

City of Laredo, Texas



Governance
&
City Manager
Search/Background Attributes
Workshop

July 19th & 20th, 2022



Background

- SGR exists to help local governments be more successful by Recruiting, Assessing, and Developing Innovative, Collaborative Authentic Leaders.
- Founded in 1999 with the mission to facilitate innovative leadership in local government. In today's world of limited resources, local governments must innovate to survive, and SGR has been and continues to be a leader in spurring innovation in local government.
- Our Core Values are Integrity, Philanthropy, Continuous Improvement, Flexibility, The Golden Rule, Collaboration, and Protecting Relationships.
- We are a full-service firm, specializing in executive recruitment, live training, online training, leadership development, interim management, assessments, strategic visioning, management consulting, Strategic Foresight - Alliance For Innovation (AFI), and other services designed to promote innovation in local governments.

Meet Your Facilitator

SGR Executive Vice President


Doug Thomas

- Over 35 years in municipal management, serving as City Manager for the City of Lakeland, Florida, for 12 years, where he has vast experience working with state and local government leaders, implementing creative public-private partnerships, including with professional sports organizations, and a track record of successful economic development initiatives. Prior to Lakeland, served as City Manager for the City of Alma, Michigan for 15 years, and Assistant City Manager for the City of Grand Haven Michigan. He also served with the Maryland cities of Rockville, and Landover Hills.
- Master's of Public Administration from the American University, Washington, D.C. with a concentration in Urban Affairs, and a Bachelor of Arts in Political Science & History from Bowling Green State University.
- Joined SGR in 2015 to serve as their first Regional Director to serve both Florida and the southeast, and subsequently as Executive Vice President serving clients nationwide, focusing on executive recruitment, leadership development, and training for local governments.



Day 1 Agenda

1. Welcome & Introduction
2. The Importance of Strategic Planning for a Successful Council-Manager Relationship
3. Overview of Effective Governance & Political Leadership Principles
 - a. High-Level Summary of Advance Mayor & City Council Interviews re: Governance
 - b. Bruce Tuckman's Stages of Group Development
 - c. Review of Key Excerpts from Laredo City Charter
 - d. Good Governance Practices
 - e. Effective Governance Polarity Scale Exercise
 - f. 11 Governing Leadership Principles
4. Closing Questions, Takeaways, & Adjournment



The Importance of Strategic Visioning & Planning for a Successful Council-Manager Relationship



Strategic Visioning & Planning Framework



The “roof” of the house – the vision and mission - spans over the entire structure at the highest level.

The “floors” of the house are the components that comprise the structure of the building.

The foundation is a solid financial plan that supports the rest of the house.



Strategic Visioning
Mayor & Council Focus should be at
10,000 feet

Roles of the Mayor & Council vs. Staff

- Strategic Visioning - ***“A Long Walk In The Same Direction”***
- Mayor & Council: **Strategic Visioning** - Focus should be on ***envisioning*** the long-term direction of the organization, including its Vision, Mission, Goals & Priorities, & Organizational Values.
- Staff: **Strategic Planning** – Focus should be on the ***implementation*** of the Governing Body’s Vision and desired outcomes with specific Action Plans with responsible Key Performance Indicators (KPI’s) to track the progress on the City’s Vision, Mission, and Goals & Priorities.

Foundational Document

City of Laredo

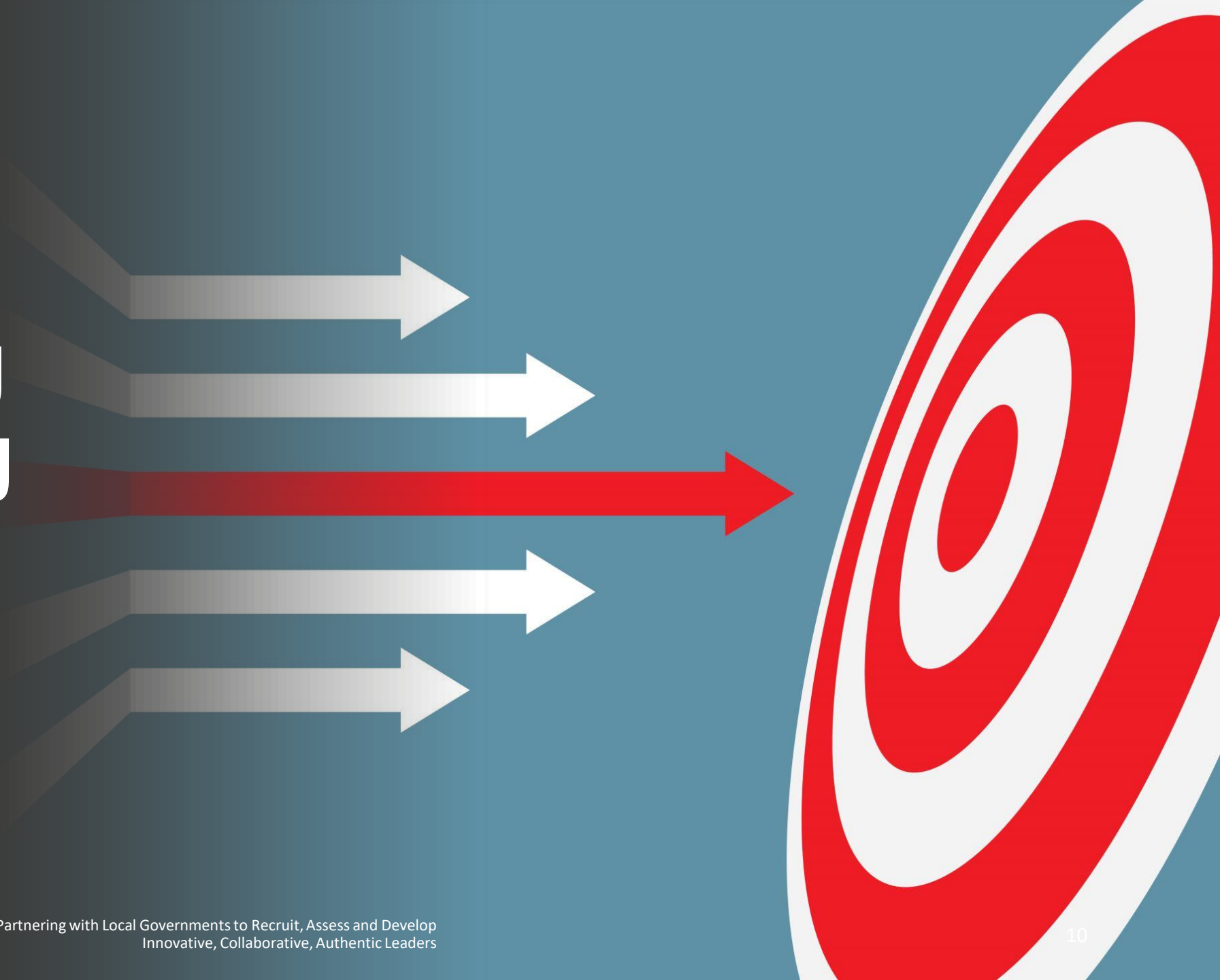
Governance and Strategic Planning
Retreat

March 26-27, 2021

- **Current Strategic Plan:**
 - **Six Strategic Outcomes**
 - Dynamic and Sustainable
 - Excellent and Connected
 - Planned and Moving
 - Prosperous and Affordable
 - Welcoming and Equitable
 - Healthy and Safe
 - **Eight Ranked Council Priorities**
 - Develop a plan for healthcare diversification
 - Develop a plan and strategy for downtown redevelopment
 - Invest in arts and culture
 - Solve the congestion and connectivity issues plaguing HWY 72
 - Invest in a conference center
 - Decide on a strategy for the 4/5 Bridge
 - Paving/road resurfacing program
 - Invest in broadband



**Some
Thoughts
Regarding
Enhancing
Laredo's
Strategic
Visioning
Process**





Vision Statement

- Consider Developing a Vision Statement
- A Vision Statement should provide a clear and vivid description of what the City seeks to create in the future, i.e., *the why*
- The Vision Statement should describe where the organization hopes it will be going in the future if it can fulfill their Mission
- It should be the overarching direction of the organization and accepted by the entire City Council.
- It should be the “*North Star*” for everything the City does!



Mission Statement

- Consider developing a Mission Statement
- A Mission Statement should provide the organization's purpose and objectives in the present, i.e., *the what and how*. The Mission Statement describes what you do, who you do it for and the benefit that it provides.
- The Mission Statement should drive the actions of all of your employees!



