Systems Theory

- A plant in the window
- Electric lights in the room
- Frederick Taylor, Scientific Management and the Golden Rule
Some Key Passages from Bruce McLaren

"you recognize that these grinding, shifting, transitional times have shaken (us). It is unsettled, imbalanced, nervous, reeling, sometimes oblivious, but more often these days wide eyed and open mouthed with speechless anxiety, wondering when the shaking will be over?"

"The future... offers new opportunities and problems, and requires a new mindset... We live in a time unlike any other time that any living person has known. It is not merely that things are changing. Change itself has changed, thereby changing the rules by which we live... There is more to this change than simply a linear extrapolation of rapid change and complexity. Quantum leaps are happening that... remove us almost totally from our previous context."
“Are we willing to be as little children and start again?... As we move to the other side, our greatest enemy will not be our ignorance; it will be our unteachability. It won’t be what we don’t know that threatens us; it will be what we do know. We know too much – so much that we can’t learn how much we need to learn.”

"the mission become the arbiter in these conflicts. Which approach will help us achieve our mission better? That issue will still be subject to debate, but having a mission to arbitrate such debates is a major step forward – especially when we are open to both/and as well as either/or answers... Unfortunately, if a method solves the problem, it will itself become the problem sooner or later when an even newer method will be needed to replace it.”

“Clarify your mission (vision and values) - make it easier to modify your program to achieve your mission (vision and values) – and increased effectiveness is sure to follow.”
“we must realize how medium and message are intertwined. When we change the medium, the message that is received is changed... We might as well get beyond our naivete or denial about this.”

“to persuade people, we have to start where they are, and build the bridge from their side to ours.”

What can be said about effective leaders in this new world?

- Personal authenticity will be characteristic of this new breed of leaders.
- Team development will be required.
- This new breed of leaders will be seen as one of the most critical resources.
- New approaches to training will be needed to produce this new kind of leader.
- Leadership will have to become less damaging personally.
- We can’t pretend that leadership is an easy career, free of suffering.
- Leadership must once again become a matter of love and spirituality.
Another Way of Viewing Organizational Systems

Everyone is a genius... but if you judge a fish on its ability to climb a tree... it will live its’ whole life believing it is stupid.

Albert Einstein

Random Question 1

Does the Council have stated behavioral and operational standards that you enforce on each other – or do you allow individual members to violate the stated standards?

Random Question 2

What is the shared vision of the Council that City Staff can count on every time to be their benchmark for decision making?
Effective Governance and Leadership

Why Care About Council Governance and Leadership?

- To Speed Up the Process, and reduce the amount of time required to take care of business effectively.
  - I have a microwave fireplace. You can lay down in front of it all night long in 8 minutes.
    - Steven Wright

- To eliminate ambiguity and uncertainty for the council, the staff and all stakeholders (including developers and residents who bought/built expecting certain services and surrounding environments.)
  - The certainty of misery is better than the misery of uncertainty.
    - Pogo
### Why Care About Council Governance and Leadership?

- **To Help You Hold Each Other to Higher Standards.** You can not expect staff to attain higher standards than you "walk the talk" of.
  - Somebody had to do something and it is just incredibly pathetic that it had to be us.
    - Jerry Garcia

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### Why Care About Council Governance and Leadership?

- **To Help Each Individual Take Responsibility for Their Own Actions.**
  - We are all in this alone.
    - Lily Tomlin

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### Why Care About Council Governance and Leadership?

- **To Disagree Without Being Disagreeable.**
  - I would just shoot you if I had time to clean up the mess.
    - JR Ewing
Why Care About Effective Governance and Leadership?

