

WORKING TOGETHER FOR THE GOOD OF YOUR COMMUNITY

In Pursuit of Influence, Collaboration, and Results



Effective Leaders Intentionally Create Productive Cultures

Marilynn Semonick

Learn Lavishly • Live Significantly • Leave a Legacy



AGENDA

- Welcome / Introductions
- Attributes of an Effective Mayor
- Attributes of a High-functioning Council/Commission
- Stages of Team Development
- Five Dysfunctions of a Team
- Intentionally Creating Culture
- The Need to Expand Center of Influence
- What Will I Do?



The secret of your success is determined by your daily agenda

John Maxwell



INTRODUCTIONS



What's your **WHY**?

SHARE:

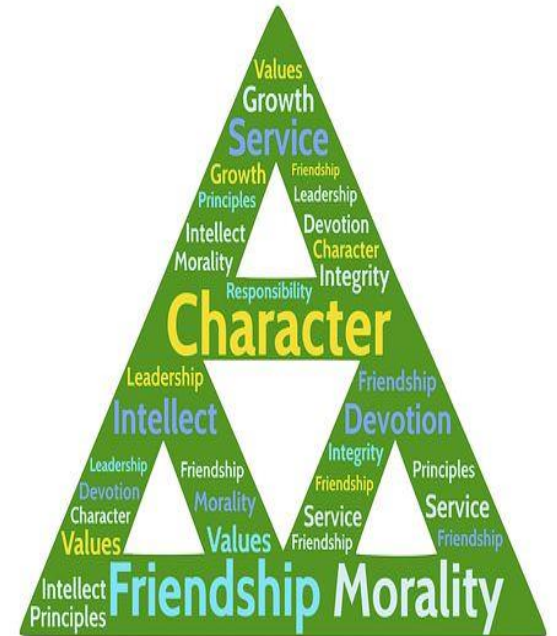
- Name ◦ Municipality
- Position ◦ How long?
- ONE attribute of an effective mayor
- **WHY** do you choose to serve?

To know thyself is the beginning of wisdom

Socrates

ATTRIBUTES of an EFFECTIVE MAYOR

- Emotionally mature, personal management skills
- Vision led, able to communicate & inspire toward vision
- An ability to influence; ability to inspire others
- Good communicator
- Understanding of governance & its application
- Relationship builder, consensus builder, team player
- Accountable, delivers results
- Approachable, transparent, dependable
- Strategic, critical thinker, decision making skills, decisive
- Honesty, integrity, ethical, character
- Willing to make tough decisions



Sources: MRSC, ICMA, NPR, National League of Cities, IRI, Young Americans Center, The Nest, Career Explore, Forbes

A boss has the title, the leader has the people

Simon Sinek

WHAT'S YOUR WHY?

**There are leaders and . . .
there are those who lead**

Leaders hold position of power or authority

Those who lead inspire us.

We follow them, not because we have to,
but because we want to.

We follow them, not for them, but for us.

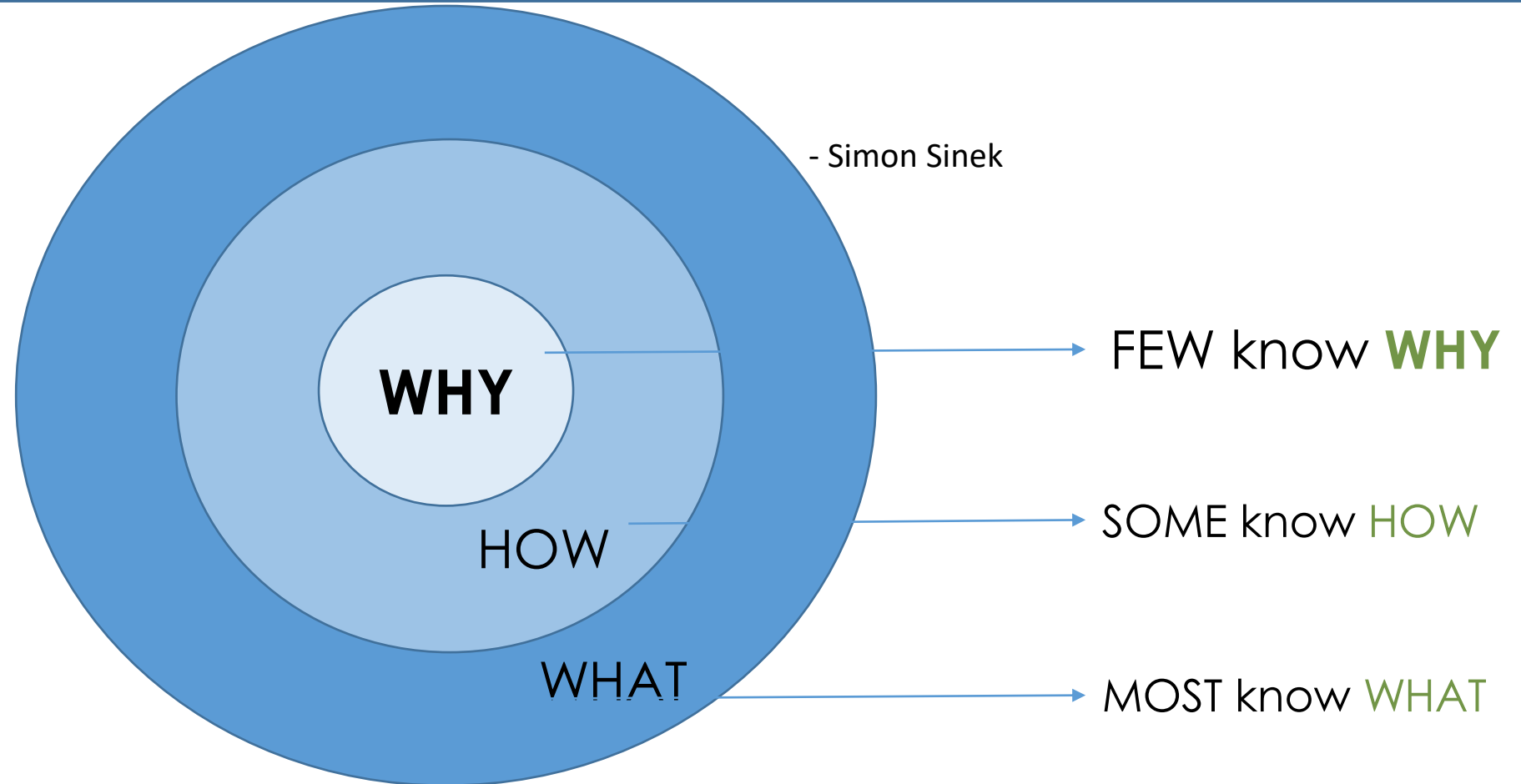
When you know your why, you'll know your way

