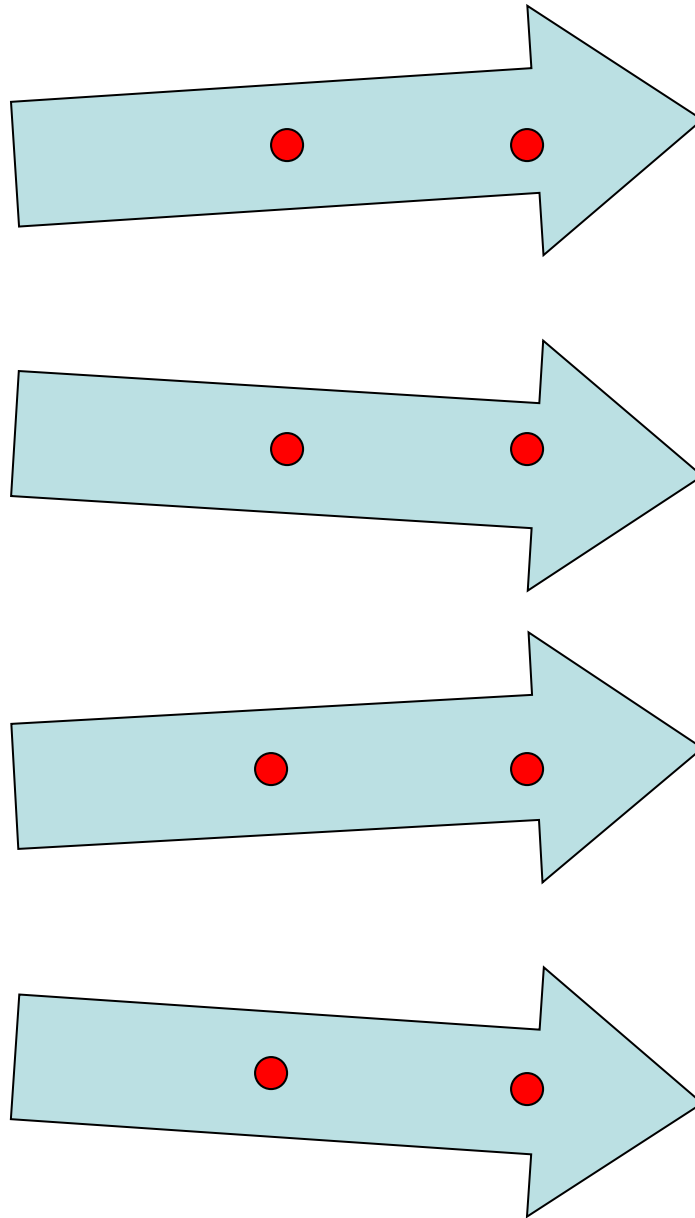
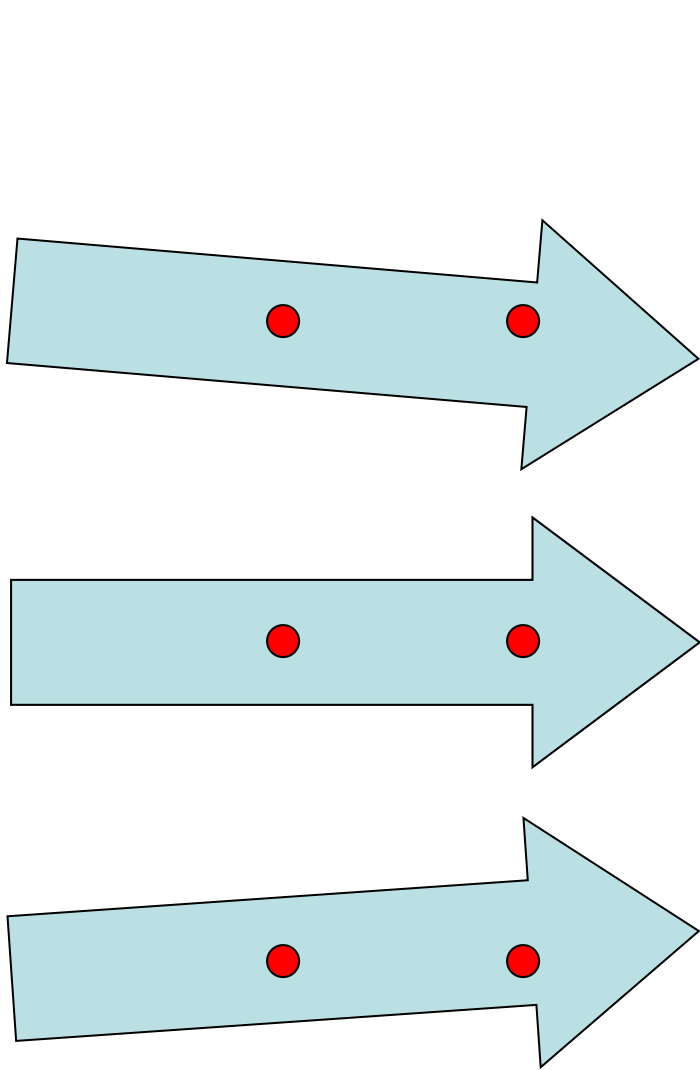
- Be civil
- Engage citizens
- Follow through
- Be transparent
- Facilitate/mediate processes
- Explore alternatives
- Be inclusive
- Listen, then listen more
- Seek to hear ALL citizens