- To Enhance the Quality of Decisions You Make and Dramatically Increase the Significance of the Impact Those Decisions Have on the Future

Challenges to Effective Teamwork and Governance as a Council

- Absence of a clear mission and vision
- Last minute and sloppy agendas
- Too few Board members with senior large organization experience
- Board members who seek power through put down
- Board members who manipulate the board in how they interact with outside stakeholders
- Board members who focus on management instead of governance
- Board members who do not understand their basic role and responsibilities
- Too many committees
- Board members who grandstand for the audience
- Too many inexperienced Board Members (who think their experience is more meaningful than it is)
- Board members who don’t understand the issues
- Fear of moving forward if there is any opposition
- Board members who think they don’t need professional development as a board member
- Lack of good processes
Top Ten Governance Challenges Identified by Board Chairs

- 10. Engaging board in its quality oversight responsibilities
- 9. Effective use of good people
- 8. Finding effective staff leaders
- 7. Conflict in points of view among board, stakeholders and management
- 6. Loss of control to external forces

Top Ten Governance Challenges Identified by Board Chairs

- 5. Planning in a rapidly changing environment
- 4. Concern over service delivery costs
- 3. Maintaining board commitment, education and efficiency
- 2. Board understanding of complex issues, especially financial ones
- 1. Staff relations and communication

Top Ten Governance Challenges Identified by CEO’s

- 10. Board members don’t know who they represent
- 9. Board reluctant to handle quality issues
- 8. Board confused about roles
- 7. Board too involved in details
- 6. Need for better Board recruitment and lowered turnover
Top Ten Governance Challenges Identified by CEO’s

- 5. Board confusion over loyalty to community or organization
- 4. Lack of Board member time to prepare and work at governance
- 3. Continuous Need for Board Education
- 2. Boards don’t understand economic and budget issues
- 1. Complexity of issues facing Boards – need more big thinkers

What Characteristics Do Good Board’s Have, and What Do They Do Differently?

- Doesn’t seek self worth via put downs
- Doesn’t judge motives prematurely
- Respects and communicates with each other and with staff, as well as with key constituencies
- Develops loyalty to the Council/Manager team as a cohesive group
- Doesn’t play “gotcha” with each other or with staff

Personal Characteristics of a Board Which Governs Effectively
Organizational Characteristics of a Board Which Governs Effectively

- Takes a broad view of complex issues – doesn’t seek perfection
- Helps keep the organization focused on its mission, vision and core values
- Emphasizes strategic planning and priority setting as a foundation for decision making
- Constantly encourages board members education and self evaluation
- Holds staff accountable
- Willing to lead despite opposition, but with a good evaluation of the cost of decisions

Overcoming The Two Great Challenges:

- CAVE Men
- Articulate Incompetents

- Progress is a nice word, but change is its motivator, and change has its enemies.

CAVE MEN and ARTICULATE INCOMPETENTS

- Tempt you to:
  - Place a greater emphasis on problems than on solutions
  - Agree on decisions as a group, that individually you know are dumb
  - Abandon all beliefs, principles, values and policies in search of something no one believes in, but to which no one objects; avoiding the very issues that have to be solved, merely because you cannot get agreement on the path ahead
When Dealing with Cave Men and Articulate Incompetents

Remember
- Those who destroy will always outnumber those who build because building is so much more difficult.
- It is easier to be critical than correct.
- Fear of criticism often assures failure.
- Particularly defend against the most dangerous person in the community: the articulate incompetent.
  - The person who can make doing the wrong things sound so right.
  - Developers who say "this is the hardest community to do business with of all of them I work with".
  - Campaign supporters who supported you because they wanted something and have made you beholden to them.
  - "If you don't lower your standards no one will build here".
  - "I am special and you should change the rules for me".

A representative owes the people not only his industry, but his judgment, and he betrays them if he sacrifices it for their opinion.
- Edmund Burke

Effective Governance Practices

Effective Board Governance...
- Enables the Board to reach decisions with a broad consensus, and within an environment of teamwork and mutual respect, and which creates within the group a broad-based sense of ownership in the process, and ultimately in the decision.
Effective Board Governance Requires Philosophy and Policy

- Having a Philosophy Means Knowing What You Want to Accomplish and WHY.
- Having Policies Means Knowing What You Want to Accomplish and HOW.