Organizational Values

- Consider Developing Organizational Values
- The City's Organizational Values should be utilized by both the Governing Body and staff to carry out the City's duties and obligations in service for your residents, businesses, and stakeholders. Once adopted, Organizational Values should be revisited from time to time, but rarely change significantly once they are adopted to ensure the culture of the organization becomes ingrained in all its employees and their actions.
- Organizational Values help build the *culture* of your workforce.
- Examples of Organizational Values include:
 - Social Responsibility
 - Leadership
 - Integrity
 - Commitment to Excellence
 - Transparency
 - Empowered Workforce
 - Diversity



Effective Governance & Leadership Principles



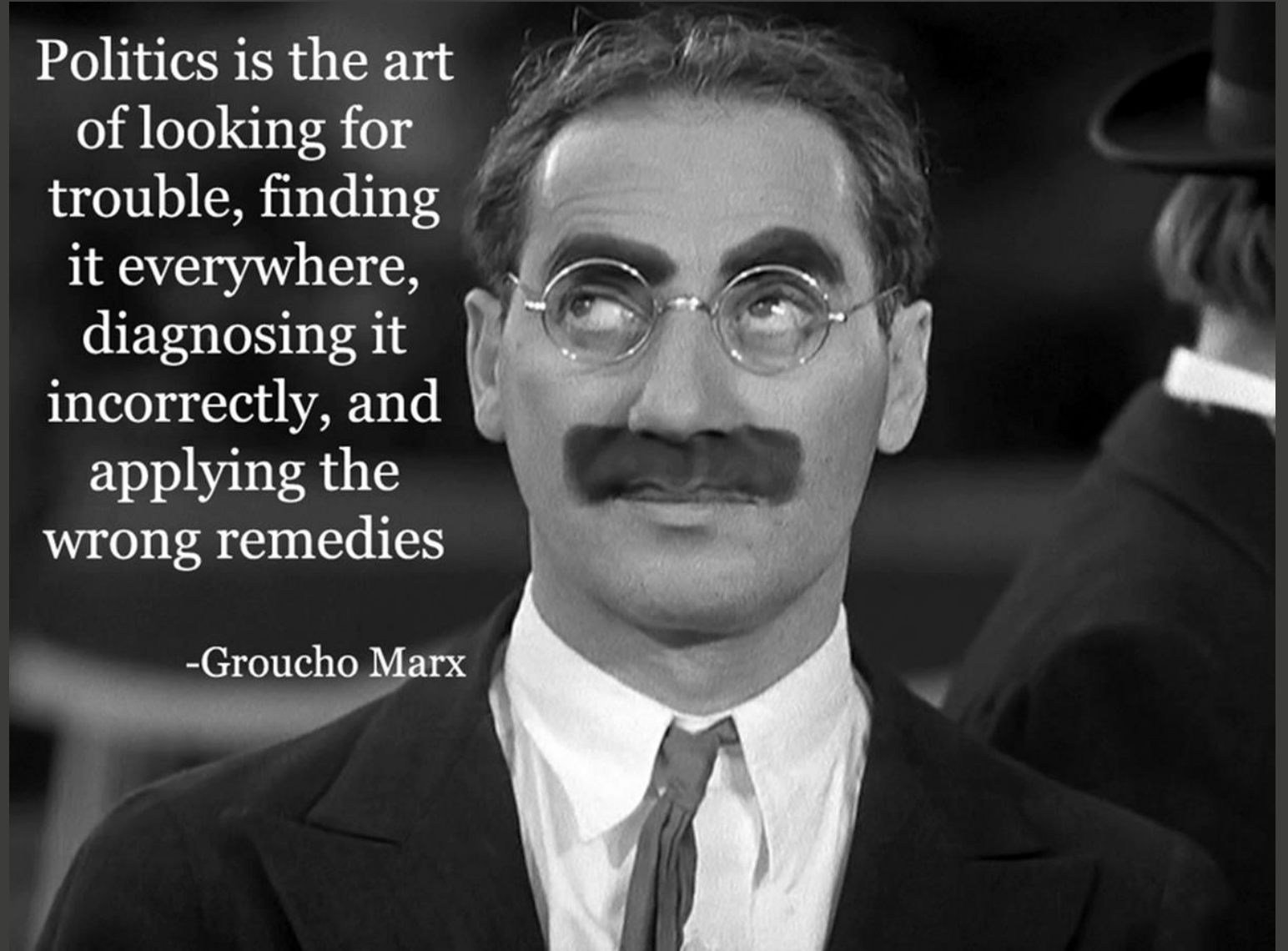
Let's Start With Some Definitions:

- **“Politics” vs. Governance**
- Webster's Definition of “Politics” (pol-i-tics):
 - activities that relate to influencing the actions and policies of a government or getting and keeping power in a government;
 - the work or job of people (such as elected officials) who are part of a government;
 - the opinions that someone has about what should be done by governments: a person's political thoughts and opinions;
- Which is in stark contrast to another more common definition from the Greeks:
 - “Poli” meaning many;
 - and “tics” meaning blood sucking insects!

“Politics” vs.
Governance –
Yet another
take!

Politics is the art
of looking for
trouble, finding
it everywhere,
diagnosing it
incorrectly, and
applying the
wrong remedies

-Groucho Marx



Delegate vs. Representative Philosophical Confusion

“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 - British statesman, parliamentary orator and political thinker, played a prominent part in all major political issues for about 30 years after 1765, and remained an important figure in the history of political theory.



Review of High-Level
Summary of
Mayor & City Council
Advance Interviews
Regarding
Governance

Laredo
TX



What do you want to accomplish and/or leave as your legacy following your tenure on the City Council?

- *I wanted to be part of the effort to address the history of allegations and wrongdoing with Laredo City Government.*
- *That we stopped micromanaging the City Manager & Administration.*
- *That we were able to track & achieve the goals the City Council has established on behalf of our community.*
- *That we helped revitalize Downtown Laredo and the historic area.*
- *We were good stewards of the taxpayer dollars and looked out for their interests.*
- *We left Laredo in a better position than when we were first elected.*
- *We introduced a Vision for the City and implemented new programs, events, and developments in the community.*
- *We facilitated the acquisition and development of a Westside park for area residents.*

What do you want to accomplish and/or leave as your legacy following your tenure on the City Council?

- *That we were able to lower our tax rate from 63 cents to 60 cents, even with the State-mandated revenue cap.*
- *We maintained the strength of the City's overall financial position.*
- *We resolved the 4/5 International Bridge Project.*
- *We addressed Laredo's transportation challenges for the benefit of both the trucking industry and for our residents (Mines Road, Inter & Outer Loop, etc.)*
- *We developed a plan to successfully address our Water, Wastewater, and Street Maintenance challenges.*
- *We furthered community harmony by resolving conflicts between commercial, residential and industrial zoned areas for the benefit of all stakeholders.*
- *Assisted with the redevelopment of a former abandoned apartment complex for the benefit of area residents.*

Do you believe the Laredo City Council works well as a governing body? Why or why not?

- *We have definitely improved over time, but still have work to be done.*
- *We need to stop micromanaging the City Manager, interfering with staff operations, and seeding mistrust among employees.*
- *Unfortunately, there is still a lack of trust and fractured relationships on Council that needs to be resolved so that we can be more collaborative as a group.*
- *We need to be less territorial/District-centric and more City-wide focused.*
- *We set goals and desired outcomes, but don't set expectations for accountability in tracking and/or accomplishing them.*
- *We pivot too much from our goals and constantly change direction and priorities through resolutions.*

Do you believe the Laredo City Council works well as a governing body? Why or why not?

- *For the most part we generally work well together on the issues that effect the entire community.*
- *We need to review and strengthen our ethics policy and ensure we can enforce potential violations.*
- *We can be dysfunctional and sometimes seem to pit City Council Members against each other instead of finding common ground and consensus.*
- *We sometimes have difficulty in getting past previous actions and/or votes.*
- *We seem to have an unspoken rule that defers to the respective Council Member in the affected District regardless of if we believe it is not good public policy and/or in the best interest for all of Laredo.*

What are your thoughts on Laredo's Council-Administration relationship?

- *It's hard for the City Manager and Administration to implement our Goals when we keep changing them throughout the year.*
- *For the most part it is good, however the City Manager needs to build relationships with each City Council Member and with us as a group.*
- *We really don't have a formal way to evaluate the City Manager.*
- *Some members on our Council tend to micro-manage the City Manager and Administration which prevents them from doing their jobs.*
- *I sometimes believe that the Administration does not handle internal employee matters appropriately and that our HR systems need improvement.*
- *Over the years, the City Council – Administration can be toxic from both parties.*
- *We should spend some time clarifying and understanding the roles of the City Council and the City Manager*

What is one thing that you would like to change about the governance and/or Council-Administration relationship in Laredo?

- *That we recognize our role as policymakers and strengthened role of the City Manager to run the day-to-day operations and truly allowed the Manager and Administration to implement our goals.*
- *That the City Council be more focused on the entirety of Laredo as opposed to just the needs of our own Districts.*
- *That we become better a trusting each other and achieve a more common Vision for Laredo.*
- *We stop simply counting to five votes and try to find broad-based/accepted solutions for Laredo.*
- *We drop the illusion that everything is OK in Laredo when in fact it is not.*
- *Stabilize the municipal organization/Administration and that our employees are respected for their work and contributions.*

What is one thing that you would like to change about the governance and/or Council-Administration relationship in Laredo?

- *We stop the revolving door with our City Managers.*
- *I generally believe that City Council Members want to do the right things for Laredo, but we need to be more City-wide focused (less territorial/District focused) and remember we serve everyone, not just the few and powerful.*
- *We need to stop micromanaging the City Manager, interfering with staff operations, and seeding mistrust among employees.*
- *We need to stop pivoting from our goals and constantly changing direction /priorities through resolutions and start tracking our progress on our City-wide goals.*
- *Laredo would benefit from adopting a Vision Statement to get all of the City Council on the same page and direction.*
- *Stop threatening the City Manager with his employment unless he bows to the majority.*

Bruce Tuckman's Stages of Group Development



Involved the study of small group behavior as the US Navy prepared for a future of small crew vessels and stations at the Naval Medical Research Institute in the 1960's.

After separating out two realms of group functioning; the interpersonal or group structure realm and the task activity realm, Tuckman began to look for a developmental sequence that would fit the findings of a majority of the studies that resulted on four stages going from (1) orientation/testing/dependence, to (2) conflict, to (3) group cohesion, to (4) functional role-relatedness. He later coined the terms for these stages as: *forming*, *storming*, *norming*, and *performing*.

Bruce Tuckman's Stages of Group Development

Forming:

- The team meets and learns about the opportunities and challenges, and then agrees on goals and begins to tackle the tasks. Team members tend to behave quite independently.
- They may be motivated but are usually relatively uninformed of the issues and objectives of the team. Team members are usually on their best behavior, but very focused on themselves.
- Mature team members begin to model appropriate behavior even at this early phase.

Storming:

- In this stage, participants form opinions about the character and integrity of the other participants and feel compelled to voice these opinions if they find someone shirking responsibility or attempting to dominate.
- Sometimes participants question the actions or decision of the leader as the expedition grows harder. This phase can become destructive to the team and will lower motivation if allowed to get out of control.
- Supervisors of the team during this phase may be more accessible but tend to remain directive in their guidance of decision-making and professional behavior. Normally tension, struggle and sometimes arguments occur.

