



Leadership Essentials

Mastering Your Role as an Elected Official,
Community Leader & Association Colleague

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A Presentation to the Cities Association of Santa Clara County

INTRODUCTION

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*Institute for Local
Government*



ILG IS NON-PROFIT, NON-PARTISAN & HERE TO HELP

- ILG is the non-profit training and education affiliate of three statewide local government associations
- Together with our affiliates, we serve over 2,500 local agencies – cities, counties and special districts
- We provide practical and easy-to-use resources so local agencies can effectively implement policies on the ground



**California Special
Districts Association**
Districts Stronger Together

A WIDESPREAD NETWORK OF LOCAL GOV'T LEADERS



58 Counties

482 Cities

2,500+
Special
Districts

20,000+
Local
Agency
Leaders



OUR PROGRAMS AND SERVICES

Program Areas

Leadership & Governance

Civics Education & Workforce

Public Engagement

Sustainable & Resilient Communities



Services

Education & Training

Technical Assistance

Capacity Building

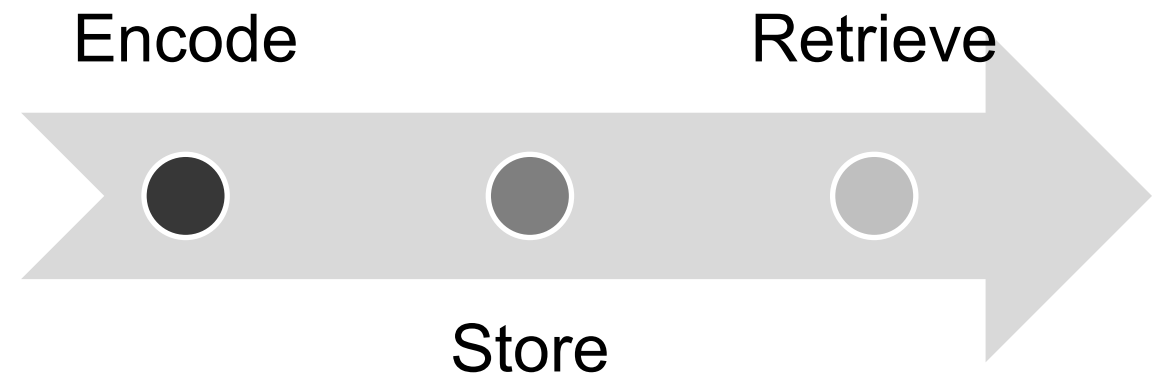
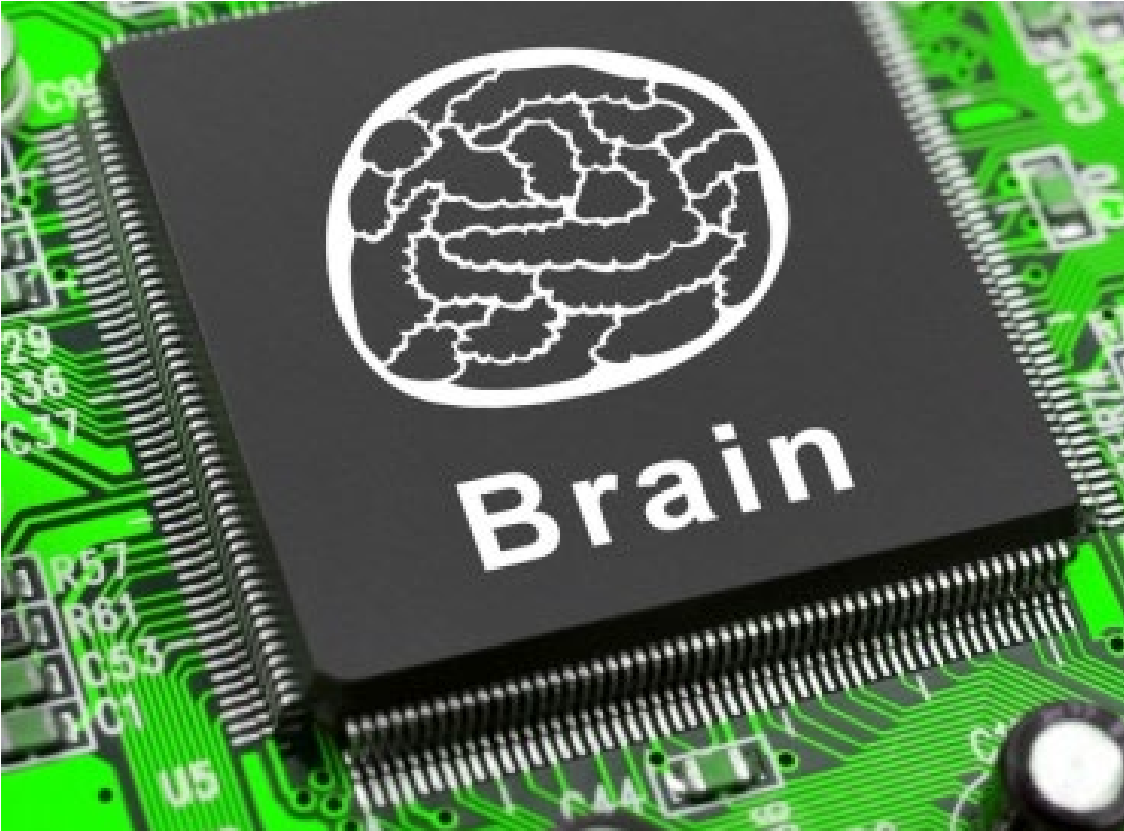
Convening