Effective Governance Requires Healthy Deliberation

- Avoid internal squabbles over issues that don't matter.
- Avoid wasting time on the small stuff.
- Fight hard for your issue, but then unify behind the board when the decision is made.
- Never attribute to malice that which is adequately ascribed to stupidity.
- Disagree without being disagreeable.
- Deal effectively with CAVE men rather than catering to and empowering them.
- Don't let articulate incompetents drive you to make incompetent decisions out of fear.

Effective Governance Requires Setting Expectations

- Expectations should be clear, overt and measurable.
- Be careful of communicating unspoken expectations that create unintended results.
  - Lubricant questions
    - If you don't know where you are going, any road will get you there.
    - The Cheshire Cat in Alice in Wonderland.
Two cars collided on a curving country road. The drivers got out and exchanged information in a gentlemanly way. Then one driver took out a flask and said “Look fellow, you seem pretty shaken up. How about a drink to steady your nerves?” The other man took a big swig, and asked “Aren’t you going to have any?” To which the first driver responded, “Not until after the police get here.”

Effective Governance Requires Earned Trust

- Understanding
  - Never try to walk across a river just because it has an average depth of 4 ft.
- Accountability
  - Hold staff and each other accountable for achieving expectations individually, and as a body
- Forgiveness
  - There is a world market for maybe five computers. Tom Watson, CEO, IBM, 1943
  - There is no reason anyone would want a computer in their home. Ken Olson, Founder, Digital Equipment Corporation, 1977
  - 640K ought to be enough computer memory for anybody. Bill Gates, CEO, Microsoft, 1981

A man charged with murder bribed a friend on the jury to hold out for a verdict of manslaughter. The jury was out for a long time, but finally came back with a verdict of manslaughter. Upon visiting the prisoner the following week, the friend was thanked “you must have had a very hard time convincing them to vote for a charge of manslaughter.”

“Hard is right”, replied the friend, “the other eleven wanted to acquit you.”
Effective Governance Requires Thoughtful Deliberation

- The hardest part of making a good Board decision is not offering solutions before you understand the problem.

Effective Governance Requires Sincere Humility

- It takes a smart man to know where he is stupid.
  - Barney Rubble

Roles and Responsibilities of Board Members
### Five Areas of Responsibility for the Board as a Body

- Formulating the organization’s mission, vision and goals
- Ensuring the financial health of the organization
- Promoting efficient and effective management and systems
- Ensuring quality of services
- Monitoring board and organizational effectiveness in advancing the mission and in making the vision a reality

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### Board Role 1 – External Communicators

- Establish a vital link to the community as a whole
- Reassure and educate those who think the City is moving too fast or too far or too slow or not far enough
- Act as Ambassadors on behalf of the City to all stakeholders
- Set an example by your own personal demeanor regarding how decisions are made with positive and appropriate behaviors
- Explain unpopular decisions to critics
- Protect the integrity of the process more than the integrity of your position

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### Board Role 2 – Internal Communicators

- Provide “reality checks” to staff
- Provide insight into the attitudes, feelings and concerns expressed by the community and stakeholders
- Effectively “listen” to what the community is saying in words AND deeds
- Act as a “compass” for staff
Board Role 3 – Fiduciary Overseers
- Monitor all relevant trends, not just current cash flow
- Understand what is important in a financial statement
- Ensure compliance with regulatory rules
- Ensure all resources are properly accounted for and reported on
- Ensure all expenditures are for the purposes intended
- Ensure that resources are properly invested and/or managed
- Ensure that systems are in place which build trust in the community and among all stakeholders

Board Role 4 – Policy Developer
- Ensure that appropriate and effective policies are in place governing all aspects of the operation of the City
- Internalize your mission statement and vision
- Challenge everyone’s assumptions
- Don’t be afraid to ask questions
- Ensure the pursuit of the mission, not preservation of the status quo

Board Role 5 – Information Systems Overseer
- Understand the significance of good data
- Understand how to use good data
- Make your decision making evidence based
- Integrate your information system into everything you do
- Remember that information is power
Board Role 6 – Priority Enforcer

- Do things right AND
- Do the right things
- You can't do the wrong thing well enough to make it the right thing to do
- Ensure resources are effectively utilized

Board Role 7 – Strategic Visionary

- Identifying your core mission or purpose
- Articulating your core values
- Deciding what you want to become
- Defining what you want to achieve
- Understanding where you are
- Determining how to get where you're going
- Deciding the price you are willing to pay to get there

Key Thoughts from the Manual of City Governance Policies and Guidelines

CITY OF BAINBRIDGE ISLAND
ARTICLE 1 – PRINCIPLES

Governance Values

1.1.1 City Leaders Listen to the Community
City leaders listen to the community in a way that fully represents the community’s interests and goals.