Bruce Tuckman's Stages of Group Development

Bruce Tuckman's Stages of Group Development

Norming:

- Resolved disagreements and personality clashes result in greater intimacy, and a spirit of co-operation emerges. This happens when the team is aware of competition, and they share a common goal.
- In this stage, all team members take the responsibility and have the ambition to work for the success of the team's goals. They start tolerating the whims and fancies of the other team members. They accept others as they are and make an effort to move on.
- The danger here is that members may be so focused on preventing conflict that they are reluctant to share controversial ideas.

Bruce Tuckman's Stages of Group Development

Performing:

- With group norms and roles established, group members focus on achieving common goals, often reaching an unexpectedly high level of success. By this time, they are motivated and knowledgeable.
- The team members are now competent, autonomous and able to handle the decision-making process without supervision. Dissent is expected and allowed as long as it is channeled through means acceptable to the team.
- Supervisors of the team during this phase are almost always participating.
- The team will make most of the necessary decisions. Even the most high-performing teams will revert to earlier stages in certain circumstances. Many long-standing teams go through these cycles many times as they react to changing circumstances. For example, a change in leadership may cause the team to revert to storming as the new people challenge the existing norms and dynamics of the team.

So Where is
the Laredo City
Council now in
Tuckman's
Stages?

What would it
take to move
the group to
the next
Stage?

- *Forming*
- *Storming*
- *Norming*
- *Performing*

Excerpts from Laredo City Charter – City Council

Section 2.03 Prohibitions

(B) Appointments and Approvals

Unless it is otherwise specifically provided in this Charter, City Council shall not in any manner dictate the appointment or removal of any City administrative officer or employee whom the City Manager or any of his subordinates are empowered to appoint or remove, but the City Council may express its views and fully and freely discuss with the City Manager anything pertaining to appointment and removal of such officers and employees.

(C) Interference with Administration

Except for the purpose of inquiries for obtaining information or reporting problems with services and of investigations under Section 2.06, the City Council shall deal with City officers and employees who are subject to the direction and supervision of the City Manager solely through the City Manager and they shall not give orders to any such officer or employee either publicly or privately.

Excerpts from Laredo City Charter – Mayor

Section 2.15 Powers and Duties of the Mayor

(8) Shall consult with the City Manager regarding proposed agenda items to be included in the agenda of a regular and or special Council meeting;



Excerpts from Laredo City Charter – City Secretary

Section 2.16 City Secretary

The City Manager shall recommend a City Secretary whose appointment shall be confirmed by the affirmative vote of no less than five Council members. The City Secretary shall report to and be evaluated by the City Manager. It shall be the duty of the City Secretary to attend every meeting of the City Council and keep accurate minutes of the proceedings thereof in a book to be provided for that purpose and to engross and enroll all laws, resolutions and ordinances of the City Council; to keep the corporate seal; to take charge of and preserve and keep in order all the books, records, papers, documents, and files of said Council; to countersign all commissions issued to the City officers and licenses issued; and any other duties and responsibilities as may be assigned by the City Council or state statute. The City Secretary may be removed from office by the affirmative vote of no less than five Council Members.

Excerpts from Laredo City Charter – City Attorney

Section 4.02 City Attorney

The chief legal counsel for the City of Laredo shall be the City Attorney. In representation of the City, the City Attorney shall advise the Council, the City Manager and all city departments in matters legal. The City Attorney shall also represent the City in legal proceedings and shall perform such other duties as may be prescribed by this charter or by ordinance.

The City Manager appoints the City Attorney subject to the confirmation by the affirmative vote of no less than five Council Members. The City Attorney shall serve until removed upon the recommendation of the City Manager and the affirmative vote of no less than five Council Members.

Excerpts from Laredo City Charter – Clerk of the Municipal Court

Section 5.03 Clerk of the Municipal Court

There shall be a Clerk of the Municipal Court who shall be nominated by the City Manager and then confirmed by the affirmative vote of no less than five Council Members, and who shall serve at the pleasure of the Council. The status of the Clerk of the Municipal Court shall be that of a department director. The clerk shall have the power to administer oaths and affidavits, make certificates, affix the seal of the court thereto, and otherwise perform any and all acts necessary in issuing process of such court and conducting the business thereof.

There shall be such Deputy Clerks of the Municipal Court as may be authorized by the Council, who shall have authority to act for and on behalf of the Clerk of the Municipal Court and who shall be appointed by the Clerk of the Municipal Court.

Excerpts from Laredo City Charter – City Manager

Section 3.01 Appointment; Compensation

The City Council, by the affirmative vote of no less than five Council Members, shall appoint a City Manager for an indefinite term and fix the manager's compensation. His/her compensation shall be reviewed on a yearly basis upon the anniversary of his/or employment date.

Section 3.02 Qualifications

The City Manager shall be appointed on the basis of executive and administrative qualifications. He/she shall have a Master's Degree and no less than eight years' experience in government, economic development, or other government related field, five of which must be supervisory managerial experience. A Master's Degree in Public Administration is preferred. The City Manager need not be a resident of the City or State at the time of appointment, but must reside inside the City while in office.

Section 3.03 Removal

The City Manager shall not be appointed for a definite term, but may be removed at the will and pleasure of the City Council by the affirmative vote of no less than five Council Members. The action of the City Council in removing the City Manager shall be final, it being the intention of the Charter to vest all authority and fix all responsibility for such removal on the City Council.

Excerpts from Laredo City Charter – City Manager

Section 3.05 Powers and Duties of the City Manager

The City Manager shall be the chief administrative and executive officer of the City. He/she shall be responsible to the City Council for the administration of all City affairs placed in his/her charge by or under this Charter. He/she shall have the following powers and duties:

- 1) Shall appoint and, when he/she deems it in the best interest of the City, suspend, reassign, or terminate any City department directors provided for by or under this Charter, except as otherwise provided by law, this Charter or personnel rules adopted pursuant to this Charter. Department directors shall have the power to appoint, remove, or suspend all employees in their respective departments pursuant to policy as stated in Section 4.01(B), Directors of Departments;
- 2) Shall direct and supervise the administration of all departments, offices, and agencies of the City, except as otherwise provided by this Charter or by law;
- 3) Shall attend all City Council meetings and shall have the right to take part in discussion but may not vote;

Excerpts from Laredo City Charter – City Manager

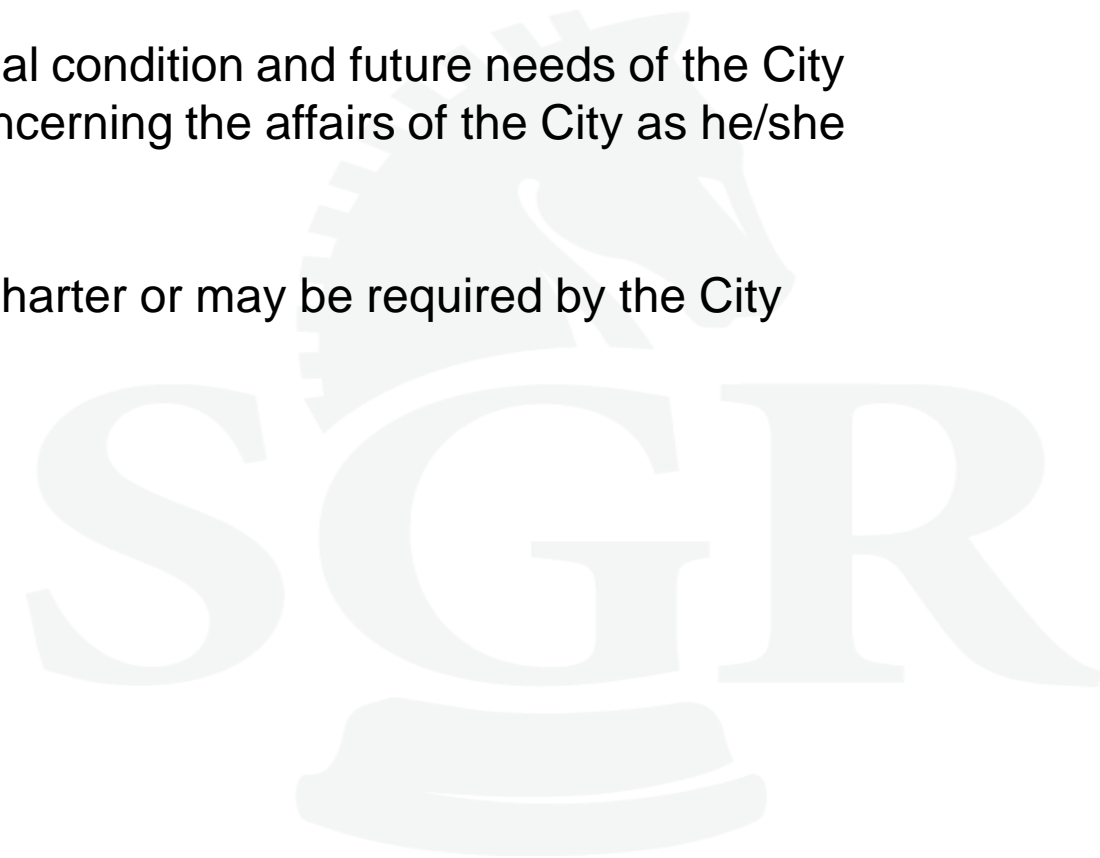
Section 3.05 Powers and Duties of the City Manager (Cont.)

- 4) Shall see that all laws, provisions of this Charter and acts of this Council, subject to enforcement by the City Manager or by officers' subject to City Manager's direction and supervision, are faithfully executed;
- 5) Shall prepare and submit the annual budget and capital program to the City Council;
- 6) Shall submit to the City Council and make available to the public a complete report on the finances and administrative activities of the City as of the end of each fiscal year;
- 7) Shall make such other reports as the City Council may require concerning the operations of City departments, offices and agencies subject to his/her direction and supervision;

Excerpts from Laredo City Charter – City Manager

Section 3.05 Powers and Duties of the City Manager (Cont.)