Michael Hyatt



COMMUNICATE FROM THE INSIDE OUT

Handout Page 5

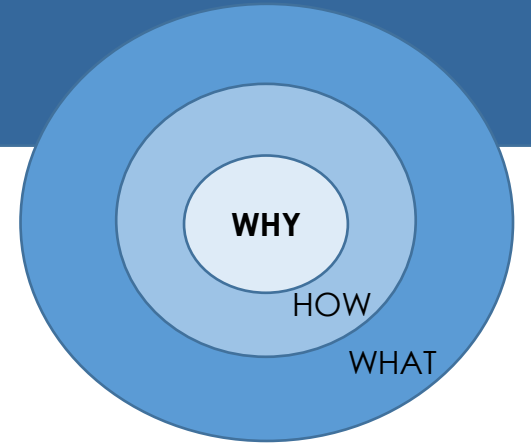


It's those who start with the why that have the ability to inspire those around them

Simon Sinek



WHAT, HOW, and WHY



WHATs are products, services and job functions we perform

HOWs are values, guiding principles & actions that make us stand out

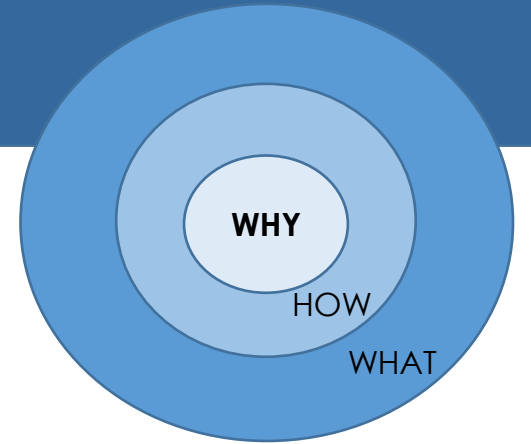
The **WHY** defines what the organization stands for
- it is the collective purpose, cause or belief

- Simon Sinek

Before we can stand out, we must first get clear on what we stand for

Simon Sinek

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What is your board's WHY . . . Your collective purpose, cause or belief?

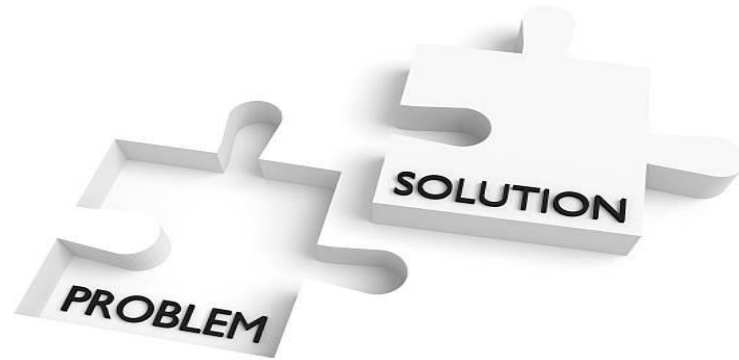
Some people see things as they are and ask why.
I dream of things that never were and ask why not.

Robert Kennedy

GALLUP POLLS

Institutional trust has declined for decades

However, two-thirds of Americans still believe local government can address real problems - much higher than at the state or federal level



Let's keep local trust alive!