1.1.2 Collaboration is Valued
Council and staff should make the maximum effort to collaborate in every endeavor, seeking consensus as far as possible.

1.1.3 City Leaders Lead and Reason Together
Council members should individually, and collectively, demonstrate the ability to lead and reason together.

1.1.4 The City Exemplifies Professionalism in City Management
City leaders exhibit respect for the professionalism and ethical conduct of the City Manager and staff.

1.1.5 Sustainability
Leaders strive to achieve sustainable outcomes in City policies and administration, with sustainable bottom lines for the community, environment, and for city finances and the local economy.

Relationship Between Council, City Manager, Staff and Public

1.2.1 Council Oversees City Organization But Does Not Interfere With Management
Council establishes budgetary authority for departments and positions, and may determine the duties and compensation of each, but does not interfere with the City Manager’s management of City employees.

1.2.2 Council and City Manager Roles and Responsibilities Differentiated
Leaders adhere to the separate and distinct policy and management roles of Council and City Manager. Administrative policy and complaints are handled by the City Manager and Department Heads; legislative policy is established by Council.

1.2.3 Performance-Driven Management
Council reviews the City Manager’s performance annually. The City Manager is responsible for performance reviews of subordinates.
Relationship Between Council, City Manager, Staff and Public 2/2

- 1.2.4 City Attorney Is Legal Counsel to the City and Its Officials Collectively
  - The City Attorney is hired by the City Manager and represents the City and its officials in that capacity. Provides legal advice to the Council, City Manager and staff to the extent their interests coincide with the City's.

- 1.2.5 Staff Provides Adequate Information for Council Policy-Setting
  - Information is sufficient for effective decisions.

- 1.2.6 Council Will Not Request Unnecessary Information
  - In recognition of the limitations of staff time and resources, the Council will not request unnecessary information. An exceptionally time-consuming request of Council requires a majority vote.

- 1.2.7 Public Documents Ensure Open And Transparent Government
  - The Council and Administration will adhere to laws on public access to documents.

- 1.2.8 Communications to the Public are Essential
  - The City Manager shall be responsible for the City communications function, but controversial communications shall be promptly copied to Council.

Functioning of the City Council 1/3

- 1.3.1 Importance of Open Public Meetings
  - The City shall comply with the Open Public Meetings Act under Washington law.

- 1.3.3 The Mayor Also Embodies Other Leadership Roles
  - As the City's ceremonial head, the Mayor is the main liaison for the Council with the City Manager; a team leader; a goal-setter; an organizer who helps establish Council relationships; chairman of the City.

- 1.3.4 Citizen Volunteers Play an Important Role
  - For citizen advisory committees, boards and commissions, the Mayor shares the role of seeking and interviewing volunteers, and appoints citizens to these committees, boards and commissions subject to Council confirmation.

- 1.3.6 Service on Regional Bodies is Shared Among Council Members
  - Council selects individual Council liaison roles based on the desire, qualifications and skills of interested Council members.

Functioning of the City Council 2/3

- 1.3.7 Representatives of City Act in Accordance with City Policies
  - It is a duty of staff and Council who represent City to advocate positions that are consistent with City policies, projects and plans.

- 1.3.8 Councilors Serve in Liaison Roles to Community Organizations
  - Council approves liaison duties to community organizations for arts, human services, business community, tourism organizations, etc., based on desire and qualifications.

