

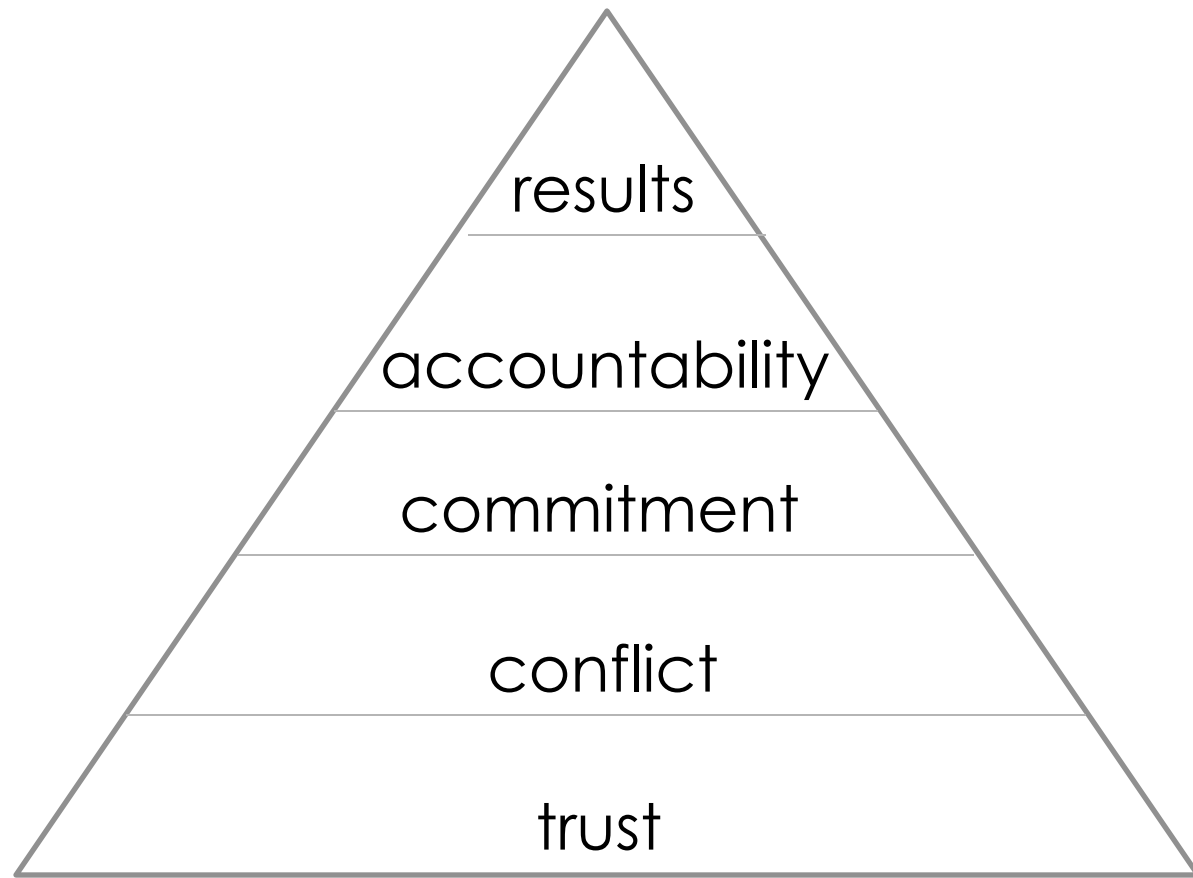


Building & Sustaining High Performing Teams: Councils, Boards, Commissions & Staff