- 8) Shall keep the City Council fully advised as to the financial condition and future needs of the City and make such recommendations to the City Council concerning the affairs of the City as he/she deems desirable, and
- 9) Shall perform such other duties as are specified in this Charter or may be required by the City Council.



Excerpts from Laredo City Charter – Planning And Zoning

Section 9.01 Planning and Zoning Director

There shall be a Planning and Zoning Department headed by a director who shall be appointed and removed by the City Manager with approval of the City Council. The responsibilities of the planning director include:

- 1) advising the City Manager on any matter affecting the physical development of the City;
- 2) formulating and making recommendations to the City Manager for a comprehensive plan;
- 3) reviewing and making recommendations regarding proposed Council action implementing the comprehensive plan pursuant to established planning procedure;
- 4) participating in the preparation and revision of the capital improvement program;
- 5) advising the City Planning and Zoning Commission in the exercise of its responsibilities and to provide necessary staff assistance.

Excerpts from Laredo City Charter – Prohibitions

Section 12.06 Prohibitions

(A) Activities Prohibited

- 5) No city employee shall knowingly or willfully make, solicit or receive any contribution to the campaign funds of any political party or committee to be used in a city election or to campaign funds to be used in support of or opposition to any candidate for election to city office or city ballot issue. With the exception of members of council and the mayor, no employee or officer of the city shall, in any way, participate in political activity of any nature while on duty, in uniform or using city resources except for that required by the employee election procedure for appointments of members of the Civil Service Commission. **With the exception only of the City Manager, any Deputy City Manager, any Assistant City Manager, the City Secretary, all of the staff of the City Secretary, all other officers and employees of the City of Laredo may participate in political activity, provided that no coercion or retaliation concerning political activity shall be allowed. None of the following: the City Manager, any Deputy City Manager, any Assistant City Manager, the City Secretary, and all of the staff of the City Secretary, shall, at any time, take part in any political activity on city related issues except to provide factual information at the direction of the City Manager, to express their own opinions privately, and to cast their votes.**

Every Board Goes Through Challenges!





It's all about how the Governing Body & Administration collectively work together to set and achieve goals, objectives, community expectations and successfully navigate the obstacles along the way!

The Athenian Oath

The Athenian Oath was recited by the citizens of Athens, Greece over 2,000 years ago. It is frequently referenced by civic leaders in modern times as a timeless code of civic responsibility.

"We will never bring disgrace on this our City by an act of dishonesty or cowardice. We will fight for the ideals and Sacred Things of the City both alone and with many. We will revere and obey the City's laws and will do our best to incite a like reverence and respect in those above us who are prone to annul them or set them at naught. We will strive unceasingly to quicken the public's sense of civic duty. Thus, in all these ways, we will transmit this City not only, not less, but greater and more beautiful than it was transmitted to us."

Remember
Why You
Decided to
Pursue Public
Service

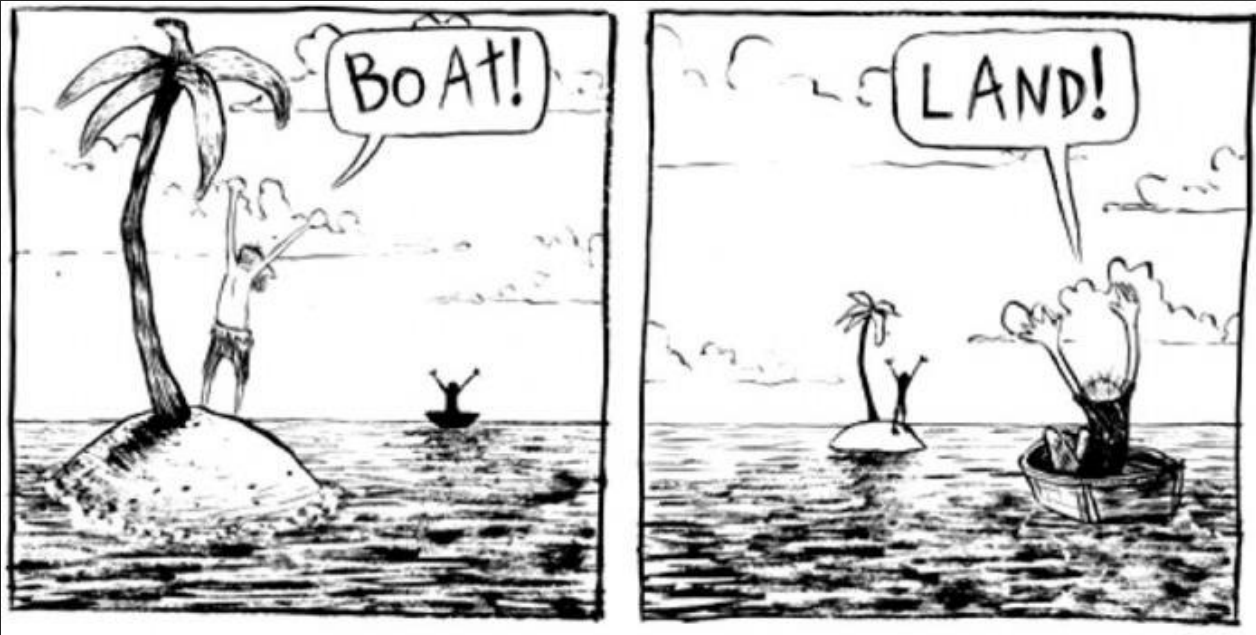


**HELP OTHERS
AND GIVE SOMETHING
BACK. I GUARANTEE YOU
WILL DISCOVER THAT WHILE
PUBLIC SERVICE IMPROVES
THE LIVES AND THE WORLD
AROUND YOU, ITS GREATEST REWARD
IS THE ENRICHMENT AND NEW
MEANING IT WILL BRING
YOUR OWN LIFE.**