Our mission is to help local government leaders **navigate complexity**, **increase capacity** & **build trust** in their communities

Why am I speaking today...



HOW MEMORY WORKS



Three basic stages of memory processing

Let's consider...

When you think of a
good leader, what comes to
mind...





“

A leader is a dealer in hope.

NAPOLEAN BONAPARTE

”

TOPICS WE'LL COVER

Leadership Refresh

Building the Right Foundation for Your Association

Snapshot of Governance Tools, Policies & Protocols

Q&A and Wrap up

“

Leadership is the activity of
mobilizing people to tackle the
toughest problems and do the
adaptive work necessary to achieve
progress...

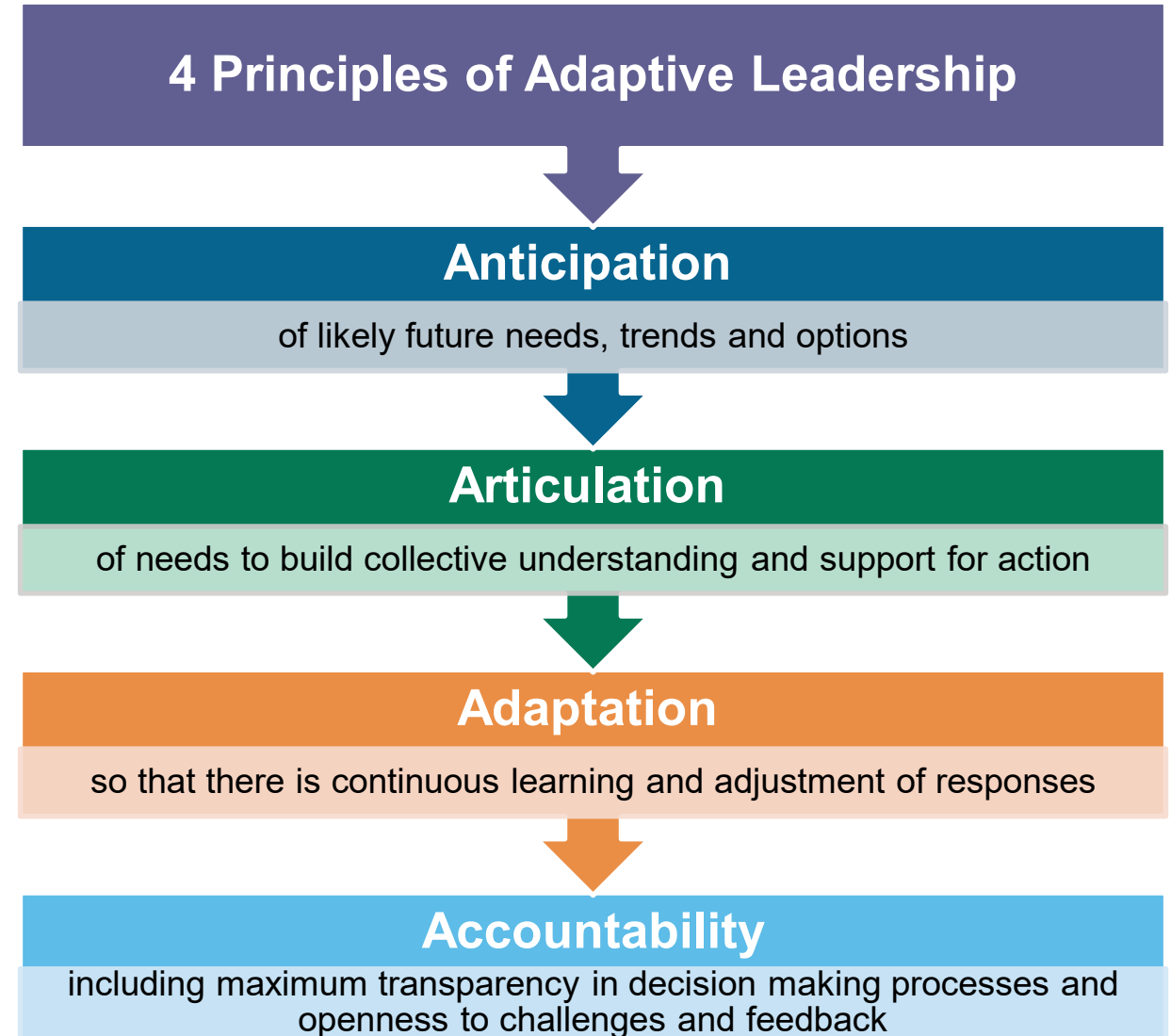
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HEIFETZ, KANIA & KRAMER

ADAPTIVE LEADERSHIP IS KEY

Adaptive leadership is the ability to **anticipate** future needs, **articulate** those needs to build collective support and understanding, **adapt** your responses based on continuous learning, and demonstrate **accountability** through transparency in your decision-making process.

Source: [Harvard Business Review \(2020\)](#)



ONE APPROACH TO CONSIDER



“

Governance is the system by which
an organization is directed,
overseen and held accountable for
achieving its defined purpose ...

INTERNATIONAL ORGANIZATION FOR STANDARDIZATION

”

PRINCIPLES OF GOOD GOVERNANCE

Participation

Rule of Law

Transparency

Responsiveness

Consensus
Oriented

Equity &
Inclusiveness

Effectiveness &
Efficiency

Accountability

Source: United Nations

MODELING LEADERSHIP & GOOD GOVERNANCE

Building the Right Foundation for Your Association

Let's consider...

When you think of an
effective governing board,
what comes to mind...