Problem solving simply means representing it so as to make the solution transparent

Herbert Simon



FOUR KEY ROLES OF A MAYOR

Handout Page 6



Positioning, Priorities, Partnerships & Personnel



1. Articulate a vision for the future and your city's position in it
2. Set priorities for the administration to follow
3. Develop relationships with institutions, philanthropy, policymakers and other partners to support agreed upon goals
4. Attract, retain and lead the workforce that executes on these initiative

Resources: MML, Results for America, Mayors Innovation Project, Living Cities, Cities of Service

Leadership is taking responsibility while others are making excuses

John Maxwell



PARTNER UP

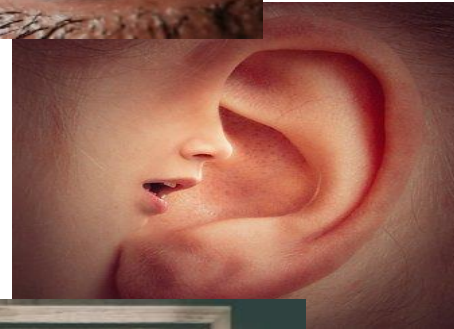
Handout Page 7

CULTURE: High-Functioning / Dysfunctional

1. What would you: SEE



2. What would you: HEAR



3. What would you: FEEL



In a world of change, you need to learn to change the world

Tony Dovale

FORCE FIELD ANALYSIS

Identify & Understand Your Constraints!

Supporting Forces

Opposing Forces



STATUS QUO

Be the change you wish to see in the world

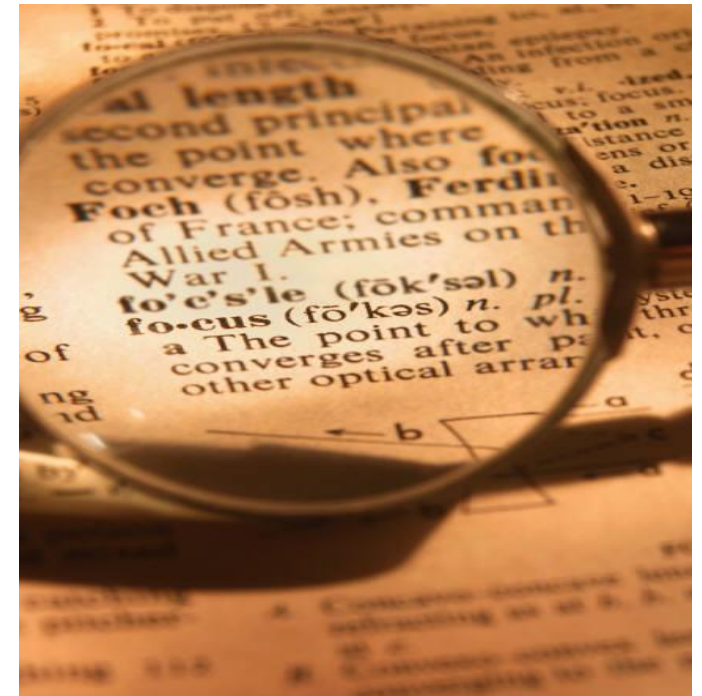
Mahatma Gandhi



YOUR CULTURE

Handout Page 7

1. How would your citizens describe your culture?
2. How would you **prefer** your citizens describe you?



The question is NOT: Do we have a culture?

The question IS: Do we have the culture we want/need?

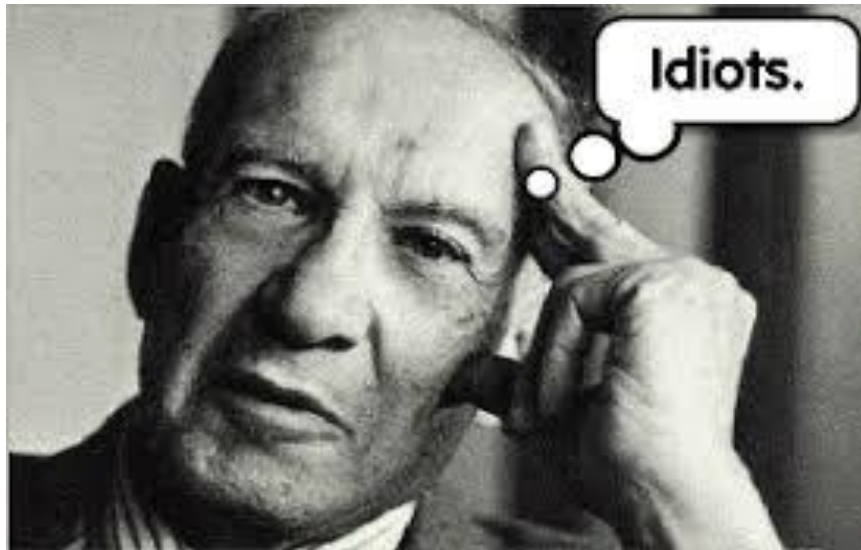
In local government, success is defined by what you leave behind ~ Governing

Culture persists only because people act in ways that uphold its principles and codes



PETER DRUCKER ON CULTURE

Culture eats strategy for breakfast



~ Peter Drucker - philosophical & practical foundations of the modern business corporation

Produce results through shared responsibility

IN GROUPS OF 3 - 4

BE PREPARED TO REPORT OUT:

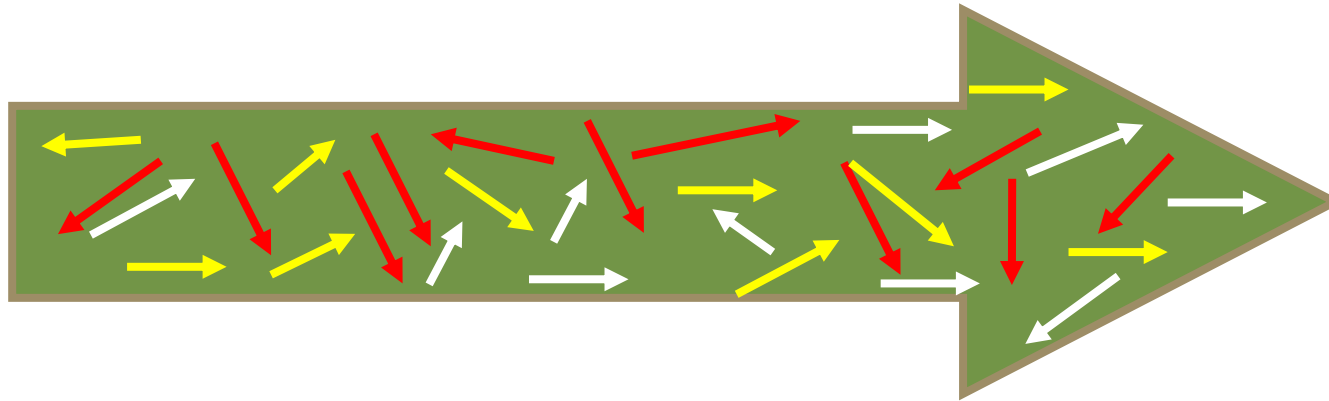
1. List the dangers/risks of a non-productive, ineffective, dysfunctional work culture
2. List the benefits of a productive, effective, high-functioning work culture



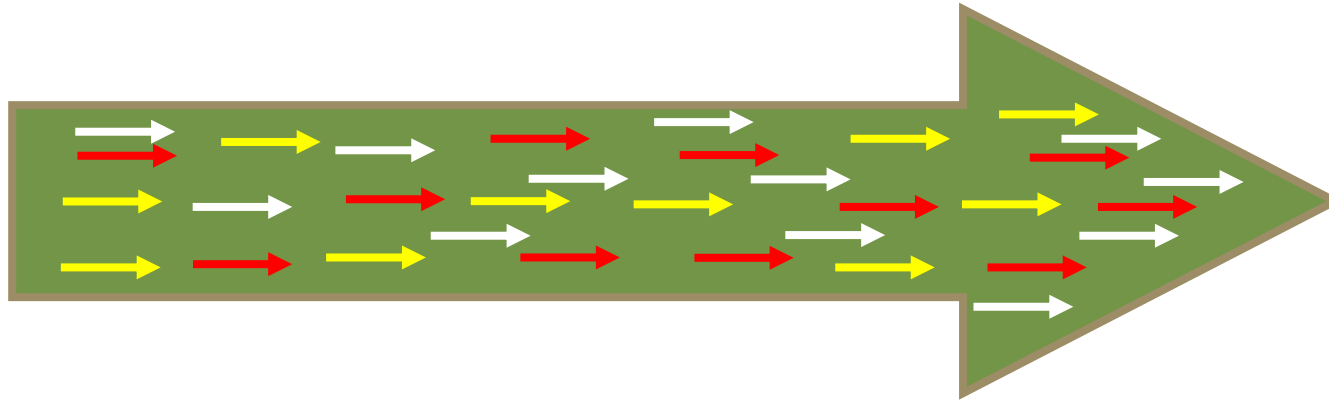
A productive culture increases engagement

Indeed

CULTURE AND STRATEGY ALIGNMENT



At any given moment, all should know their **COLLECTIVE** highest goals



A healthy culture elevates productivity

Indeed

THE TRUE MEASURE . . .

. . . of a great team is that it accomplishes the results it set out to achieve. ~ Patrick Lencioni