- 1.3.9 Councilmembers Have Opportunity to be Leaders and Innovators
  - One or more Council members may "sponsor" an ordinance or resolution.
Functioning of the City Council
3/3

1.3.10 Council is Mindful of Limited Resources
Council expense reimbursement is limited to budget; requires receipts; there are other limits on type and amount.

1.3.12 Fewer Standing Committees
Because staff time and resources are limited, use Study Sessions of the whole Council rather than numerous Standing Committees. Consider utilizing a Standing Committee only if needed – e.g. Finance Committee.

Efficiency and Effectiveness of Council Decision Making ½

1.4.1 Council Makes Effective Use of Time
Council differentiates among four types of public meetings: (1) goal-setting retreats; (2) study sessions (and single-issue workshops); (3) business meetings; (4) public communications meetings and forums.

1.4.2 Provide More Effective Opportunity for Public Interaction
Communication with public is more interactive in Study Sessions than in business meetings (where the 3-minute public comments process shall apply).

1.4.3 Council’s Business Meetings Will Be Efficient and Businesslike
The information exchange, review, deliberation and vetting of issues during the prior Study Session enables Council business meetings to be expeditious.

1.4.4 Effective Decision Making Requires Finality
Rules shall limit the prerogative to reconsider a Council decision; effective decision making results in finality and “moving on”.

Efficiency and Effectiveness of Council Decision Making 2/2

1.4.5 Council Dialog Calls For “Sticking to the Point”
The Presiding Officer’s role, especially at the business meeting, is to keep Council business focused and expeditious.
Functioning of City Manager and Staff

- 1.5.1 ICMA Standards are Respected
  - City leaders respect the ICMA standards and model documents (e.g. ICMA Code of Ethics and the City Manager’s employment terms/conditions).

- 1.5.2 Council-Manager Governance Depends on a Strong City Manager Role
  - The City Manager prepares the proposed budget; administers code and policy; appoints & removes city employees; serves as the City’s chief executive officer.

- 1.5.3 Regular and Understandable Financial Reporting
  - The City’s regular financial reports enable the Council and community to understand the City’s financial condition, and are in harmony with accounting standards for governmental organizations, applicable tax and municipal bond practices, taking into account brevity, cogency, salience and clarity.

- 1.5.4 Council and Administration are Mindful of Risk Management
  - There is a periodic review of risk management with WCIA (Washington Cities Insurance Authority). The Council empowers the City Manager with a dollar authority level to settle minor disputes.

- 1.5.5 Public Information is Enhanced by Audio, Video, Website & Notes
  - There is a full audio recording on the city website for each Council meeting. BITV video (and local radio, if and when available) may be used for Business Meetings and bi-weekly Study Sessions. Minutes of meetings are concise and are approved and posted online in as timely a manner as possible.

Duty to Avoid Interfering with City Manager’s Role with Staff

- Neither the Council nor any Councilmember shall interfere with the authority of the City Manager to appoint and remove any and all department heads, officers, and employees of the City (except Councilmembers), subject to the provisions of applicable law, rule, or civil service regulation. Nor shall the Council or any Councilmember give orders to any subordinate of the City Manager. (See RCW 35A.13.120).

City Manager

- The City Manager is the chief administrative officer of the City. The City Manager is appointed by and directly accountable to the Council for the execution of the Council’s legislative policy directives, and for the administration and management of City departments. The powers and duties of the City Manager are defined by State law and a variety of City ordinances. Such duties may be expanded or clarified by job description, resolution or Council directive (motion). Balanced with the City Manager’s accountability to the Council for policy execution is the need for the Council to allow the City Manager freedom to perform those duties and responsibilities in his/her day-to-day management.
  - The City Manager makes appointments and removals of employees and may delegate such powers to department heads, provided, that nothing herein shall be construed to prohibit the Council, while in open session, from fully and freely discussing with the City Manager, anything pertaining to appointments and removals of City officers and employees and City affairs. (See RCW 35A.13.)
Role of the City Manager

- The City Manager shall attend all meetings of the City Council, unless excused by the Presiding Officer or Council. The City Manager may recommend for adoption by the Council such measures as he/she may deem necessary or expedient, prepare and submit to the Council such reports or proposals as may be required by the body or as the City Manager deems advisable to submit; keep the Council fully advised as to the business and finances of the City; and when appropriate, shall take part in the Council’s discussion on all matters concerning the welfare of the City. In the event that the City Manager is unable to attend a Council meeting, the City Manager shall appoint a key staff member to attend the meeting as the representative of City Administration.

