

EL DORADO COUNTY GOVERNANCE WORKSHOP



September 29, 2014

OUTCOMES

1. Board will have a chance to speak openly about governance expectations
2. Participants will have good understanding of the importance of effective communication
3. Participants will understand and value ways of working as a unit toward the good of the whole
4. Participants will see the importance of clear lines of authority and decision-making

CHARACTERISTICS OF EFFECTIVE GOVERNING BOARDS

1. Think and Act Strategically
2. Respect “Shared Constituency”: What do the *people* need?
3. Understand and Demonstrate the Elements of Teams and Teamwork
4. Master Small Group Decision Making
5. Have Clearly Defined Roles and Relationships

(From Carl H. Neu, Jr. – Center for the Future of Local Governance)

CHARACTERISTICS, *cont.*

6. Honor the Board-Staff Partnership
7. Allocate Governing Body Time and Energy Appropriately
8. Have Clear Rules and Procedures for Board Meetings
9. Conduct Systematic and Valid Assessments of Policy Implementation and the Public's Concerns and Evaluation of the Board's Performance
10. Practice Continuous Personal Learning and Development as a Leader

WHAT MAKES A CAO SUCCESSFUL

Character

- Professional, focused, get things done
- Trustworthy

WHAT MAKES A CAO SUCCESSFUL, *cont.*

Relations with Board

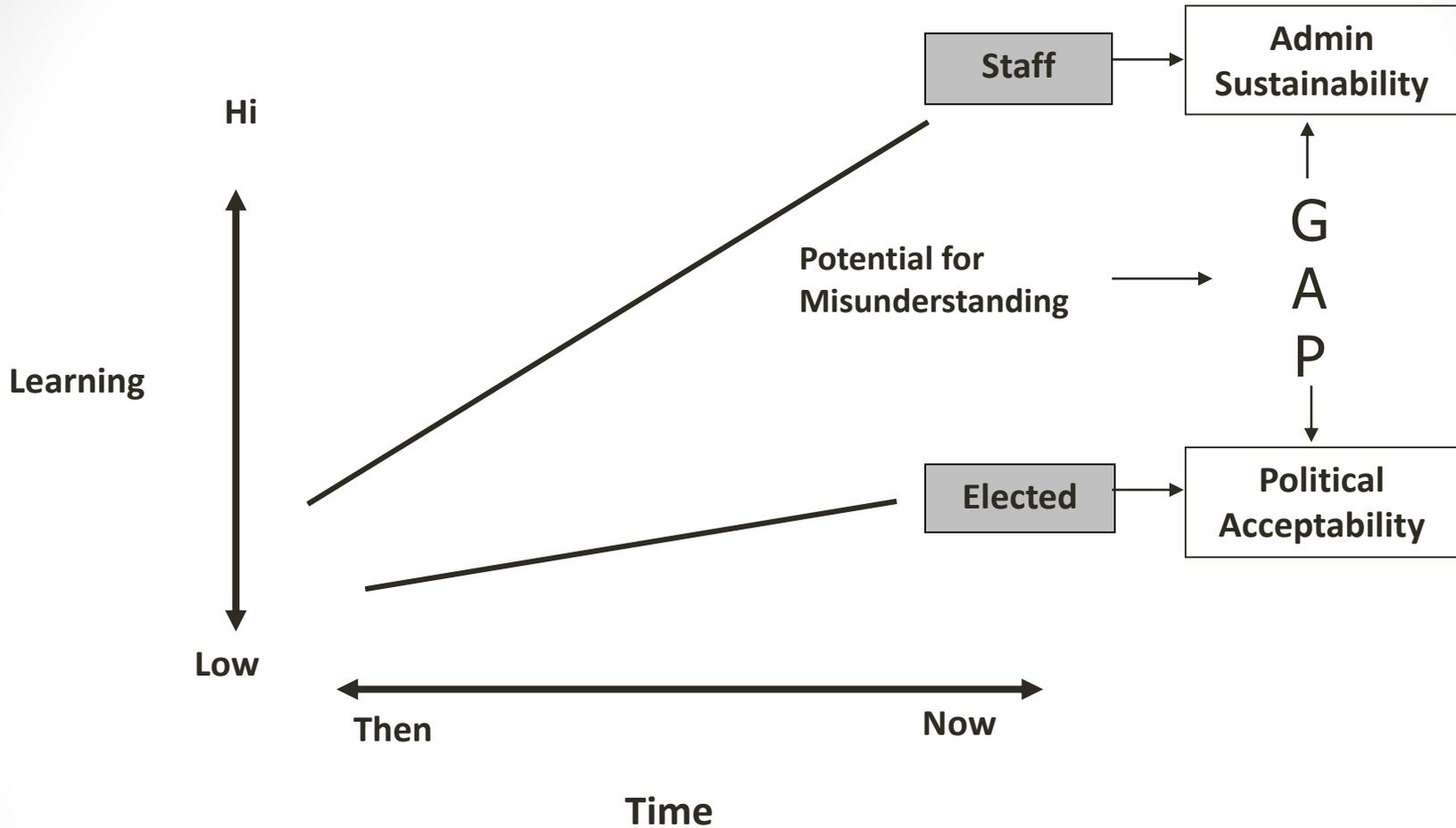
- Communications, communications, communications
- Phone calls
- E-mails
- Memos
- No surprises
- Treat everyone equally
- Clear understanding of relationship
- Knows policy vs. administration

WHAT MAKES A CAO SUCCESSFUL, *cont.*

Your Role as a Board

- Communications, communications, communications!
- Support
- Mutual understanding – roles and perspectives
- Regular performance reviews
- Clear and current expectations
- Open and two-way communications
- Collaborative (partnership) approach to problem-solving

Gap Between Professional and Political Learning*



John Nalbandian
University of Kansas

*Credit to John Arnold

SMART GOALS

SMART Goals Guide	
Specific	<ul style="list-style-type: none">» What exactly needs to be accomplished?» Who else will be involved?» Where will this take place?» Why do I want to accomplish the goal?
Measurable	<ul style="list-style-type: none">» How will I know I've succeeded?» How much change needs to occur?» How many accomplishments or actions will it take?
Attainable	<ul style="list-style-type: none">» Do I have, or can I get, the resources needed to achieve the goal?» Is the goal a reasonable stretch for me? (neither out of reach nor too easy)» Are the actions I plan to take likely to bring success?
Relevant	<ul style="list-style-type: none">» Is this a worthwhile goal for me right now?» Is it meaningful to me—or just something others think I should do?» Would it delay or prevent me from achieving a more important goal?» Am I willing to commit to achieving this goal?
Time-bound	<ul style="list-style-type: none">» What is the deadline for reaching the goal?» When do I need to take action?» What can I do today?

SIX AXIOMS FOR BOARD SUCCESS

1. Issues confronting us require "big picture – long range" (strategic thinking). Officials must have multi-year perspectives and plans for weathering these turbulent times – long haul
2. Time, for elected officials, is precious and limited
3. The Board-staff partnership functions best when it is vision driven and goal based
4. Council, providing leadership as a governing body, must speak with "one voice" – brilliantly
5. Strategic decision-making is a disciplined process combined with a desire to lead well
6. Citizens expect us to engage their passions, not just provide outstanding public services; the latter, they take as a given

(Adapted from Carl H. Neu, Jr. – Center for the Future of Local Governance)