General Improvement District Training Workshop

Speaker Biographies and Presentation Materials

November 15, 2016

The Grille at the Chateau
955 Fairway Boulevard
Incline Village, NV 89451

University Center for Economic Development – Nevada Leadership Program
http://www.unr.edu/business/research-and-outreach/nevada-leadership
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Frederick Steinmann currently works for the University of Nevada, Reno and the University Center for Economic Development. He began his professional economic development career with the Reno Redevelopment Agency in the City of Reno, Nevada. Since then, he has worked for the Nevada Small Business Development Center, Bureau of Business and Economic Research, and for the Carson Economic Development Services Department in the City of Carson, California. Frederick has also worked as a Senior Associate for David Paul Rosen & Associates, one of the elite economic development and public policy consulting firms in California. Frederick earned his Doctorate in Policy, Planning, and Development, with areas of study including economic development, public policy, public finance, and real estate development, from the University of Southern California with the successful defense of his dissertation titled, “The Twilight of the Local Redevelopment Era: The Past, Present, and Future of Urban Revitalization and Urban Economic Development in Nevada and California.” He also earned a Bachelor’s of Science and Masters of Science in Economics from the University of Nevada, Reno.
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For more information about the Nevada Chapter of the American Planning Association, including information about how to join, please visit their website:

http://www.nvapa.org/
Presentation Materials
Welcome!

Nevada Leadership Program
General Improvement District Training Workshop
November 15, 2016

Objectives
The Nevada Leadership Program:

– Main Objective: To create a pool of qualified officials as the difficulty of challenges in Nevada grow; officials who understand the ins-and-outs of government Management and Administration.

– Secondary Objective: To reduce conflict between staff and elected/appointed officials over procedural matters pertaining to government Management and Administration.

Objectives
General Improvement District Training Workshop:

– Explore the role of leadership and leadership styles in collaborative and facilitative governance.

– Explore different approaches to running an effective meeting.

– Explore different approaches to ensuring decorum in public meetings.
Our “First” Exercise

What is Leadership?

- As an individual, write down an answer to this question on the index card provided on your table. Think about qualities, responsibilities, activities, etc.
- As a group, and using your individual answers, write a single sentence on the flipcharts provided for your group.
- As a class, we will discuss and share our answers.

The Agenda

An exploration of different aspects of leadership:

1. Qualities of Collaborative and Facilitative Governance
2. Running an Effective Meeting
3. Decorum and Conflict Resolution

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Qualities of Collaborative and Facilitative Governance

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What is Collaborative and Facilitative Governance?

“A governing arrangement where one or more public agencies directly engage non-state stakeholders (the public) in a collective decision-making process that is formal, consensus-oriented, and deliberative and that aims to make or implement public policy or manage public programs or assets”

- Chris Ansell and Alison Gash, UC Berkley (2007)

What is Collaborative and Facilitative Governance?

Six Key Aspects:

1. The forum is initiated by public agencies or institutions.
2. Participants in the forum include non-state actors (i.e. the public).
3. Participants engage directly in decision making and are not merely ‘consulted’ by public agencies.
4. The forum is formally organized and meets collectively.
5. The forum aims to make decisions by consensus.
6. The focus of collaboration is on public policy or public management of public resources.
What is a Leader? How can leadership impact collaborative and facilitative governance?

"Responsible administrators must be able to account for their conduct to relevant others, such as supervisors, elected officials, the courts, and the citizenry, which means being able to explain and justify why specific actions they took resulted in particular consequences."

Terry Cooper, "The Responsible Administrator: An Approach to Ethics for the Administrative Role"

"The ability to give help and receive help."

Chester Newland

Qualities of a Leader

- Leadership is the capacity to influence others to achieve worthwhile results.

- Personalities Qualities

  - Emotionally Mature: comfortable with themselves and accept their own faults and abilities; predictable and dependable.

  - Independent: free thinkers; not afraid to disagree with the majority; question and are willing to change policies and procedures.