- During Council meetings, the Presiding Officer should rely on the City Manager to introduce the administrative participation on agenda items and should offer opportunity for comment or recommendation of the City Manager before final vote on important matters.

Informal Communications Encouraged

- Members of the Council are encouraged to interact informally and casually with City staff for the purpose of gathering information, obtaining progress reports on policies and programs or providing information to staff relevant to their Council office. Such informal contacts can serve to promote better understanding of specific City functions and problems. However, Councilmembers should be careful, in such interaction, to avoid giving direction or advice to members of City staff, which may conflict with the City Manager’s directives. City staff should provide their supervisor with the same information shared with the Councilmember.

City Manager – Interference by Councilmembers

- As provided by RCW 35A.13.120, neither the Council, nor any of its committees or members, shall direct the appointment of any person to, or his or her removal from, office by the City Manager or any of his or her subordinates. Except for the purpose of inquiry, the Council and its members shall deal with the administrative service solely through the City Manager and neither the Council nor any committee or member thereof shall give orders to any subordinate of the City Manager, either publicly or privately. The provisions of this section do not prohibit the Council, while in open session, from fully and freely discussing with the city manager anything pertaining to appointments and removals of city officers and employees and city affairs.
The Three Touch Rule

- Decision-makers and citizens at all levels of the City should have adequate time to thoughtfully consider the issues prior to final decisions. It is the intent of the Council that the Council and Administration should abide by the "Three Touch Rule" whenever possible (unless an exception applies). The following procedural guidelines are designed to avoid "surprises" to the Council, citizens and administrative personnel.

The Strategic Visioning Process

- The Strategic Visioning Loop

  - Citizens Envisions
  - Staff Plans
  - CC Affirms
  - CC Executes
  - Citizens evaluates
  - Staff Adjusts
  - Citizen Input to Council
  - Staff Recommends
The Strategic Visioning Process – How to Get From Here to There

- Step One – the mission – what do we care about, what really counts
- Step Two – the shared vision – where are we going and what will it look like when we get there
- Step Three – goals and objectives – what do we want to achieve
- Step Four – action plan – who, does what, when, with what resources, what outcomes, and with what controls
- Step Five – evaluation loop

Challenges to Creating a Unified Strategic Vision

- Competing goals
- Conflicting goals
- Political dynamics
- Staff performance/expectations
- Individual identity needs/wants
- Personal turf and ego issues
- Lack of meaningful communication
- Fundamentally different world views

Competing Goals

- Generally Resource Drive
  - Resources may be money, time, volunteers
  - Not mutually exclusive if adequate resources are available
  - Limited resources are the root of conflict
- Examples of Competing Goals
  - Limited staff support for different initiatives
  - Funding another cop or a park
Conflicting Goals

- Generally Philosophical in Nature
  - Often mutually exclusive despite resource availability
  - Resource conflicts are symptoms not causes
- Examples include
  - No development standards (Houston) vs high development standards (Southlake)

Political Dynamics

- Good intentions do not exempt us from political dynamics
- Politics are primarily about power
- Any change from the status quo will create power struggles
- The more someone wants something that is not in the best interests of the community, the more they will rely on bullying and personal attacks to get their way
- The more an old guard feels power slipping away, the more intense the struggles will become

Staff Performance/Expectations

- If staff is philosophically in conflict with the mission or vision, or the Council, you will not have major success
Individual Identity Needs and Desires

- Some members have a substantial part of their identity tied to the community or the organization as a historical entity.
- Changes in programs, facilities, or philosophy threatens their sense of identity which results in conflict.