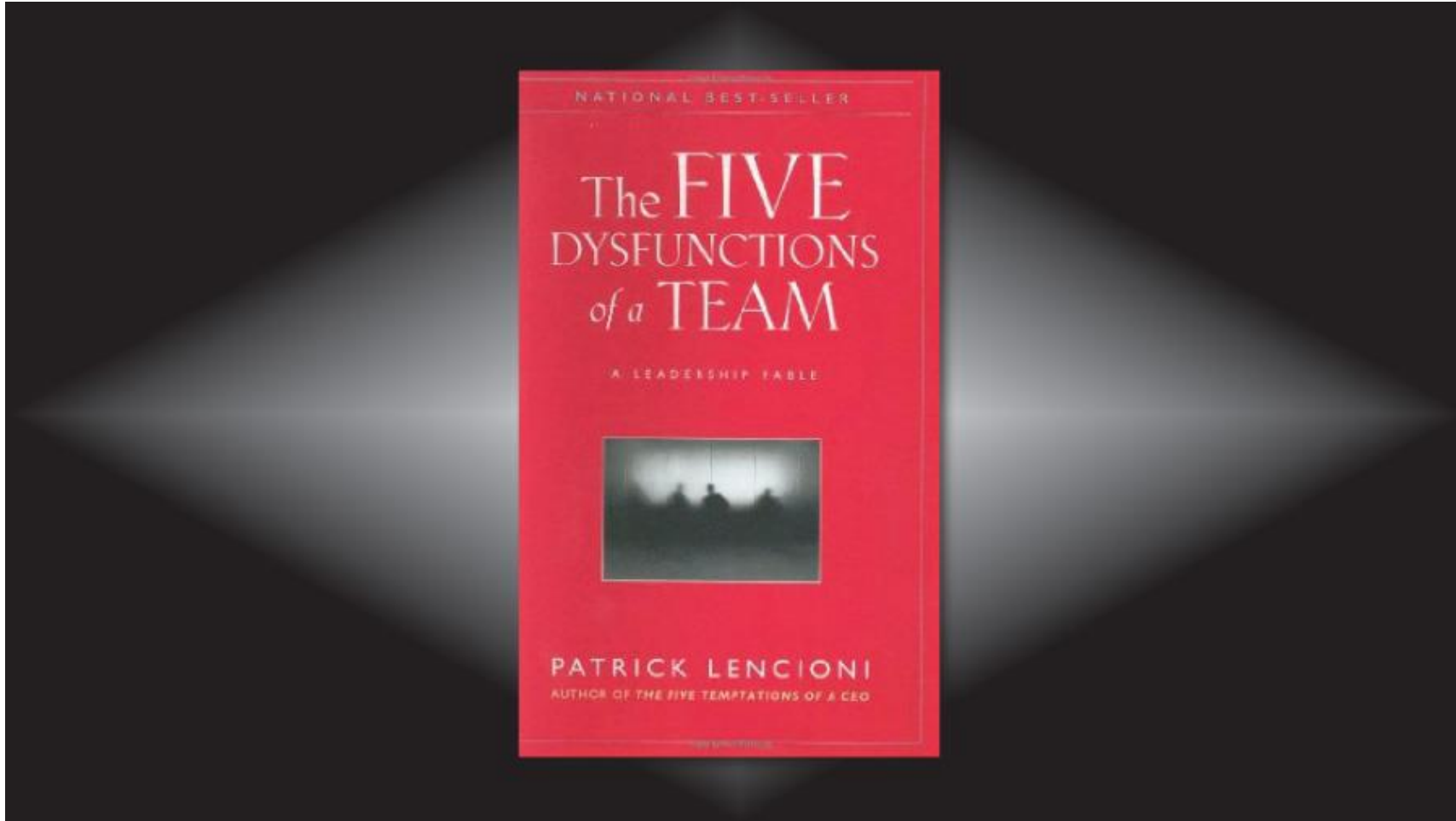
ARNOLD SCHWARZENEGGER

INFLUENCIVE

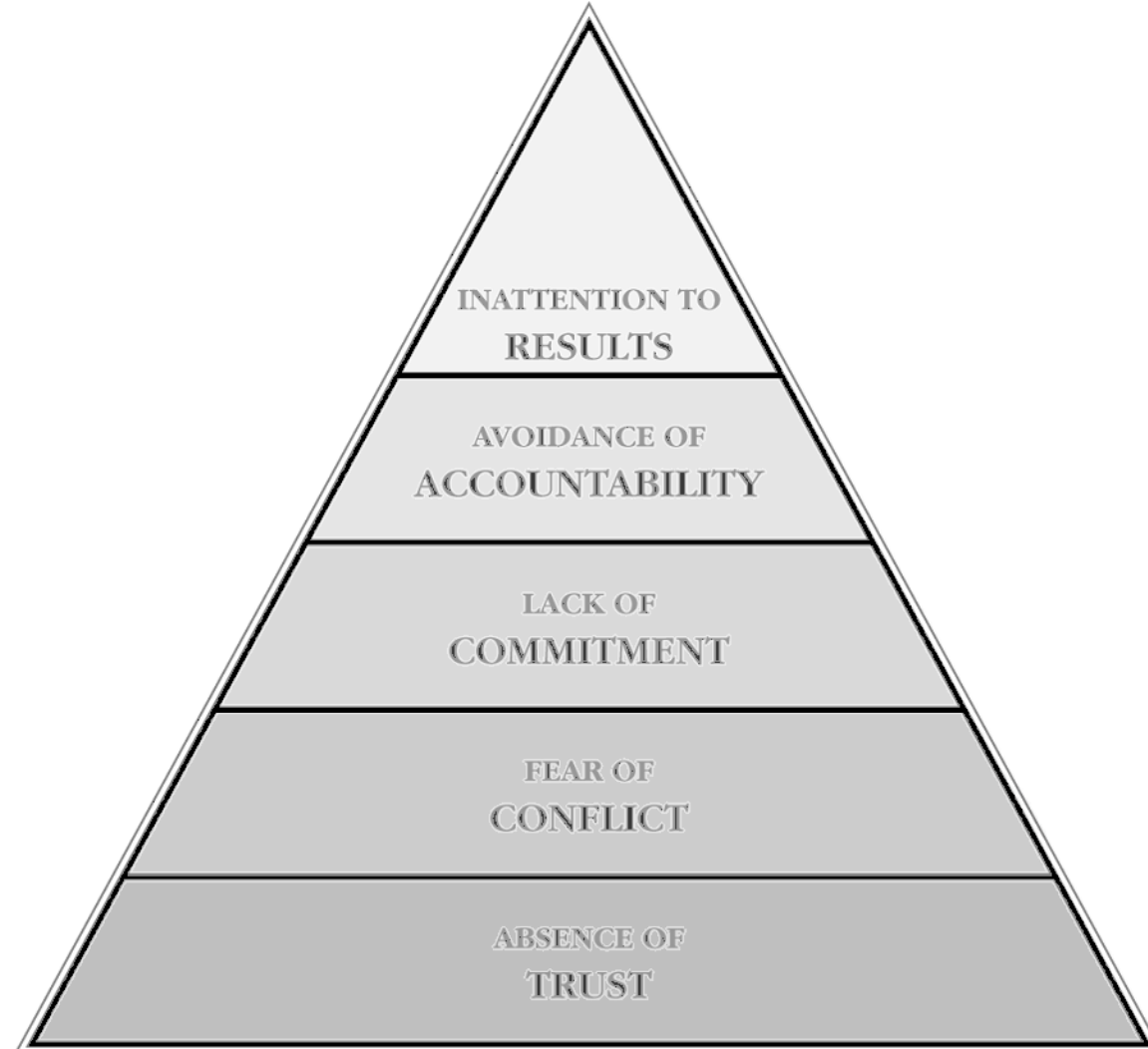
Perspectives Matter!



The Five Dysfunctions of a Team by Patrick Lencioni



The Five Dysfunctions of a Team

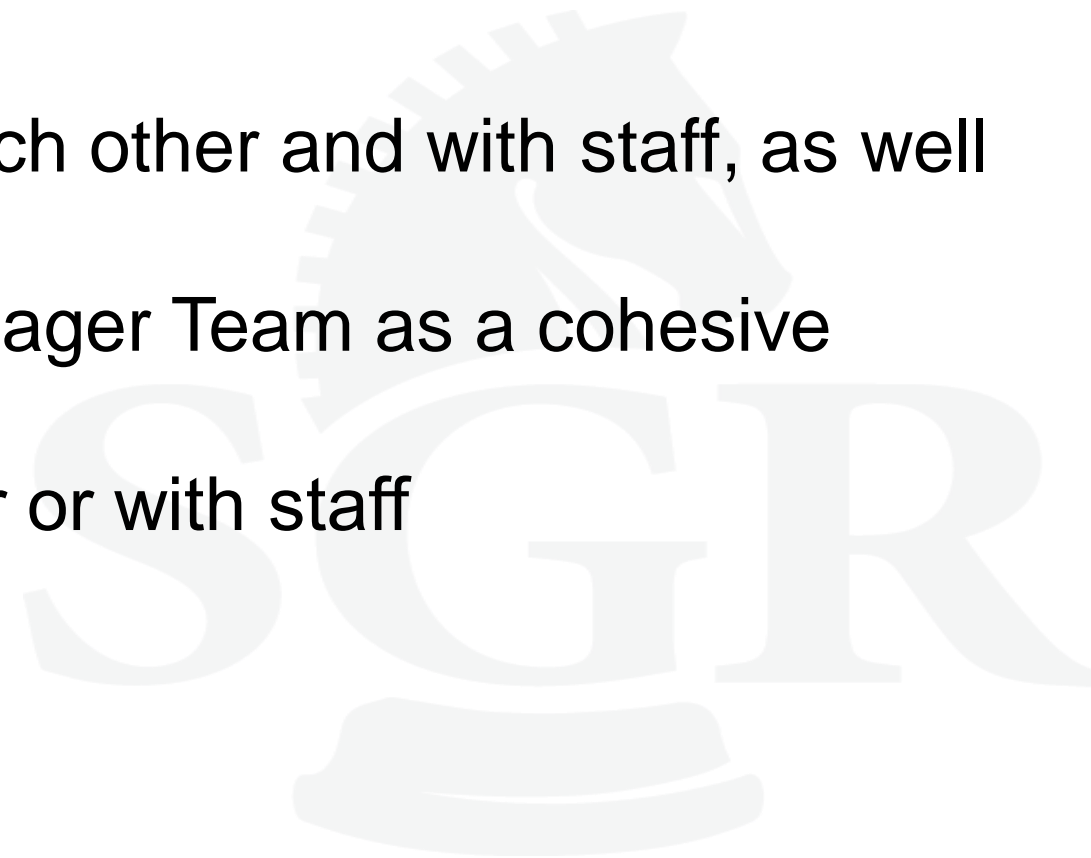


Organizational Characteristics of a Board Which Governs Effectively

- Takes a broad view of complex issues – doesn't seek perfection
- Helps keep the organization focused on its Mission, Vision and Values
- Emphasizes Strategic Planning and Priority Setting as a foundation for decision-making
- Constantly encourages Board Member education and self evaluation
- Holds staff accountable
- Willing to lead despite opposition, but with a good evaluation of the cost of decisions

Personal Characteristics of a Board Which Governs Effectively

- 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



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 & Policy

- Having a **Philosophy** means knowing **WHAT** you want to accomplish and **WHY**.
 - *Mission, Vision, Values & Goals*
- Having **Policies** means knowing **WHAT** you want to accomplish and **HOW**.
 - *City Council Norms & Procedures Policies*

Effective Governance Requires Thoughtful & Healthy Deliberation

The hardest part of making a good Board decision is not offering solutions before the problem is fully understood!



Effective Governance Requires Thoughtful & 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 senselessness
- Disagree without being disagreeable
- Deal effectively with “CAVE” people rather than catering to and empowering them
- Don't let “Als” drive you to make incompetent decisions out of fear

Be Careful about “CAVE” People & “Als”:

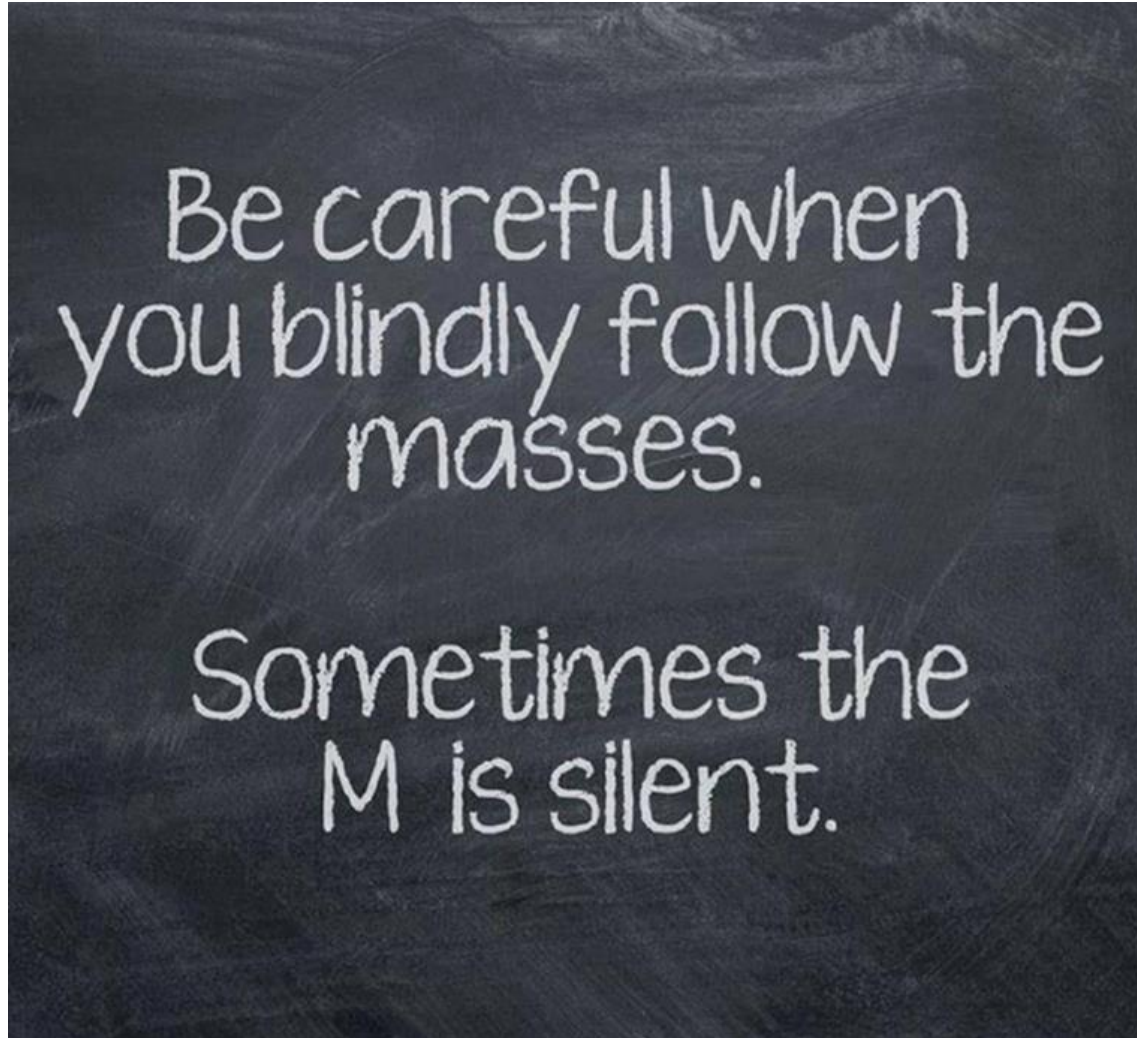
“CAVE” People tempt you to:

- ✓ Place a greater emphasis on problems than solutions
- ✓ Agree on decisions as a group that individually all agree 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

“Als”:

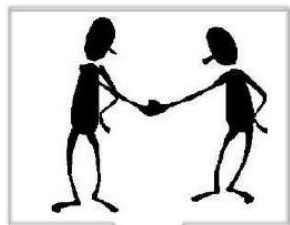
- ✓ The most dangerous person in the public realm
- ✓ Make doing the wrong thing sound SO right
- ✓ Progress is a nice word, but change is its motivator and change has its enemies

Remember....

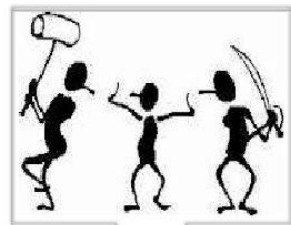


Effective Boards have Healthy Deliberations & Effectively Manage Conflict

Types of Conflicts



Functional Conflicts



Dysfunctional Conflicts

LENCIONI'S CONFLICT CONTINUUM



Boards that Fear Conflict:

- Have boring meetings
- Create environments where back-channel politics and personal attacks thrive
- Ignore controversial topics that are critical to team success
- Fail to tap into all the opinions and perspectives of Board Members
- Waste time and energy with posturing and interpersonal risk management

Mastering Conflict

- Good conflict is about honest, passionate debate around issues
- Conflict will at times be uncomfortable
- Board conflict norms must be clear
- The fear of personal conflict should not prevent productive debate
- What are Laredo's City Council's behavioral expectations around conflict?

Effective Governance Requires Setting & Committing to Expectations

- Expectations should be clear, overt and measurable
- Be careful of communicating unspoken expectations that create unintended results

“If you don’t know where you are going, any road will get you there.”

The Cheshire Cat in Alice in Wonderland



Effective Government Requires Setting & Committing to Expectations



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A Board that Fails to Commit:

- Creates ambiguity among the Board about direction and priorities
- Watches windows of opportunity close due to excessive analysis and unnecessary delay
- Breeds lack of confidence and fear of failure
- Revisits discussions and decisions again and again
- Encourages second-guessing among Board Members

Effective Boards Don't Get Caught up in "Paralysis by Analysis" before Committing to a Decision

Be decisive.

**Right or wrong,
make a decision.**

**The road of life
is paved with
flat squirrels
who couldn't
make a decision.**



A Board That Commits:

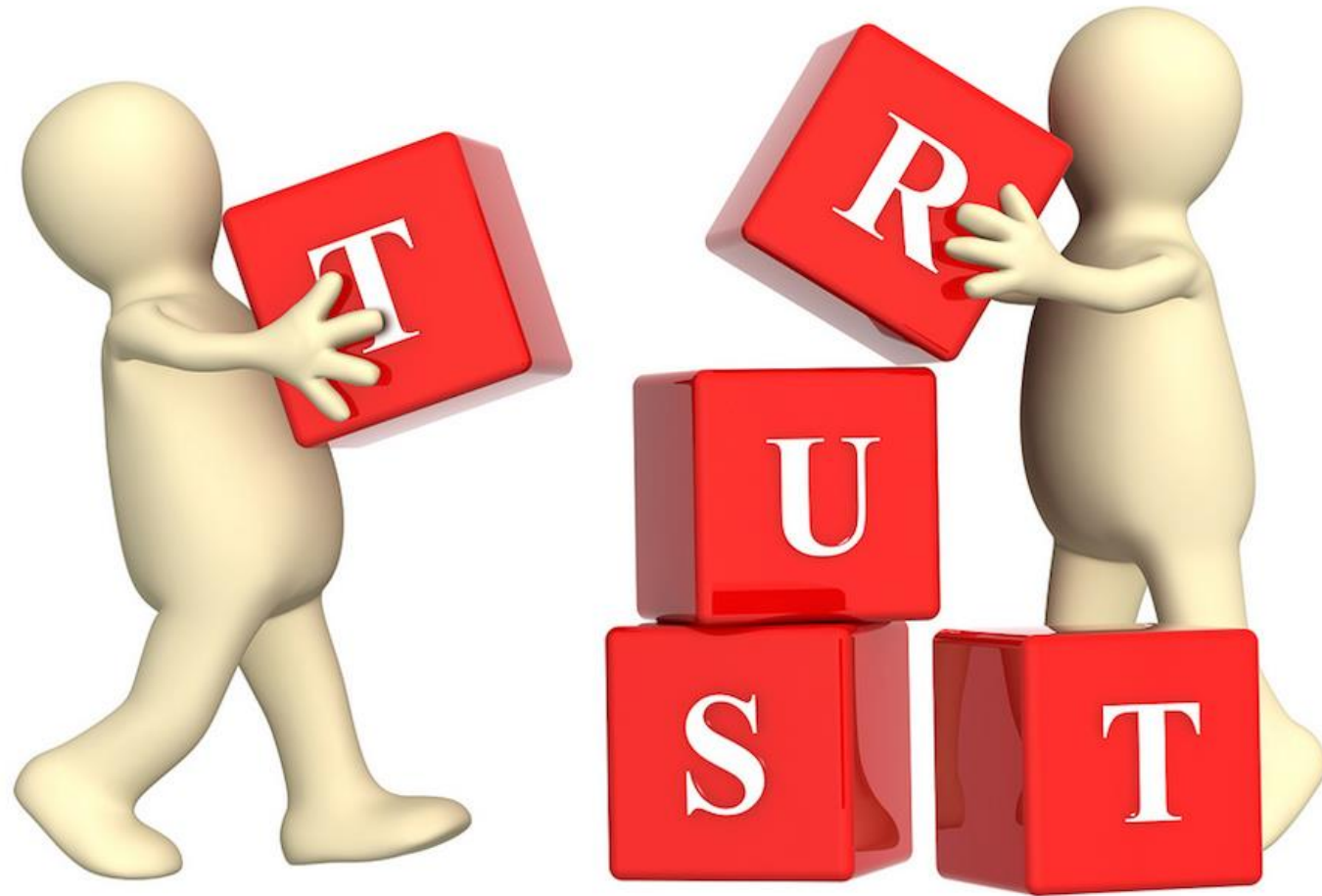
- Creates clarity around direction and priorities
- Aligns the entire organization around common objectives
- Develops an ability to learn from mistakes
- Takes advantage of opportunities before others do
- Moves forward without hesitation
- Changes direction without hesitation or guilt if necessary

Achieving Commitment

Buy-in: the achievement of honest emotional support

Clarity: the removal of assumptions and ambiguity from a situation

Effective Governance Requires Earned Trust



Members of Boards with an Absence of Trust:

- Conceal weaknesses and mistakes from one another
- Hesitate to ask for help or provide constructive feedback
- Hesitate to offer help outside their own areas of responsibilities
- Jump to conclusions about the intentions and aptitudes of others without attempting to clarify them
- Fail to recognize and tap into one another's skills and experiences
- Waste time and energy managing their behaviors for effect
- Hold grudges
- Dread meetings and find reasons to avoid spending time together

Members of Trusting Boards:

- Admit weaknesses and mistakes
- Ask for help
- Accept questions and input about their areas of responsibility
- Give one another the benefit of the doubt before arriving at a negative conclusion
- Take risks in offering feedback and assistance
- Appreciate and tap into one another's skills and experiences
- Focus time and energy on important issues, not “politics”
- Offer and accept apologies without exception
- Look forward to meetings and other opportunities to work as a group

Effective Governance Requires Earned Trust

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.”*

Summary – Building Trust

- Trust is the foundation of teamwork
- On a Board, trust is all about vulnerability, which is difficult
- Like a good relationship, trust must be maintained over time
- Building trust takes time, but the process can be accelerated