  - Strong-Willed: determined; overcome obstacles to achieve goals.

  - Courageous: willing to take risks and are not afraid to fail.

- Mental Qualities

- Value Systems
Personality Qualities of a Leader

- **Ambitious**: strong desire to achieve and they are willing to work longer and harder to do so.
- **Resilient**: continue to perform despite delays, disappointments, distractions, or failures.
- **Charismatic**: capture the ‘popular imagination’; they inspire.

Mental Qualities of a Leader

- **Quick**: think rapidly; can analyze situations and alter plans accordingly.
- **Knowledgeable**: leaders know their organization, its practices, and its culture.
- **Good Judges**: form opinions and make decisions objectively and wisely. Their opinions and decisions reflect the goals of the organization and society in general.
- **Foreseeing**: look ahead, predict what will happen, and plan for it.

The Value Systems of a Leader

“Values are our beliefs and principles by which we live. **Our values shape our personality, attitudes, and style of leadership.** Values (should be) positive and constructive. For example, a person who values good health may exercise, eat healthy foods, and read health-related magazines. Similarly, leaders who value quality workmanship will establish goals that insure quality.”
Leadership Style

“Great leaders may be very different in their approaches. They do not lead people in the same way. The difference in leadership behavior is called style…Your leadership style, or pattern, is an expression of your personal orientation to several key aspects of leadership: (1) how you think, (2) how you influence others, (3) how you guide the day-to-day actions, and (4) how you employ structures (rules, policies, and systems).”

Measuring Leadership Style

The Four-Dimensional Model of Leadership Style:

1. **Reflection**: the extent to which they evaluate the situation and the challenges facing the organization, clarify the vision and mission, set the direction, establish priorities, and make plans.

2. **Influence**: how much they work with and through the talents of the team members; leaders must mobilize the skills, experience, viewpoints, and energies of the team members using personal persuasion, role modeling, idea selling, and hands-on authority.

3. **Action**: how they tell people what to do; highly directive or highly permissive; can directly channel the team’s activities or allow the team to act intelligently on its own.

4. **Structure**: how they create structures for assigning responsibilities, communicating, sharing information, planning, managing resources, and resolving disagreements.
The Leader Match Principle

"All of the examples so far have one thing in common: they do not account for differences in the situations the leaders must face. Clearly, a person with a very distinctive leadership style might be very effective in one situation and completely ineffective in a different situation. To better understand the whole picture of leader effectiveness, we have to bring together the elements of the enterprise, the team, and the leader. This is the 'leader match' principle."

Exercise No. 1 – Matching Your Leadership Style with Team Leadership Needs Part A

Goal: To allow you the opportunity to recognize your individual leadership style.

Time Allowed: 15 minutes.

Complete the "Assessing Your Leadership Style" Part A assessment and scoring form provided.

As a group, we will discuss:

- How accurately do you feel the profile describes your leadership style?
- Does your profile surprise you in any way?
- How would this behavior pattern appear in interactions with your team?
- Do you have a strong point that, if taken to the extreme, could become a weakness?
- Under what circumstances might this leadership assessment give you unreliable or unrealistic results?
- Under what circumstances might your leadership style be least effective?

Exercise No. 1 – Matching Your Leadership Style with Team Leadership Needs Part B

Goal: To allow you to recognize your individual leadership style.

Time Allowed: 15 minutes.

Complete the "Assessing Your Leadership Style" Part B assessment and scoring form provided.

As a group, we will discuss:

- Is there anything unique about the current situation facing your organization and/or team which indicates a need for certain aspects of leadership?
- How is the need for leadership likely to change over the near term, and how might it be different further in the future?
- Do team members understand clearly what the mission of the organization is, and if so, do they embrace and support it? Do they understand the challenges they must face in accomplishing the mission?
Evaluating the Leadership Gap or Match

Follow-Up, Estimating Your Leadership Gap or Match:

– Subtract the results of Part B from Part A for each of the four sections (Reflection, Influence, Action, Structure).