Personal Turf and Ego Issues

- Related to the political and identity issues, but tends to be positional.
- These tend to be more focused on staff, and board and commission members who have an ego attachment to various programs.
- These tend to be more emotional because of passion for their cause.

Lack of Meaningful Communication

- Tendency is to avoid communicating to avoid conflict.
- Failure to communicate to avoid conflict provides short term peace, but long term significantly increases the conflict.
- Regular, professional, and planned communication is essential to success.
Fundamentally Different World Views

- Environmentalists vs Developers
- Residents wanting quiet streets and low lights vs businesses wanting high traffic and lots of visibility
- Controlled vs uncontrolled growth
- Conservatives resist abandonment of things they have spent their life believing in and building
- Progressives resist what they believe to be the chains of tradition when there are better ways of doing business
- Governmental Activists vs Tea Partiers

What Should a Strategic Vision Accomplish for the City?

- Define your intended identity
- Establish a vision for what you want to become
- Communicate what you are about to citizens and prospective residents
- Provide predictability for businesses and developers and residents
- Provide a framework for staff to develop a tangible plan for making the vision a reality
- Create a feedback and modification loop

To Make Your Vision a Reality...

- **Values** provide the foundation for your...
- **Mission** which will drive adoption of a clear...
- **Vision** which will enable you to establish...
- **Structure, Systems and Budget Priorities** which staff can use to design and implement...
- **Strategies** which will drive...
- **Behavior and Actions** which will determine...
- **Results and Outcomes**.
Envisioning the Answers
STARTS WITH THE QUESTIONS

Service Delivery Questions
- Product/Service (What are the products or services we are delivering?)
- Process (How are we delivering it?)
- Customer (Who are we delivering it to?)
- Distribution (How does it reach them?)
- Finances (What are the prices, costs and investments?)
- Administration (How do we manage all of this?)

Mission and Purpose Questions
- Do we all know what the words are?
- Do we all agree on the words?
- What do the words mean?
- Do we agree on the concepts
- If we don’t... what should the purpose be?
- Do we all OWN the words and the concepts?
Values Questions

- Do we all agree on our current values Words? Concepts?
- If not, what should they be?

Vision Questions

- If we know what we are about (purpose) – what is it going to look like for us to be about that?
- Is it possible to describe what "it" looks like?
- Is it possible to measure our progress towards making "it" a reality?
- Does the vision either rally people around it, or encourage them to go somewhere else because they can not support it?
- Does it provides "touchability" of the path to current and prospective residents, businesses and stakeholders?

Staff Responsibility Questions

- Key Result Areas
  - What are the key strategies and activities necessary to accomplish the vision?

- Prioritized Tactical Plan
  - Do we have prioritized goals and objectives to ensure that the most important are given the most attention first?
  - Have we established time lines for accomplishing specific activities?
  - Have we created accountability through assignment of specific responsibilities?
**Financial Oversight and Health Questions**

- Do we have the right systems in place to ensure high financial integrity and health?
- Do we have the right systems in place to ensure transparency and accountability?

**Operating System Questions**

- Do we have effective systems in place to ensure that we are...
  - Complying with all regulatory requirements
  - Communicating well with all internal stakeholders
  - Communicating well with all external stakeholders
  - Maintaining high quality in our services
  - Using effective information systems
  - Ensuring we are operating effectively

**Feedback System Questions**

- Do we HUNGER for brutally honest and open feedback?
  - With our attitudes?
  - With our communication tools?
  - With our words?
  - With our systems?
  - With no ego attachment or pain?
The Most Important Question

- Do we enforce our mission and vision...
  - Through resource allocation decisions?
  - In the way we respond to squeaky wheels?
  - In the way we respond to campaign supporters?
  - In the way we spend our time?
  - In the way we reward and chastise staff?
  - In the way we respond to sincere souls whose desires, requests or goals distract from our mission, shift the focus from our vision, or pull resources away from our task achievement?
  - By overcoming the articulate incompetent?

Questions?

Keep in touch!

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Partnering with Local Governments to Recruit, Assess and Develop Innovative, Collaborative, Authentic Leaders