Washington APA Annual Conference
October 5, 2010

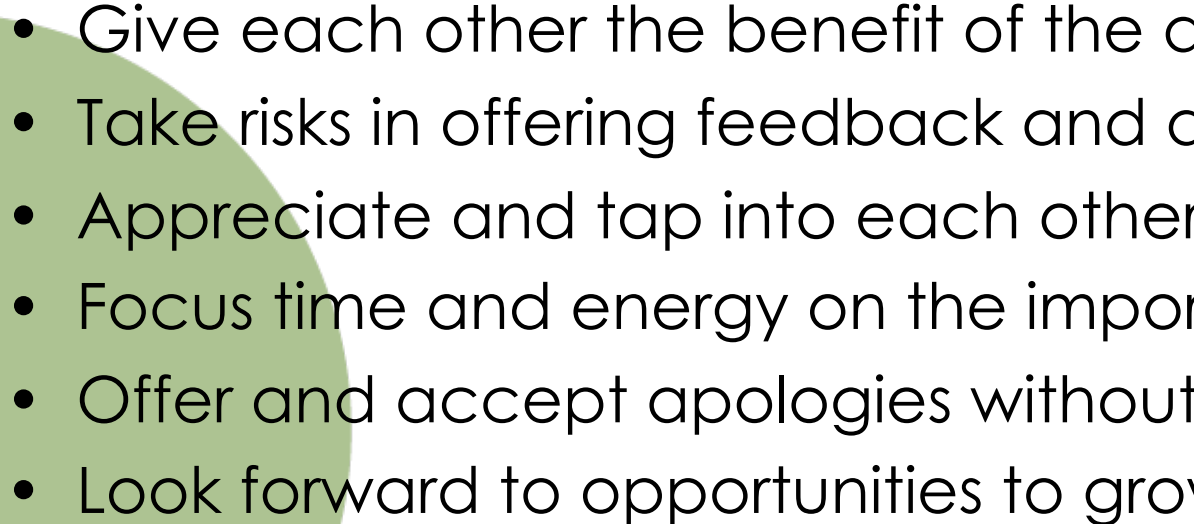


High Performing Teams



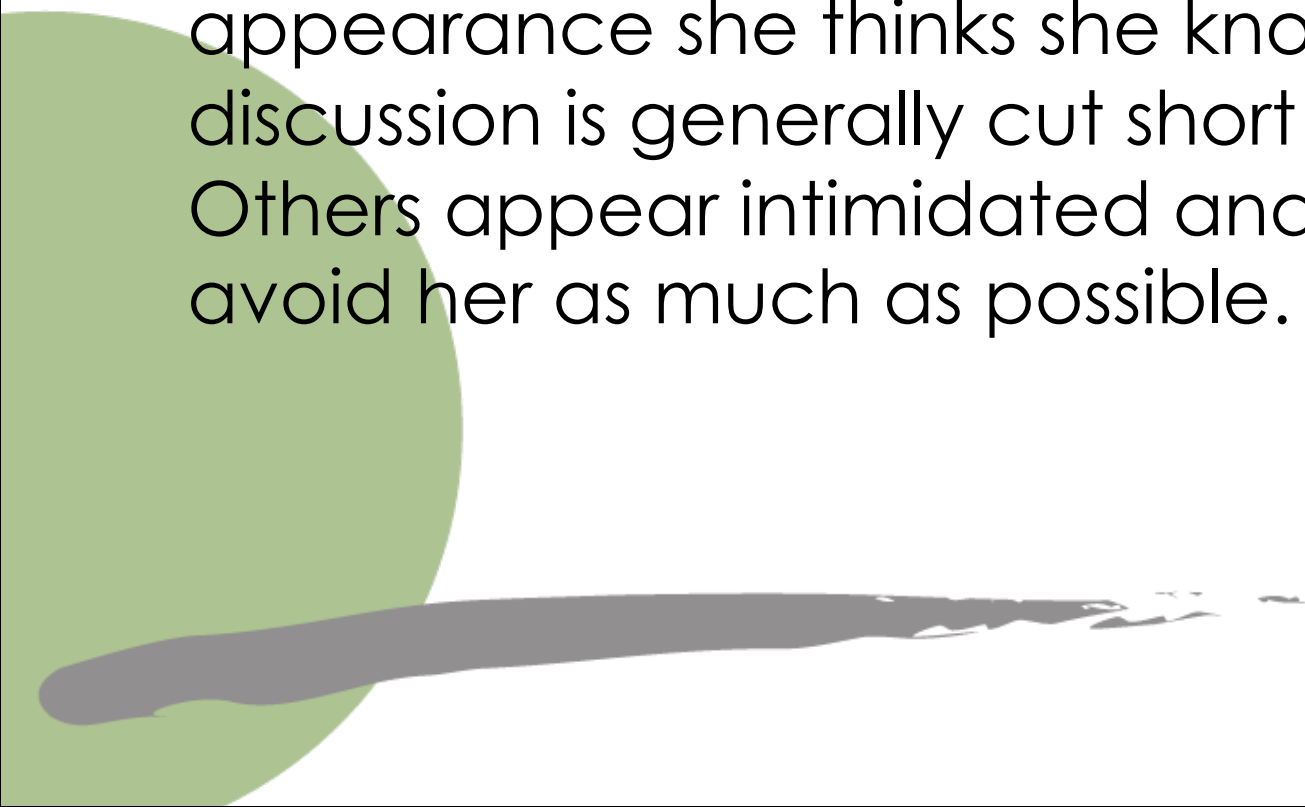
Source: Lencioni, Patrick, The Five Dysfunctions of a Team, Jossey-Bass, 2002

Trusting Teams

- Admit weaknesses and mistakes
 - Ask for help, exhibit vulnerability
 - Accept questions and input about their role
 - Give each other the benefit of the doubt
 - Take risks in offering feedback and assistance
 - Appreciate and tap into each other's strengths
 - Focus time and energy on the important issues
 - Offer and accept apologies without hesitation
 - Look forward to opportunities to grow as a group
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Risky Feedback?