– Leadership Gap: Where is the area of greatest difference between your score and the team’s needs score?

– Leadership Match: In what areas are your score and the team’s needs similar?

The Strength-Weakness Irony

“Each of us has certain strengths that we have learned to use for our own benefit and for the benefit of others. But one’s strengths can sometimes become a liability. Psychologists refer to a principle known as the ‘strength-weakness irony’…one’s strength, such as a particular attitude or skill, when taken to an extreme, can actually become a weakness.”

The Strength-Weakness Irony

Examples:

– **Confidence**: can extend to overconfidence and arrogance.

– **Determination**: can extend to stubbornness and unwillingness to recognize and correct mistakes.

– **Participatory Decision-Making**: can extend to ‘wishy-washiness’ and trying to please everyone.

– **Analysis**: can turn into an inability to take action.
The Strength-Weakness Irony

Understanding Your Leadership Style Means:

– Understanding your strengths, knowing how they can sometimes become a weakness.

– Knowing how your style influences the attitudes, feelings, and actions of others.

– Knowing how to alter your behavior patterns to meet situational challenges and team needs.

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Running an Effective Meeting

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Planning a Meeting

Some Basic Steps:

1. State the Purpose
2. Select the Participants
3. Select the Location
4. Inform the Participants

Step 4: Informing the Participants

Your Notice to Participants Should Include:

– Meeting date, time, and place.
– Meeting purpose and desired outcome.
– What information, if any, the participants should bring.
– Meeting expectations (share information, collect information, problem solve).
– Meeting length.
– Special arrangements (snacks, beverages, etc.)
Step 3: Selecting a Location

“Pick a location not just because the room is available, but because it may help you achieve the purpose of your meeting.”

- Attractive and Comfortable space.
- Free of Distractions and Obstacles that may inhibit flow.
- Is the room appropriate for the size of the group?

Step 2: Selecting the Participants

“Most of the time, participants will be members of the same work group, so there will be little or no question about who is to attend. In other situations, the meeting leader will have to decide who should attend to best accomplish the purpose the meeting.”

- Consider (1) Personalities, (2) Knowledge, and (3) Skill.
- Be aware of possible conflicts; develop conflict resolution solutions in advance.

Step 1: Stating the Purpose

Types of Meetings:
- Information-Giving Meetings: the leader presents facts, demonstrates a procedure, introduces a new policy, or explains an action or decision. (Low Level of Attendee Participation)
- Information-Taking Meetings (Advisory Meetings): the leader seeks information from the group so she/he can make a decision. Information tends to be in the form of data, ideas, opinions, facts, or reactions. (Moderate Level of Attendee Participation)
- Problem-Solving Meeting: most common form of meeting; the leader and group members work together to reach a decision concerning a problem. (High Level of Attendee Participation)
  - Identify the Problem
  - Analyze the Causes
  - Suggest Possible Solutions
  - Evaluate the Solutions
  - Select the Best Solution
Step 1: Stating the Purpose

Why are we having a meeting? Basic Purposes:

- Receive reports from participants (briefing vs. report).
- Develop and reach a decision.
- Discover, to analyze, and/or to solve a problem.
- Gain acceptability for an idea, a program, or a design.
- Understand and/or resolve a conflict.
- Share information.
- Gain understanding.
- Obtain reactions to a problem or a situation.

Is a meeting the best way to achieve my purpose?
Consider Alternatives:

- Email, Conference Call, Memorandums, etc.

Exercise No. 2 – Effective Purpose Statements

Goal: To practice writing purpose statements.

Time Allowed: 15 minutes.

Scenarios:

- (A): Your city or county planning department is considering issuing a special use permit for a new shopping center that will significantly increase traffic in an area near a major high school, an assisted senior living facility, and several existing residential homes. Your planning director has decided to conduct a neighborhood meeting to collect resident input about this proposed development.

Develop a purpose statement for this meeting as a small group.