Doing the right things at the right time will bring the right results

Srinivart



**MICHIGAN
ASSOCIATION
OF MAYORS**

TEAM DEVELOPMENT

Handout Page 8 & 9

Five Stages of a Team

Five Dysfunctions of a Team

~ Patrick Lencioni

5. ADJOURN

Inattention to **RESULTS**

4. PERFORM

Avoidance of **ACCOUNTABILITY**

3. NORM

Lack of **COMMITMENT**

2. STORM

Fear of **CONFLICT**

1. FORM

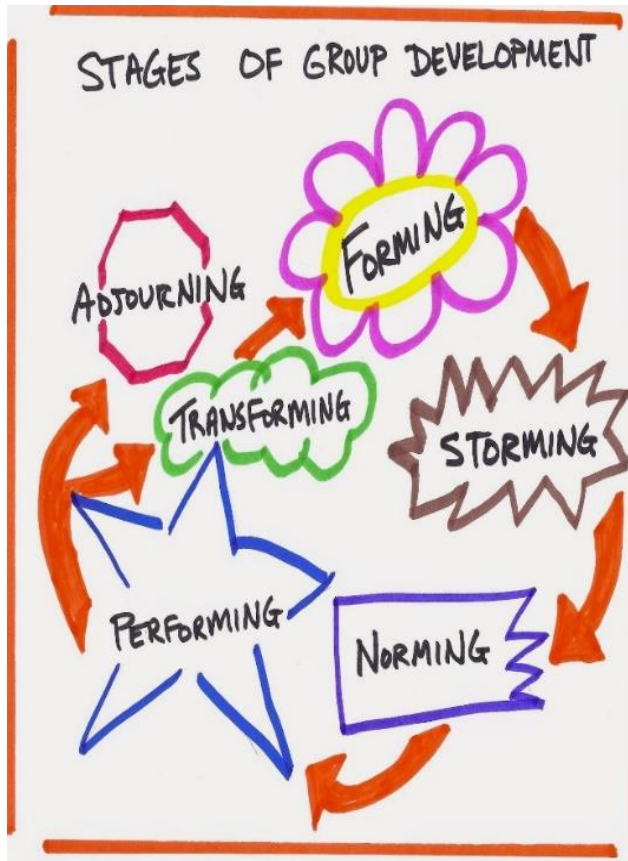
Lack of **TRUST**

None of us is as smart as all of us

Ken Blanchard

FIVE STAGES OF TEAM DEVELOPMENT

Handout Page 8



5. Adjourning: Completion, Evaluation
4. Performing: Work Together Meeting Goals
3. Norming: Resolutions Creating Norms
2. Storming: Disagreement & Resolution
1. Forming: Polite & Cordial

The chain is only as strong as its weakest link

Thomas Reid

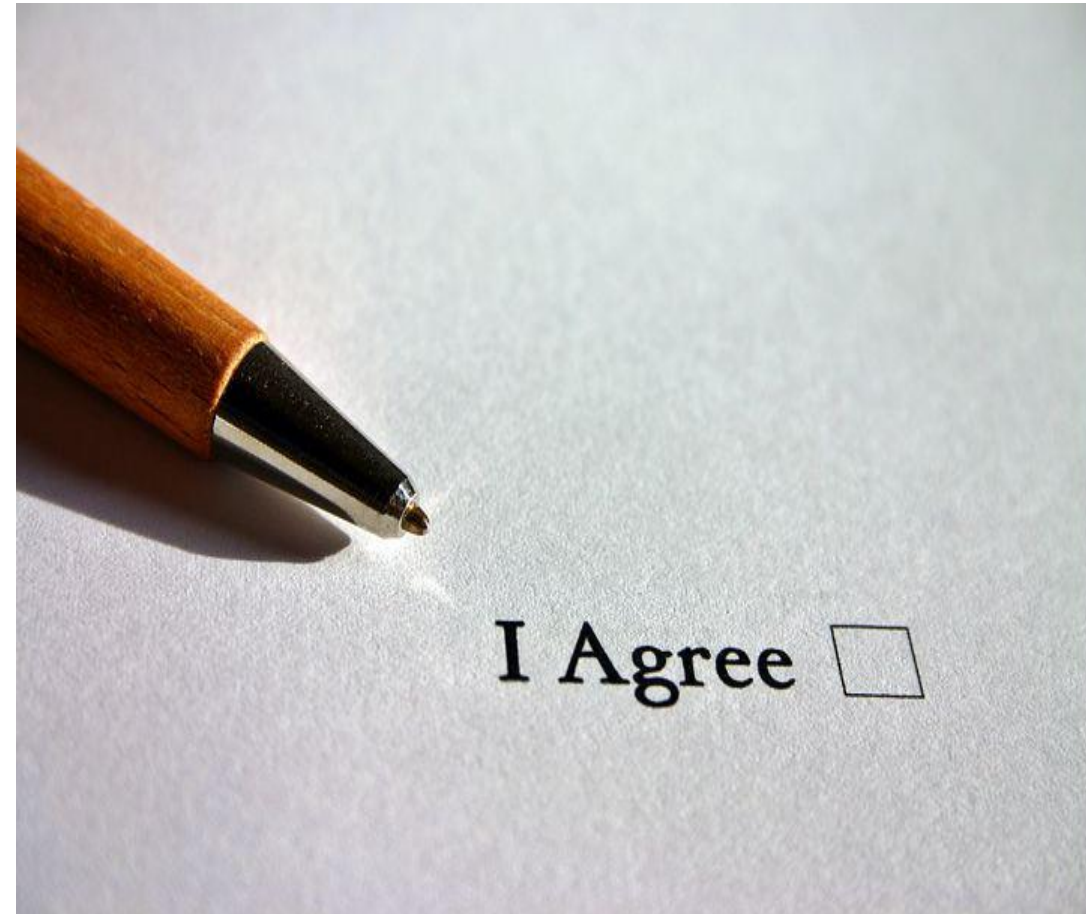
1. FORMING

Handout Page 8 & 10

Prevention Rather Than Intervention

- Orientation; Introductions
- Municipal charter
- Values, Culture & Problem Solving
- Effective meetings – parliamentary procedure
- Vision for the Future
- Strategic Planning – Blueprint
- City Manager Evaluation
- ROLES & RESPONSIBILITIES

WHAT ELSE?