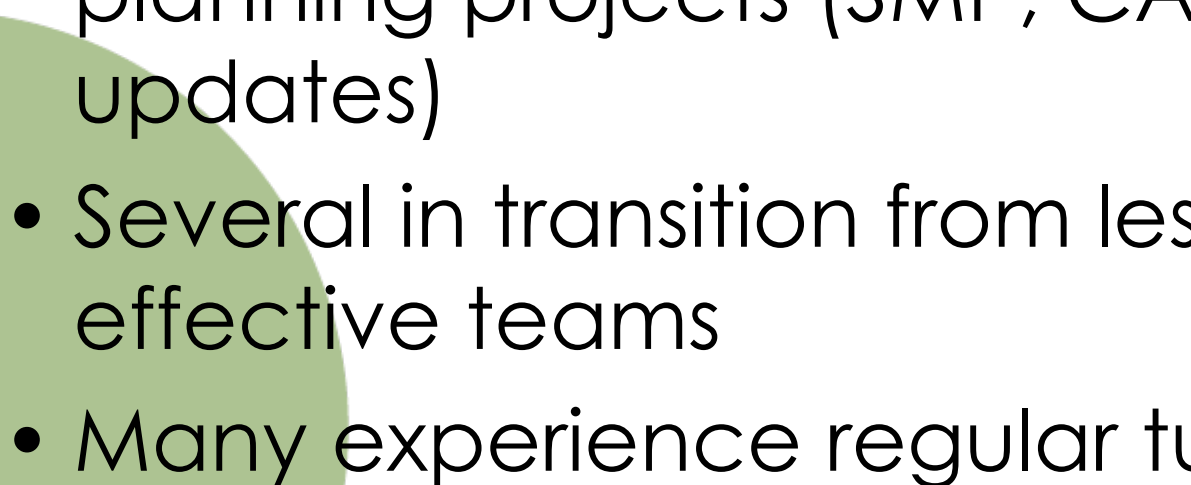
One Planning Commissioner has a very strong presence and voice in discussions. She doesn't listen well, gives the appearance she thinks she knows best, and discussion is generally cut short around her. Others appear intimidated and generally avoid her as much as possible.

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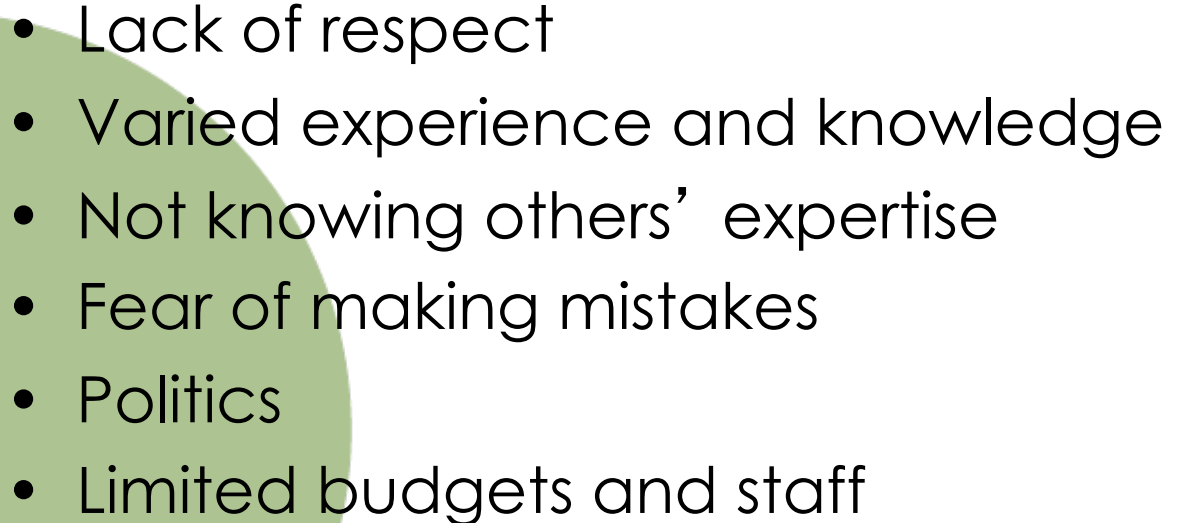
Who We Talked To