# § 160A-86. Local governing boards' code of ethics.

- (a) Governing boards of cities, counties, local boards of education . . . . . shall adopt a resolution or policy containing a code of ethics to guide actions by the governing board members in the performance of the member's official duties as a member of that governing board.
- (b) The resolution or policy . . . . . shall address the following:
- (1) The need to **obey all applicable laws** regarding official actions taken as a board member.
  - (2) The need to **uphold the integrity and independence of the board member's office.**
  - (3) The need to **avoid impropriety** in the exercise of the board member's official duties.
  - (4) The need to **faithfully perform the duties of the office.**
  - (5) The need to **conduct the affairs** of the governing board **in an open and public manner**, including complying with all applicable laws governing open meetings and public records.





marathon

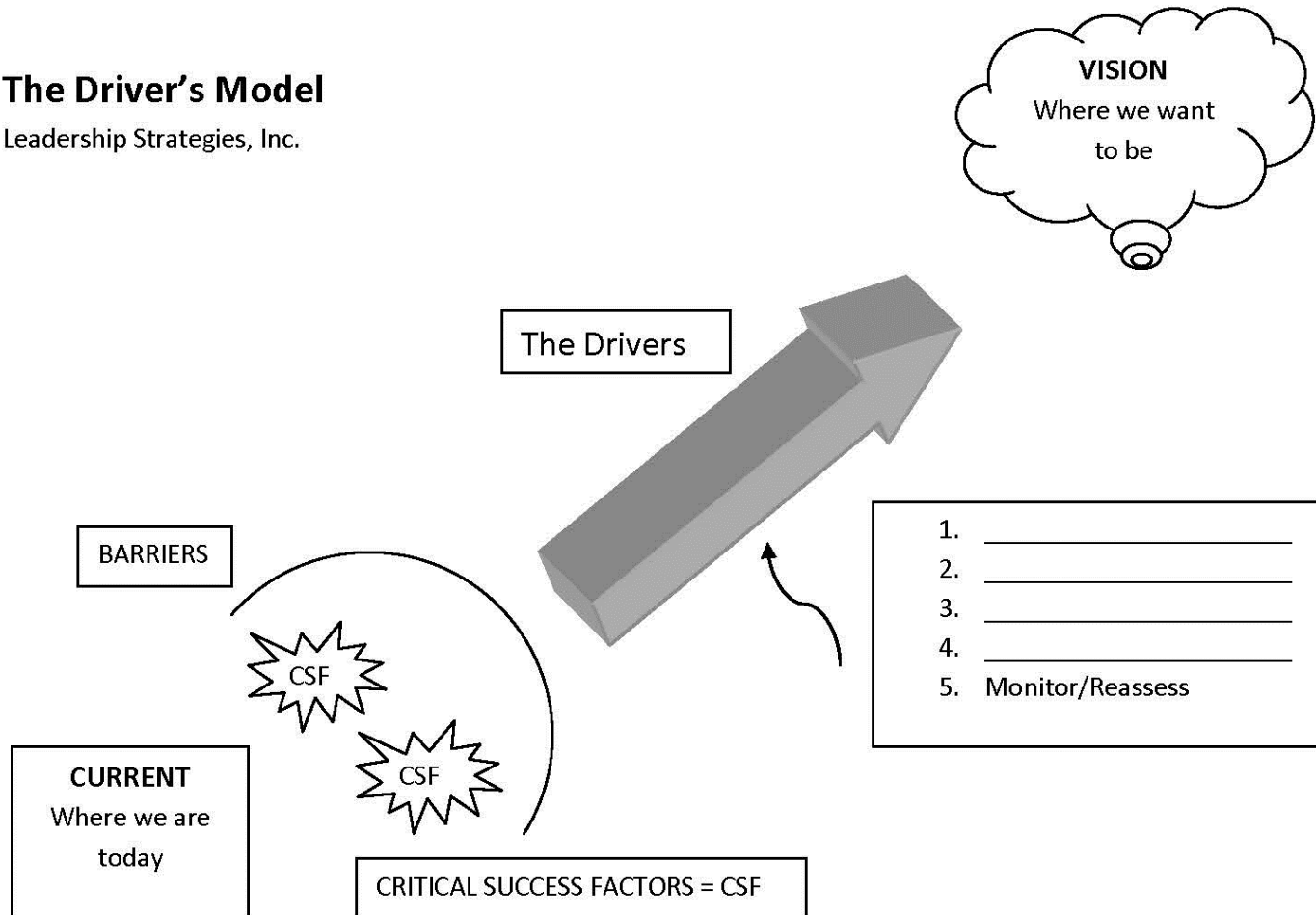
**V  
I  
S  
I  
O  
N**


A man in a dark suit and white shirt is looking through a large, dark telescope. The background is a blurred blue sky with some faint structures. The text "Investment Follows Vision" is overlaid in white, centered on the image.

Investment  
Follows Vision

# The Driver's Model

Leadership Strategies, Inc.





Transparent

Inclusive

Diverse

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# Discuss the following

- Describe something you have learned about governing and/or public decision-making that you may not have appreciated 2 years ago.
- Describe one thing you respect about how your colleagues approach their responsibility as elected officials.

# Review

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- People don't govern, policies govern
- Find and/or resort balance
- Understand and apply the 7 components of Good Public Policy
- Seek to understand and be understood
  - Perspective
  - You are not wrong
- Develop a thoughtful “governing philosophy”
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- Build and maintain public trust



# THANK YOU!!

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Please contact us with any questions:

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