Intellectuals solve problems, geniuses prevent them

Albert Einstein

1. FORMING

Dimensions of Government Process – Handout Page 11 & 12

WHO
WHEN
HOW
WHERE

WHAT
WHY

Council / Commission Roles & Responsibilities

Lack of clarity that creates chaos and frustration

Steve Maraboli



2. STORMING

Handout Page 13, 14, 15

Difficult Behaviors in Meetings

Share what you have experienced or observed that:

1. WORKS to AVOID/PREVENT challenging behaviors in meetings
2. ADDRESSES/HANDLES challenging behaviors in meetings



Creativity comes from a conflict of ideas

Donatella Versace



CONVERSATION INTELLIGENCE

Handout Page 18

To get to the next level of greatness depends on the quality of our culture, which depends on the quality of our relationships, which depends on the quality of our conversations. ~ Judith Glaser

Everything happens through conversation

Conversations are the social rituals that hold us together, the fabric of culture and society



Effective communication is the best way to solve problems

Bradford Winters



3. NORMING

Work Sessions

- Posted
- Open Meetings Act
- Vehicle for addressing major issues effectively
- Decisions are made in regular meetings ONLY



In teamwork, silence isn't golden, it's deadly

Mark Sanborn

3. NORMING

RULES OF ENGAGEMENT



The Way We Do Business

Team Operating Guidelines

Productive

Non-productive

+

-

AT YOUR TABLES DISCUSS:

1. Behaviors that work
2. Behaviors that hinder

Alone we can do so little; together we can do so much

Helen Keller

3. NORMING

Problem Solving Model

Move From Conflict to Problem Solving:

1. DEFINE the REAL problem
2. Brainstorm possible solutions
3. Test the options against the yardstick
4. Build consensus around the best possible option (BPO)
5. Debrief & evaluation



A problem well put is half solved

John Dewey

LACK OF TRUST

Handout Page 17

What are the results of deteriorating trust?



What are the benefits of healthy trust?

Trust dies but mistrust blossoms

Sophocles

3. PERFORMING

TRUST: On a scale of 1 – 10, where is your leadership team?
1 ... 2 ... 3 ... 4 ... 5 ... 6 ... 7 ... 8 ... 9 ... 10



How do you hold yourself & each other accountable?

Trust is build with consistency
Lincoln Chafee

3. PERFORMING

WHY is **ACCOUNTABILITY** critical?



How do you hold yourself & each other accountable?

It is wrong and immoral to seek to escape the consequences of one's acts

Mahatma Gandhi

3. PERFORMING

Handout Page 18 & 19

WHY PROVIDE ACCOUNTABILITY?

Accountability is a process of making individuals take responsibility for their actions & decisions

- Maintains and strengthens citizen confidence
- Lays the groundwork for a high-performing organization – achieving goals & long-term success necessitates input & support from all levels
- Increases well-positioned response to a changing external environment – today's world is constantly changing.

Accountability and transparency go hand-in-hand

Accountability is DESIGNED into the system: processes, procedures, culture

~ Knight Ventures

Doing the right thing and the hardest thing are often the same thing

Steve Maraboli



3. PERFORMING

THE ROLE OF ACCOUNTABILITY in GOVERNANCE

Domestic accountability relates to the relationship between the municipality and its citizens, on whose behalf a municipality – particularly one with aspirations of legitimacy – is expected to rule.

Transparency: Citizens have access to information about commitments that the municipality has made and whether it has met them

Answerability: Citizens are able to demand that the municipality leadership justifies its actions

Enforceability: Citizens are able to sanction when failure to meet certain standards

~ GOVNET good practices for supporting civil society institutions and judicial systems

It is wrong and immoral to seek to escape the consequences of one's acts

Mahatma Gandhi



3. PERFORMING

ACCOUNTABILITY in GOVERNANCE – What Citizens Perceive

*Because we cannot know the character or motivations of those who manage our communities, and because we cannot know how much their personal obligations affect their decisions, we can judge them, and hold them accountable, **only by their actions and their relationships** as they appear on their face.*

*In other words, in government ethics, **appearances are what matters most**. Motivations, feelings, and character are irrelevant.*

Source: City Ethics

An action does not need to be illegal to be unethical
City Ethics



ADJOURN

Handout Page 19

Teams & their circumstances change
When transitioning or adjourning it's beneficial to:

Review, Reflect, Celebrate, Capture & SHARE Learnings!