- (B): As a regional health care payer in a large and diverse metropolitan area, you, as the organization’s Chief Executive Officer, have noticed declining revenues, increasing costs, and declining profits over the past three years. This trend has now become unsustainable and threatens the long-term sustainability of the organization.

You have decided to call an organization-wide meeting of your top department and division managers to identify the causes of these trends and develop an outline for possible strategies to return the organization back to a long-term profitable trend.

Develop a purpose statement for this meeting as a small group.

The Agenda

“An agenda is a written plan for the meeting. It lists in order the subjects to be taken up and the time schedule in relation to each. It is made up before the meeting and may be distributed before the meeting or at the meeting.”

Include the Following:

- Include “who”, “where”, and “when”…date and time, location, attendees, special individuals present.
- Provide a brief objective statement…“we will discuss and collect public opinion regarding the new proposed shopping mall development at the corner of McCarran Blvd. and W 7th Street.”
- Write a schedule for the main points of the meeting.
- Allocate time in the schedule for any special guests.
- Provide time for Questions and Answers.
- Provide an outline for discussion topics.
## Conducting a Meeting

### Some Basic Considerations:
- Opening a Meeting
- Handling a Meeting
- Concluding a Meeting
- Evaluating a Meeting

## Opening a Meeting

### Eight Steps:
1. Establish a Friendly Atmosphere: arrive early, greet participants, temperature, visual aids, handouts, etc.
2. Start on Time!
3. Bring Everyone up to date: review reasons for the meeting, summarize past meetings, etc.
4. Open with an (Appropriate) Attention Getter.
5. Introduce the Situation or Problem: how the situation/problem arose, why the issue is important, ask participants how they are affected, state how participants can help, explain participant responsibilities.
6. State the Purpose of the Meeting: give information, collect information, problem solve.
7. Welcome the Group.
8. Establish a Method for Discussion.
Handling a Meeting

Characteristics of Successful Meeting Leaders:

– **Poise**: being confident and well prepared.
– **Sensitivity**: aware of others and their situations and positions.
– **Impartiality**: open-minded and objective.
– **Tact**: saying the right thing at the right time.
– **Sense of Humor**: don’t take yourself so seriously.
– **Good Judgment**: thinking through a situation and making the right decision.
– **Good Listening Skills**: an active psychological process.

Handling a Meeting

Other Considerations:

– Get Everyone Participating
– Promote an Open Atmosphere
– Summarize
– Use Transitions
– Ask Questions
– Test Possible Solutions
– Keep the Discussion on Track
– Work for Consensus (Depending on No. of Participants)
– Plan Future Action

Concluding a Meeting

A Six-Step Sequence:

1. Indicate the time to conclude at the start of the meeting.
2. Review the problem or information briefly.
3. Summarize the progress made.
4. Emphasize areas of agreement.
5. Inform participants of any further developments (When will minute be available? Future meetings?)
6. Thank the group and acknowledge their assistance, presence, suggestions, information, and ideas.
Evaluating a Meeting

Three Sources of Feedback:

– **Yourself**: self-appraisal...“How did I do?”, “What problems arose?”, “What could I do better next time?”

– **An Observer**: have someone sit-in on the meeting, someone who is not participating.

– **Participants**: formal vs. informal feedback or both.

Exercise No. 3 – Leading a Meeting

Goal: To practice leadership techniques for a problem-solving meeting.

Time Allowed: 15 minutes.

Topics:

– (A) What can we do to increase multi-modal transportation in our community?

– (B) What can we do to create more jobs in our community?

– (C) What can we do to create more public space in our downtown?

Identify the Problem, Analyze the Causes of the Problem, Suggest Possible Solutions, Evaluate Solutions, Select the Best Solution.
What is Conflict?

"…conflicts can be small in scale, like those that occur between romantic partners or colleagues, or larger in scale, such as those that lead to aggressive and sometimes even violent altercations between communities. Regardless of the scope or scale, conflict often encourages an uncomfortable feeling in people and the closer proximity of the individuals, the more uncomfortable the conflict feels."