ATTRIBUTES OF EFFECTIVE BOARDS

Develop a sense of team

Have clear roles and responsibilities

Honor the relationship with staff and each other

Conduct effective meetings

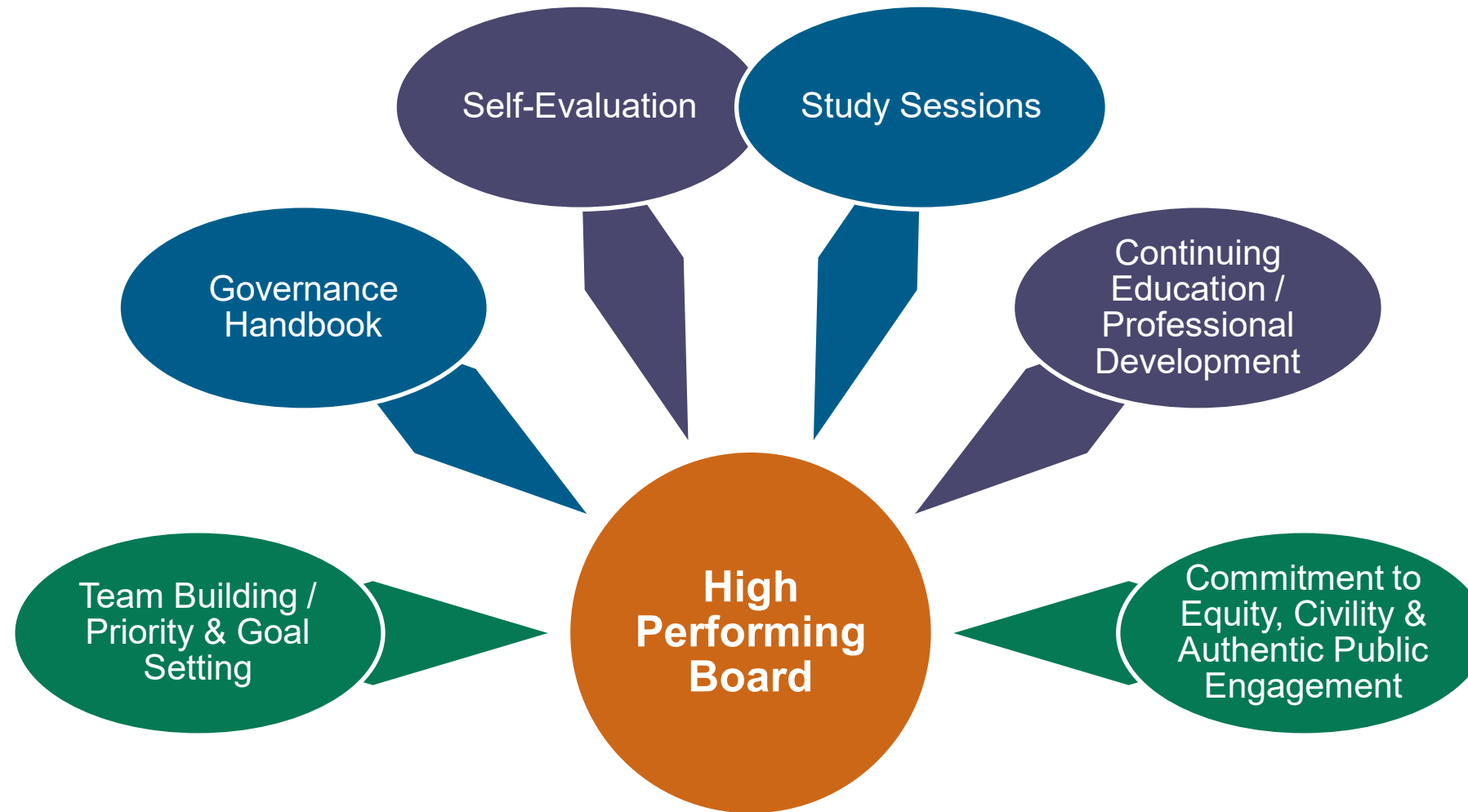
Hold themselves and the Association accountable

Practice continuous learning and development

OVERVIEW OF GOVERNANCE TOOLS, POLICIES & PROTOCOLS

Operationalizing Adaptive Leadership Principles

GOVERNANCE TOOLS, POLICIES & PROTOCOLS



Always respect the distinct roles & responsibilities of governing boards vs. staff.