Transitions are a time for reflection and a time for looking forward

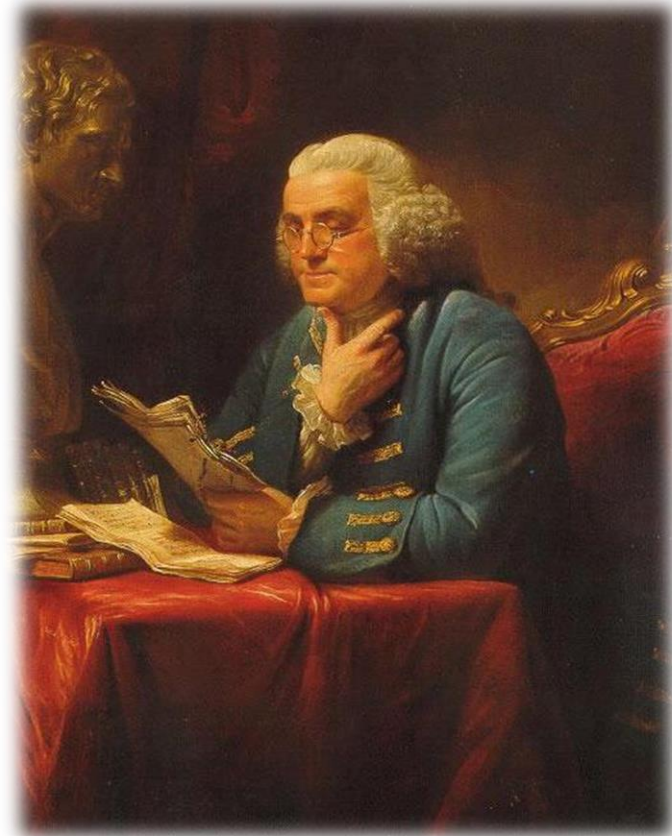
Roy Cooper



USE THE BEN FRANKLIN

Take a moment to breathe, reflect,
and be brutally honest:

What feedback do you need to
hear?

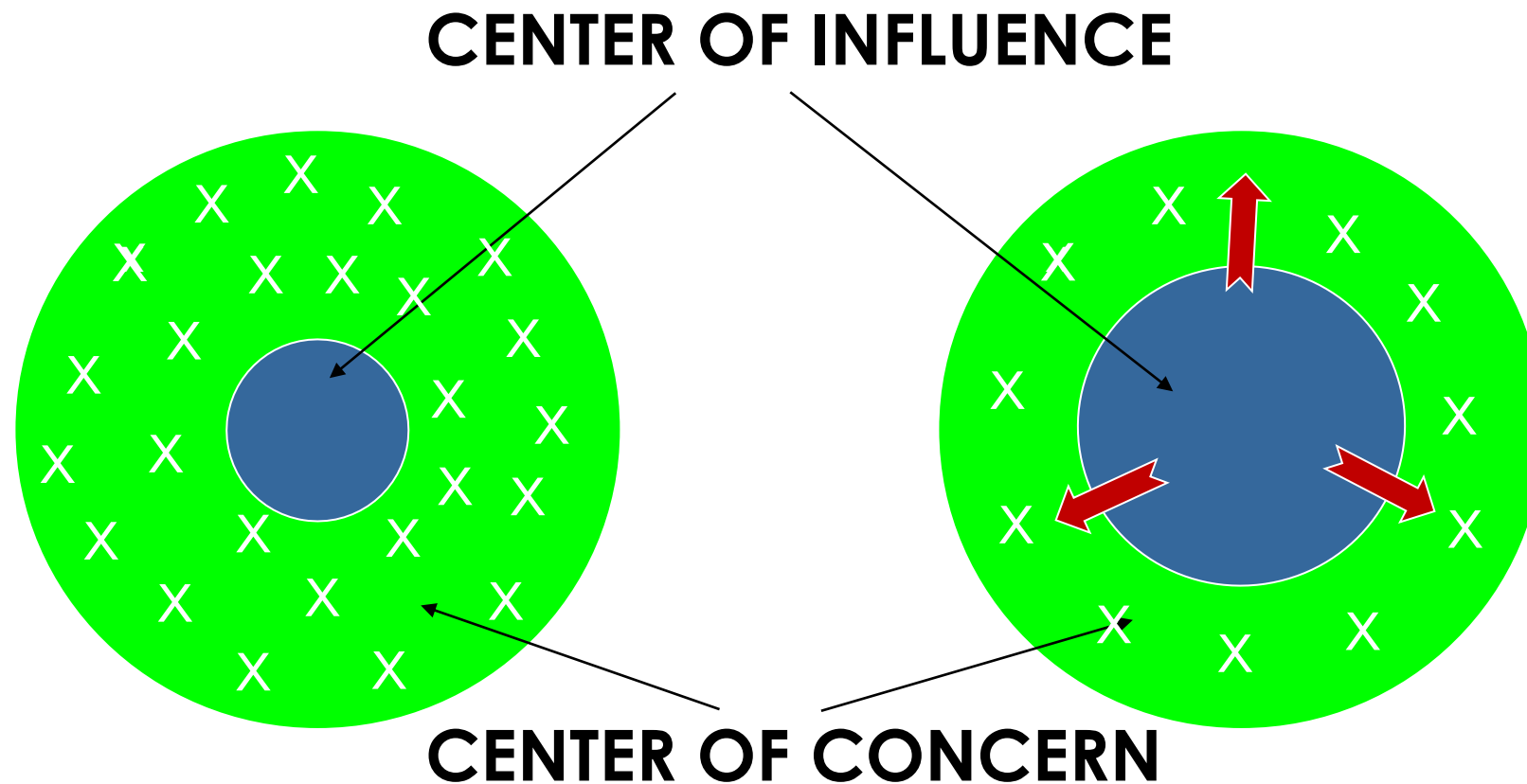


Hell is when who you are meets who you could have been

Ben Franklin

EXPAND INFLUENCE

~ Stephen Covey, 7 Habits of Highly Effective People



We never know which lives we influence, or when, or why

Stephen King

LEADERSHIP APPLICATION

Handout Page 20

What to Improve?