The Nature of Conflict

"…an expressed struggle between at least (1) two interdependent parties who perceive (2) incompatible goals, (3) scarce resources, and (4) interference from the other part in achieving those goals."

- William Wilmot and Joyce Hocker
The Nature of Conflict

Three Primary Sources:

– We have different information -> a misunderstanding.

– We have different interpretations -> driven by different assumptions about how the world works.

– Our conclusions reflect self-interest -> a selfish desire to be right!

The Nature of Conflict

Four Problem Behaviors that lead to Conflict:

– Criticism: the expression of disapproval of someone or something based upon perceived faults in a person or behavior.

– Contempt: the expression of insults and disdain for people, their behaviors, and their ideas.

– Defensiveness: reduces listening, increases aggressiveness, and inhibits understanding and dialogue in a relationship.

– Stonewalling: withdrawing from the conflict interaction.

Resolving Conflict

Use These Six Guidelines:

– Use descriptive language; avoid evaluative language.

– Focus on solving the problem; avoid trying to control the outcome.

– Be spontaneous; avoid being strategic.

– Express empathy; avoid being neutral.

– Acknowledge equality; avoid acting superior.

– Be provisional; avoid acting certain.
Addressing Decorum and Conflict Resolution

Claire Baldwin, DPS
Management Consultant
“Conflict Resolution”
International City/County Management Association
2011 Annual Conference

What is Conflict?

Two Types:

– Conflict can arise when someone perceives that another person is negatively affecting, or is about to affect, something that they care about.

– Conflict can arise as a series of episodes between those involved, with each episode shaping how the conflict is subsequently perceived and managed.

What is Conflict?

Types of Conflict in the Workplace:

– **Pre-Existing**: carry over from a previous context or situation.

– **Spontaneous Reaction**: a negative reaction at a critical time in the dialogue.

– **Cumulative Response**: series of negative interactions that result in a large ‘blow up’; often one party is taken by surprise.

– **Structural Conflict**: usually between opposing organizations or between departments/divisions within a single organization.

– **Positional Conflict**: on the job conflict as a result of rank; supervisor vs. subordinate, etc.
Ignoring the Warning Signs
Conflict does not Arise Immediately
- Pressure (time, peer, procrastination)
- Fear of Conflict
- Misunderstanding of Another Person’s Viewpoint
- Lacking the Courage to Advocate for Their Viewpoint

Levels of Conflict
Two Types:
- Informal: usually handled quickly; less noticeable to others; quickly forgotten; ‘shake it off’.
- Formal: requiring more attention and more time to address; necessitates an understanding of contrasting and conflicting opinions; may involve Human Resources in some situations.

Stages of Conflict
Three Stages:
- Stage One: perceived or real threat occurs; positions are taken by opposing sides.
- Stage Two: informal conflict starts (usually at the task level); feeling of threat moves conflict to an interpersonal level.
- Stage Three: conflict may become formal as the interpersonal conflict develops; production drops and costs and risk escalate.
Resolving Conflict

- Successful conflict resolution means finding a mutually acceptable new form for the relationship.
- Resolving conflict is most effective when led by people who understand the power of relationships.
- Never mediate a conflict that you are a participant in (especially for formal conflict).

Resolving Conflict

Types of Conflict and Dispute Resolution:

- **Negotiation**: a discussion between two or more people with the goal of solving a disagreement; deciding what to do and who gets what.
- **Conciliation**: the use of a third party to help resolution of their dispute; informal.
- **Facilitation**: the use of a neutral party who helps members of a group solve a problem; again, usually informal.
- **Arbitration**: a formal proceeding that uses a neutral party(ies) to listen to evidence and render a decision (binding or nonbinding).
- **Litigation**: a legal dispute argued in a recognized court of law with jurisdiction (binding).

Resolving Conflict

Key Components in Resolving Conflict:

- Great listening skills.
- A high degree of flexibility.
- A willingness to change and accept change.
- An ability to agree to disagree.