“

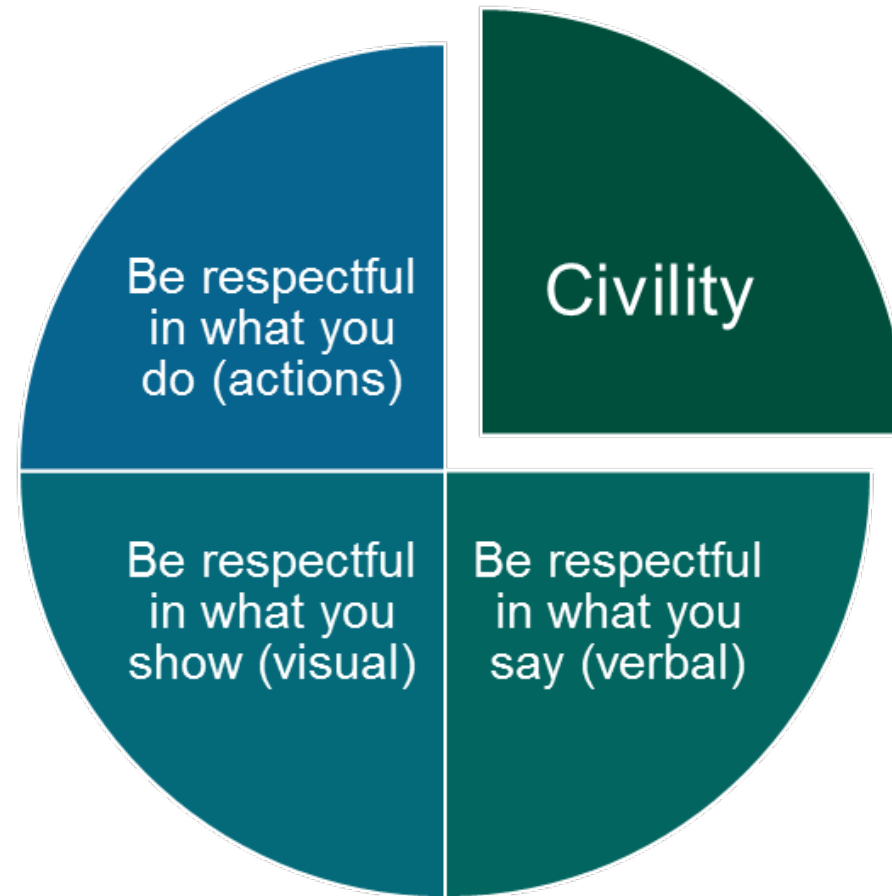
“We have two ears and only one tongue in order that we may hear more and speak less.”

— DIOGENES LAERTIUS

”

EMBRACE CIVILITY, LEAD BY EXAMPLE

- Local governments statewide report a drastic increase in disruptive and violent incidents involving the community at public meetings in the past 5 years



“

Civility is not about dousing
strongly held views. It's about
making sure that people are willing
to respect other perspectives.

JIM LEACH

”

STRATEGIES TO PROMOTE CIVILITY IN ANY INTERACTION

Embrace diverse
points of view

Focus on civil
discourse

Practice active
listening

Separate the
“person” from the
“problem”

Prioritize
relationships

Focus on building
trust

Think about
shared values and
common ground



WRAP UP

KEY TAKE AWAYS

Practice Adaptive
Leadership

Focus on Good
Governance

Understand Key Roles &
Responsibilities

Model Civility & Lead by
Example

Prioritize Equity &
Engagement

Identify Shared Values to
Help Crystallize Your
Community Vision

WHAT QUESTIONS DO YOU HAVE?



ADDITIONAL RESOURCES

Local Government Associations

- League of California Cities: www.calcities.org
- ICMA: <https://icma.org/topics/leadership>

Institute for Local Government

- Leadership Resources: www.ca-ilg.org/leadership
- [ILG's Good Governance Checklist](#)
- Ethics Resources: www.ca-ilg.org/ethics
- Public Engagement Resources: <http://www.ca-ilg.org/engagement>

Adaptive Leadership Article

- [Adaptive Leadership: A Critical Capability for the Public Sector, Boston Consulting Group](#)

STAY IN TOUCH

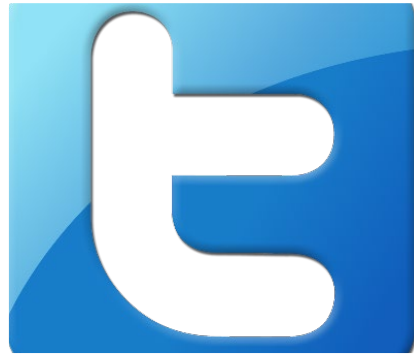
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www.ca-ilg.org/news



Thank You!



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