- The attributes of an exceptional leader
- Developing & sustaining culture of choice
- Influential leadership
- Inspiring others to excellence
- Sustaining WHY

Stay in IMPROVEMENT MODE



The unexamined life is not worth living
Socrates

WANT LEADERSHIP SUSTAINABILITY?

To expand and sustain your influence . . .



Self-education is, I firmly believe, the only kind of education there is

Isaac Asimov

WHERE TO START?

Leadership Requires Excellence in 3 Areas: C3



Competency: Ability to get things done
Community: Relationships built on trust
Character: Integrity worth following

What BEHAVIORS/SKILLS express each C?

Focus on making yourself better, not on thinking that you are better

Bohdi Sanders, The Secrets of Worldly Wisdom

GROWTH SPURTS

COMPETENCY

COMMUNITY

CHARACTER

| | | | | | | |
|----------|---|----------|---|---|---|-----|
| 7 | X | 5 | x | 7 | = | 245 |
| 8 | X | 5 | x | 7 | = | 280 |
| 7 | X | 6 | x | 7 | = | 294 |

It is never too late to be who you might have been

Mary Ann Evans (aka George Eliot)



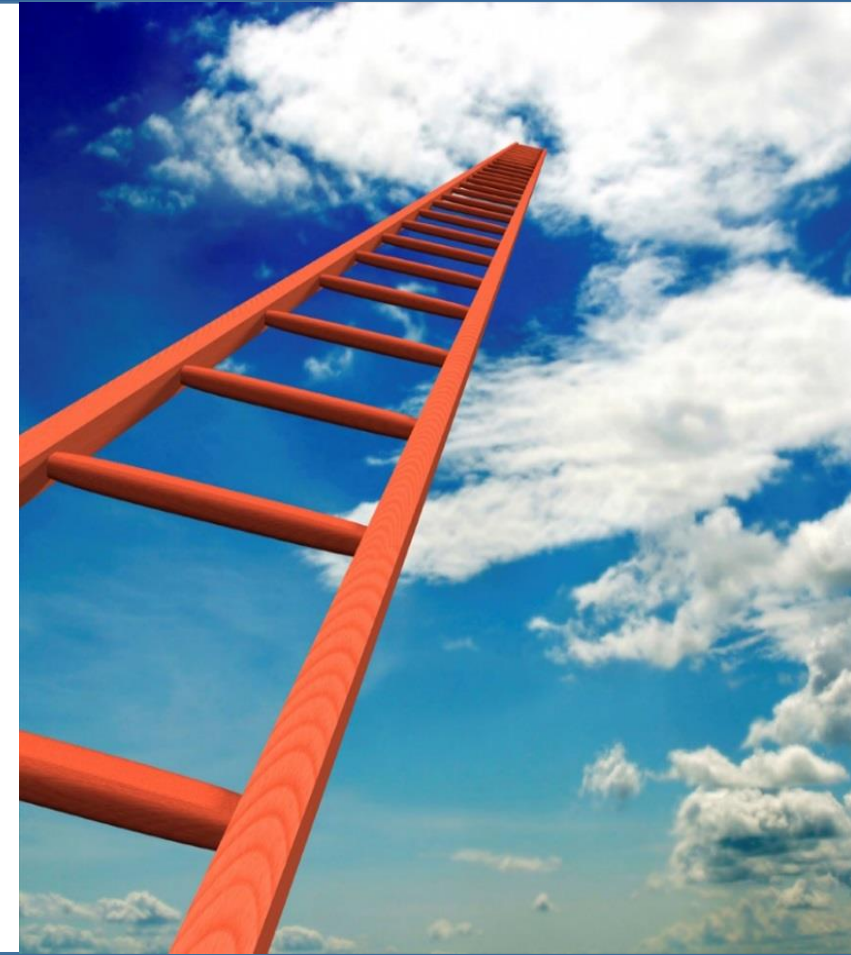
WHAT WILL I DO?

Handout Page 20

What ONE thing will I do/improve as a result of this workshop?

How will I hold myself accountable for my action?

Is there someone here you can collaborate with as an accountability partner?



When you know better, do better

Maya Angelou



THE POWER OF WHY



The goal is not simply for you to cross the finish line, but to see how many people you can inspire to run with you.

- Simon Sinek, [Find Your Why: A Practical Guide for Discovering Purpose for You and Your Team](#)

The combination of your WHY and HOWs is as exclusively yours as your fingerprint


Simon Sinek



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Wisdom is not a product of schooling but of the lifetime attempt to acquire it

Albert Einstein