Building Trust

The Absence of Trust



Effective Governance Requires Understanding

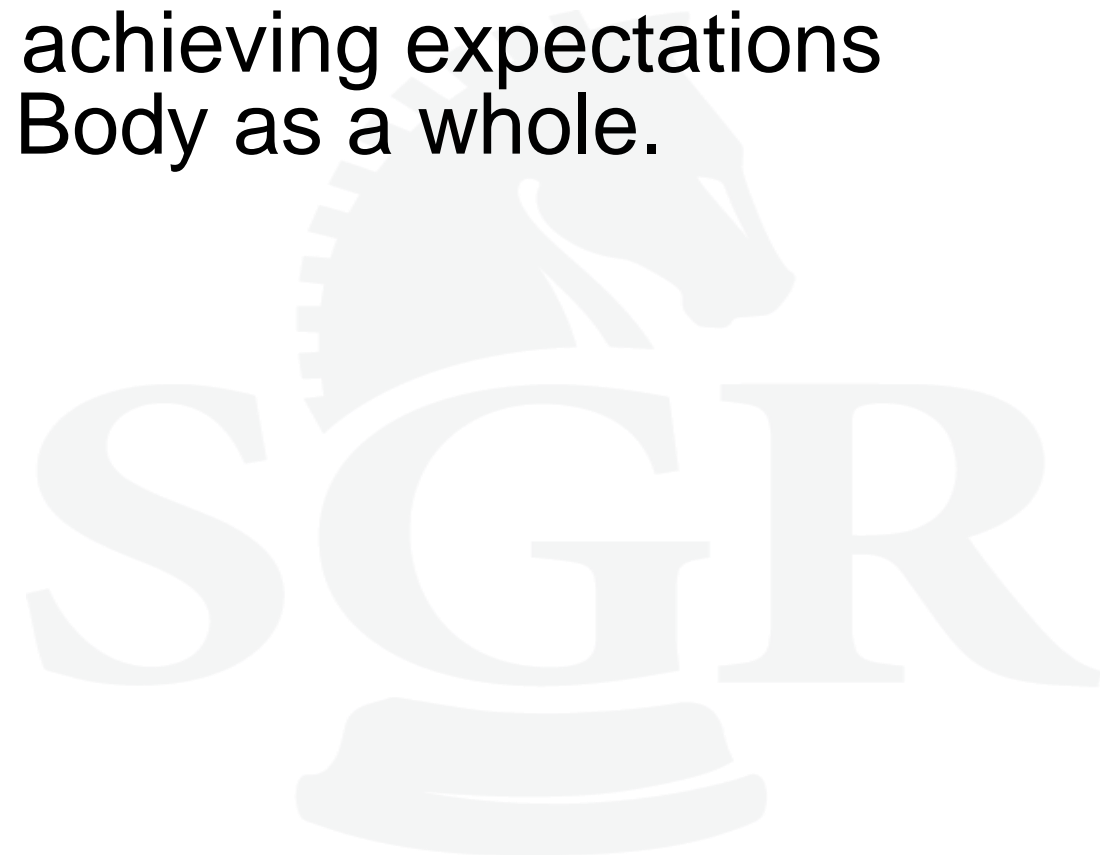
Understanding:

- Never try to walk across a river just because it has an average depth of 4 feet!
- It's on the Internet - It must be true, right?
 - Google
 - Wikipedia
 - Local Blogs
- Council Meeting – dynamic fact checking
- Political Operatives & Bloggers creating internet urban legends that gullible people believe
- Less trusting of professional opinions
- Facts become something to be shaped to accommodate my ideology
- “Fake News” is now considered common

Effective Governance Requires Accountability

Accountability:

- Hold each other accountable for achieving expectations individually, and as a Governing Body as a whole.



A Board that Avoids Accountability:

- Creates resentment among Board Members who have different standards of performance
- Encourages mediocrity
- Members fail to prepare for meetings and debate by reviewing materials before meetings
- Places an undue burden on the Board leader as the sole source of conformance to standards

A Board that Embraces Accountability:

- Identifies potential problems quickly by questioning one another's approaches without hesitation
- Establishes respect among Board Members who are held to the same high standards
- Avoids excessive bureaucracy around performance management and corrective action

Embracing Accountability

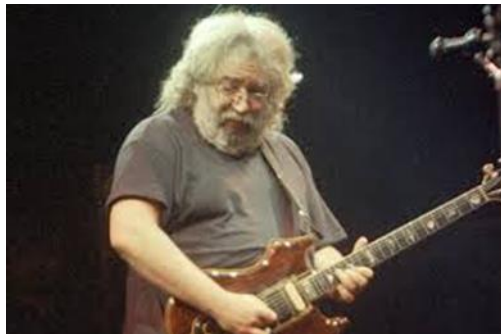
The willingness of Board Members to remind one another when they are not living up to the accepted norms or standards of the group.

Embracing Accountability

To help you hold each other to higher standards and “walk the talk.”

“Somebody had to do something, and it is just incredibly pathetic that it had to be us.”

Jerry Garcia



A Final Thought on Accountability

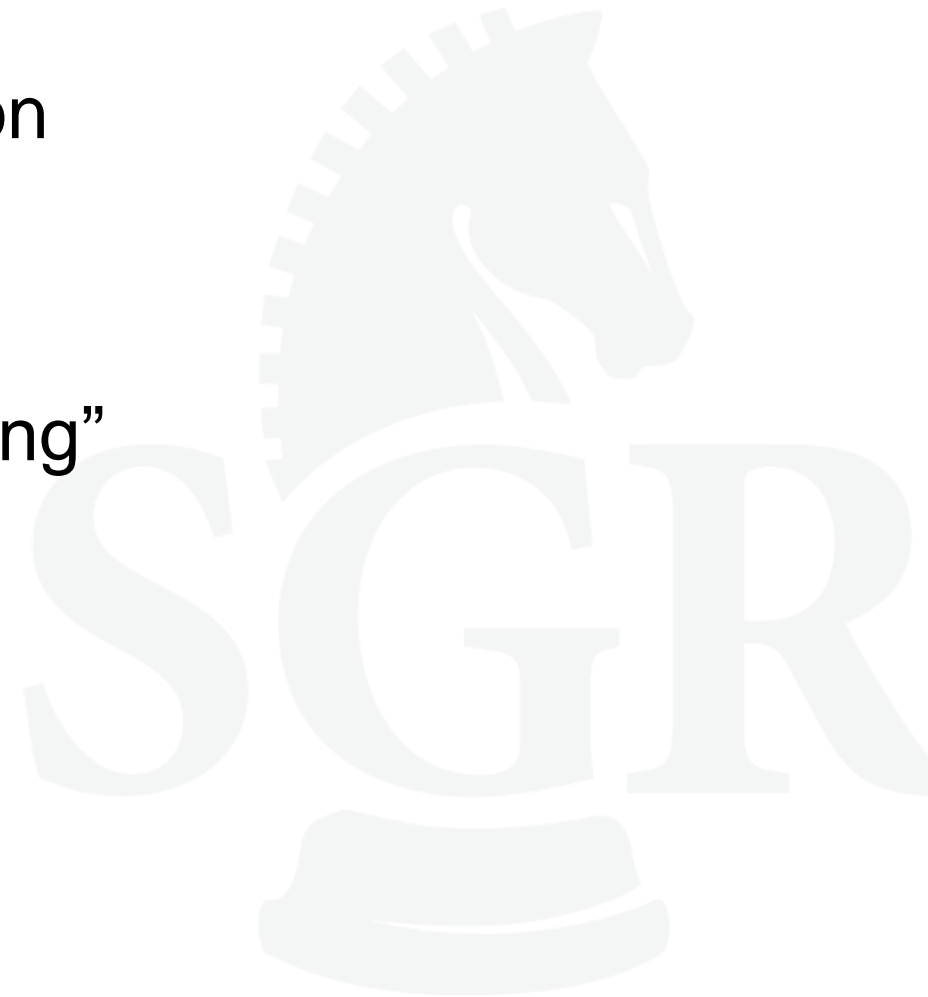


Effective Governance Requires Focusing on Results



A Board that is Not Focused on Results:

- Stagnates/fails to develop the organization
- Rarely achieves victories & successes
- Loses achievement-oriented employees
- Is easily distracted by the latest “shiny thing”



A Board that Focusses on Collective Results:

- Attracts and retains achievement-oriented employees
- Enjoys success and suffers failure acutely
- Benefits from individuals who subjugate their own goals/interests once the Board has arrived at a decision for the good of the Board and organization
- Avoids distractions

Focusing on Results

Stay focused on the right priorities - the Board's collective results - so that it doesn't get distracted by something else



Focusing on Results

Expectations should be clear, overt and measurable
Be careful of communicating unspoken expectations that create unintended results



Communicate the Desired Results Clearly!

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!”*

Summary – Focusing on Results

- Great Boards accomplish the results they set out to achieve
- Board members must prioritize the Board's collective results over individual wants or desires following debate
- Boards must publicly clarify desired results and keep them visible
- It's not about measuring everything - but rather a simple way for the team to gauge their success and to stay focused on the right priorities and not get distracted!