- Cities & counties
 - Planning Commission Chairs,
Community Development Directors
 - Interested in relationships, challenges,
successes and tips for best teams
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Key Attributes

- Primarily policy; some regulatory
 - Many at the beginning or end of major planning projects (SMP, CAO, CP updates)
 - Several in transition from less to more effective teams
 - Many experience regular turnover
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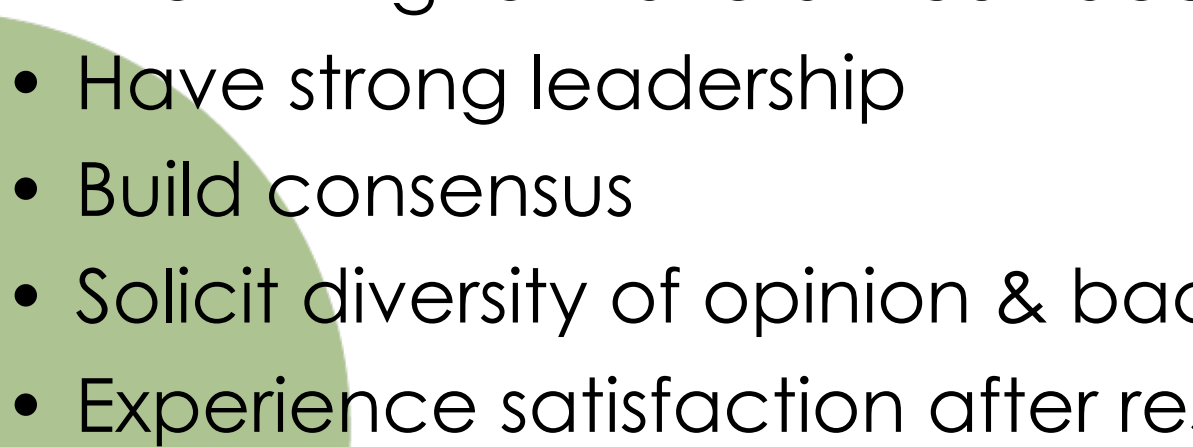
Challenges to High Performance

- Undervalued by other “team” members
 - Lack of clarity in roles and responsibilities
 - Lack of trust
 - Lack of respect
 - Varied experience and knowledge
 - Not knowing others’ expertise
 - Fear of making mistakes
 - Politics
 - Limited budgets and staff
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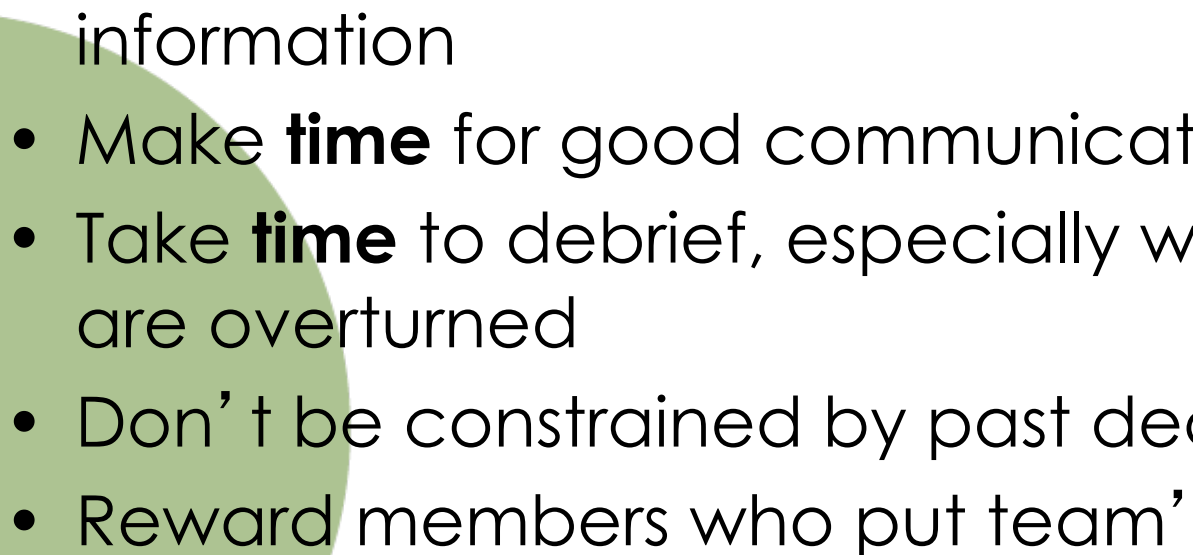
Examples of Success