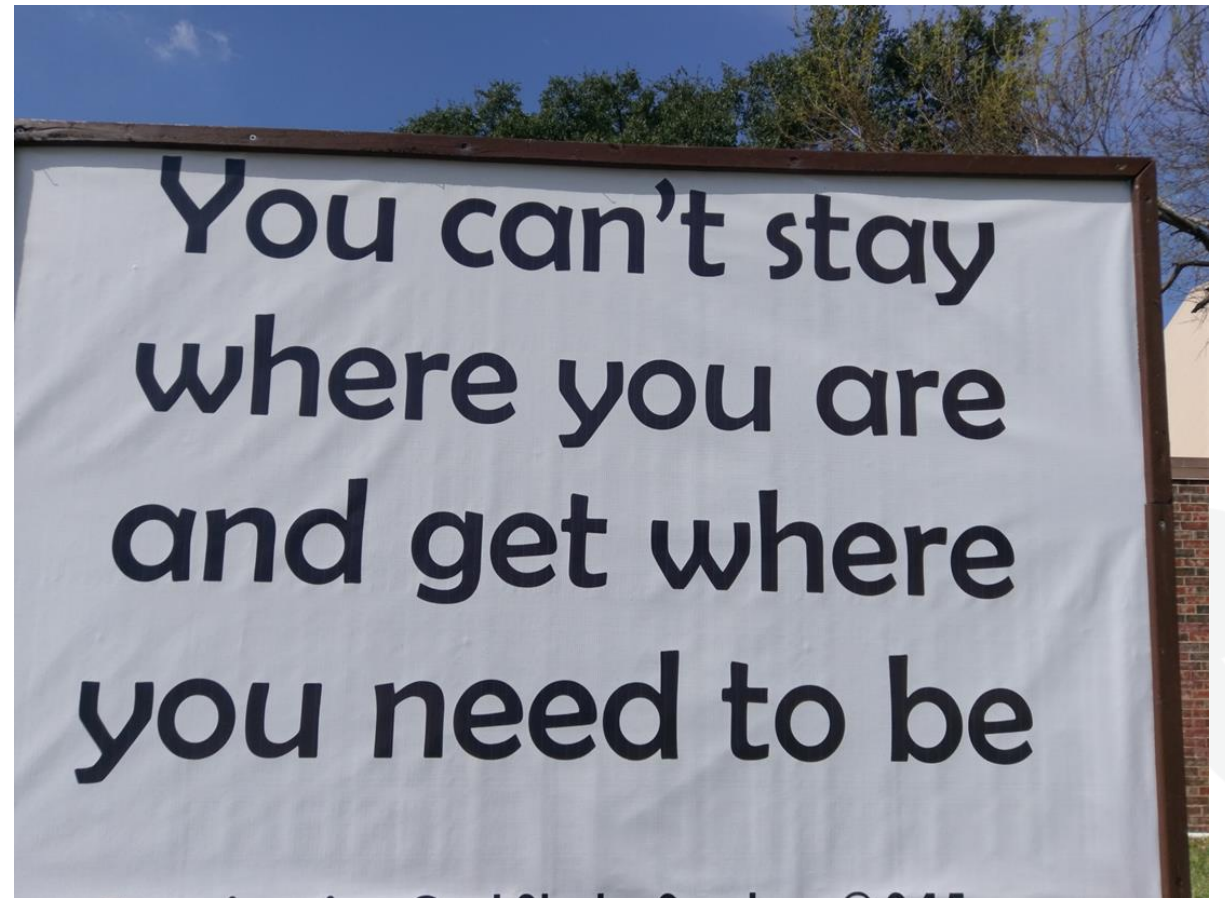
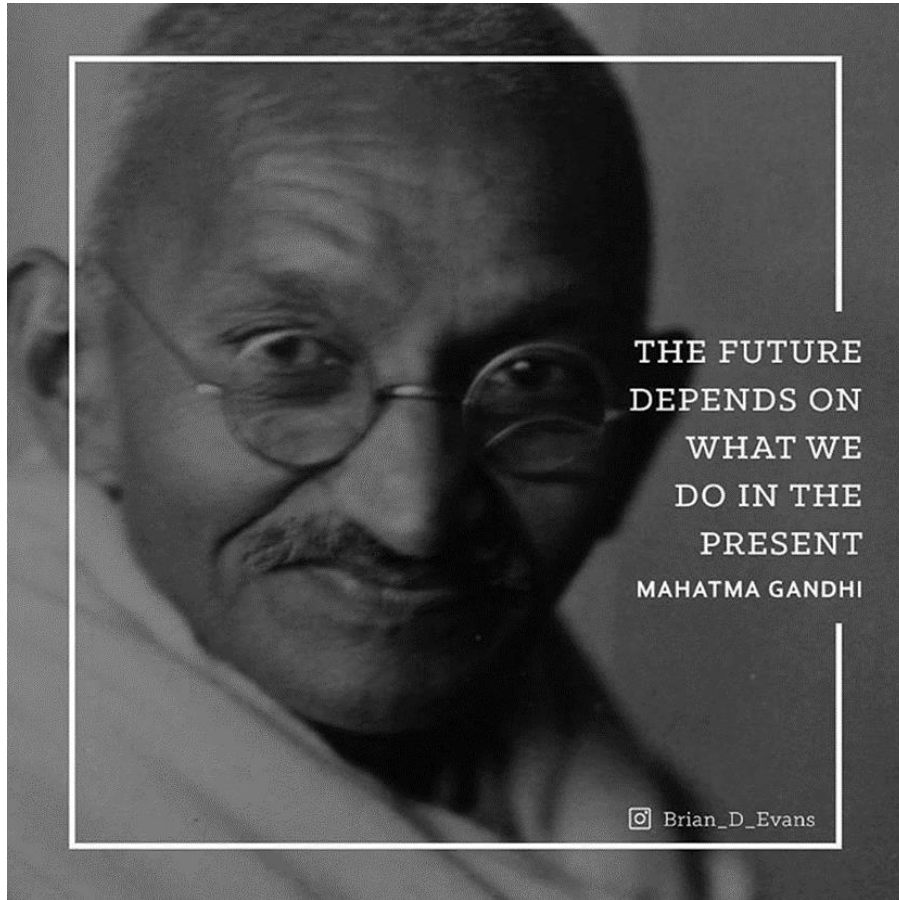


Effective
Governance
Polarity
Assessment

Effective Governance Polarity Questions

- Based upon how you scored the Polarity Assessment overall, what are the top three issues you think the Board needs to change in how to operate to create a healthier governance culture?
 - ✓ Issue 1: ?
 - ✓ Issue 2: ?
 - ✓ Issue 3: ?
- For each issue, what would it take in practical terms to create significant improvement on this issue?

Where Do We Go From Here?



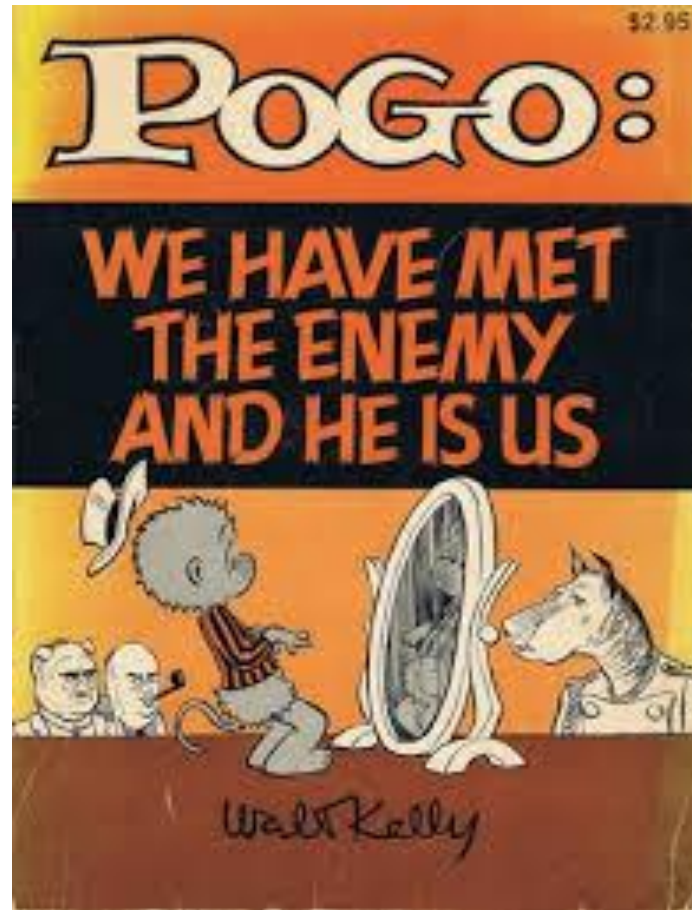
Why Care About Council Governance & Leadership?

To eliminate ambiguity and uncertainty for the City Council, the staff and all stakeholders (including developers, residents, and stakeholders who bought/built expecting certain services and surrounding environments.)

“The certainty of misery is better than the misery of uncertainty.”



Which Begs the Question.....



Governance Rhetorical Background Question

What is the shared vision of the Mayor & City Council that City Staff can count on every time to be their benchmark for decision-making?



11 Governing Leadership Principles

1. Base my decisions on the next generation more than the next election, committed to the ideal that my loyalty must be to the entire community (both now and in the future) and not merely to those who got me elected.
2. Focus on Vision, Mission, and Values as the benchmark for my decisions and recognize that my responsibility is the pursuit of the greatest good for the entire community, and not the satisfaction of any particular group's agenda or solely on the wishes of my District.
3. Make decisions based on fact-based evidence and not allow myself to be manipulated into bad decisions for the future based on the decibel level of critics.

11 Governing Leadership Principles

4. Recognize that *“it takes a smart man to know where he is stupid”* and have the wisdom to be smart. Accordingly, I will value those who have the courage to tell me what they really think and will listen sincerely to those who disagree with me to truly understand their perspective, recognizing that understanding other perspectives makes me a better leader.
5. Embrace my responsibility to govern rather than to manage; recognizing that if I am doing staff’s job I am not doing my job, while also understanding and embracing the appropriately exercised governance role of holding staff accountable.
6. Place a greater emphasis on solutions than on problems; while refusing to offer solutions before I understand the problem.

11 Governing Leadership Principles

7. Understand that mutual trust is the foundation for everything and that if I refuse to trust others, they will be unable to trust me.
8. Protect the integrity of the process more than the rightness of my position; I will fight hard for my issue, but then unify behind the governing body when the decision is made because the decision was made with integrity of process, even if I disagree with the outcome.
9. Understand that my deeply held beliefs, values and positions will be strengthened, not compromised by courteous, respectful and civil discourse. I will not treat someone as the enemy just because we disagree.

11 Governing Leadership Principles

10. Treat everyone with dignity and respect because of who I am as a leader...not because of how they treat me, or what I think about them.
11. Be a role model for civility. I will not treat my colleagues or staff in any way that I would be embarrassed if my 5-year-old child treated someone the same way.

SGR

Do We Have Consensus on Laredo's Governance Practices?



"Well, that makes it four 'aye's, two 'nay's, and one 'hey, no problem.'"

Closing

- Questions and/or Takeaways
- Closing comments by Mayor Saenz & Interim City Manager Selman