- Comprehensive Plan Rewrite
 - Street closure project
 - Critical Areas Ordinance update
 - Imagine Olympia
 - Woodinville Downtown Plan
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High Performing Teams in Action

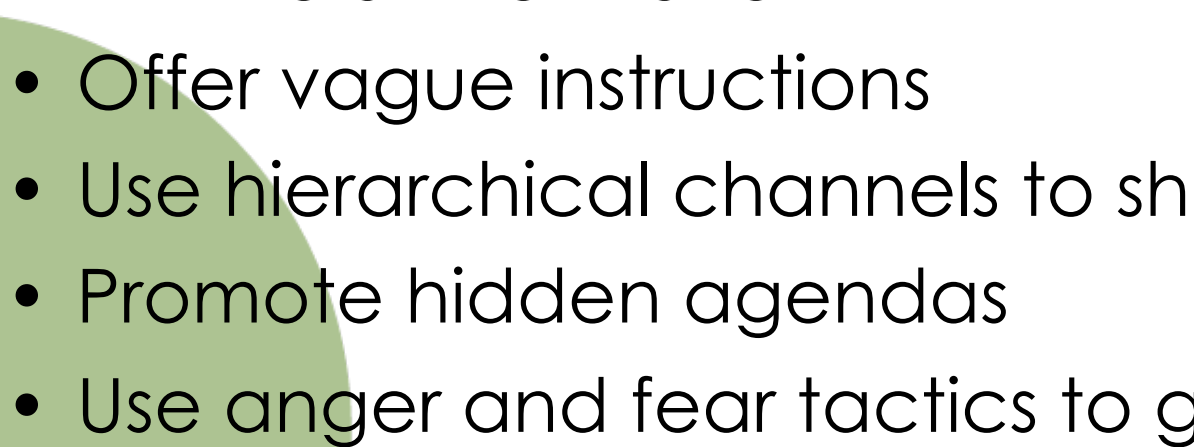
- Engage in healthy conflict
 - Are committed, open & honest
 - Are willing to make difficult decisions
 - Have strong leadership
 - Build consensus
 - Solicit diversity of opinion & background
 - Experience satisfaction after resolving issues
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Building Trusting Teams

- Recognize it takes **time**
 - Get to know personalities & expertise
 - Be open and take **time** to consider new information
 - Make **time** for good communication
 - Take **time** to debrief, especially when decisions are overturned
 - Don't be constrained by past decisions
 - Reward members who put team's interests first
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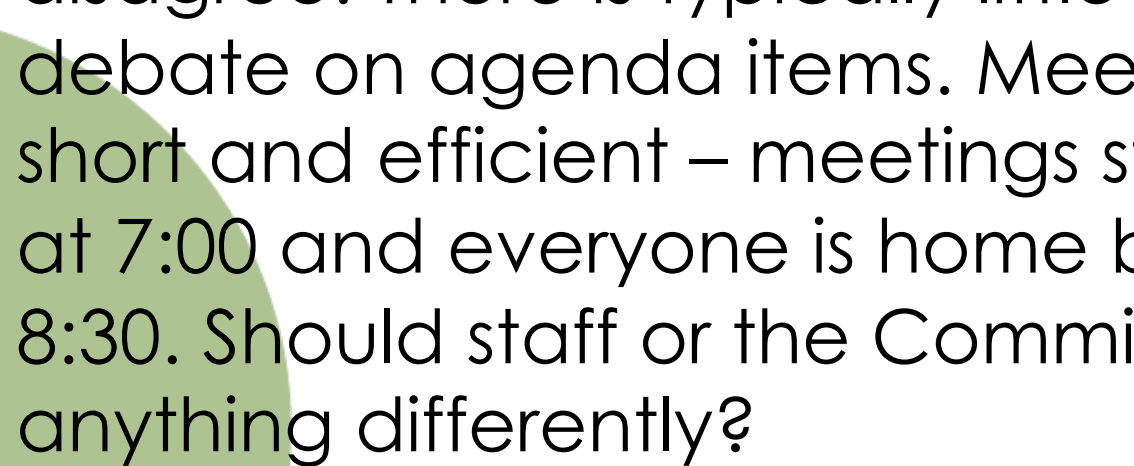
Trust Busters

Trust is lost when team members:

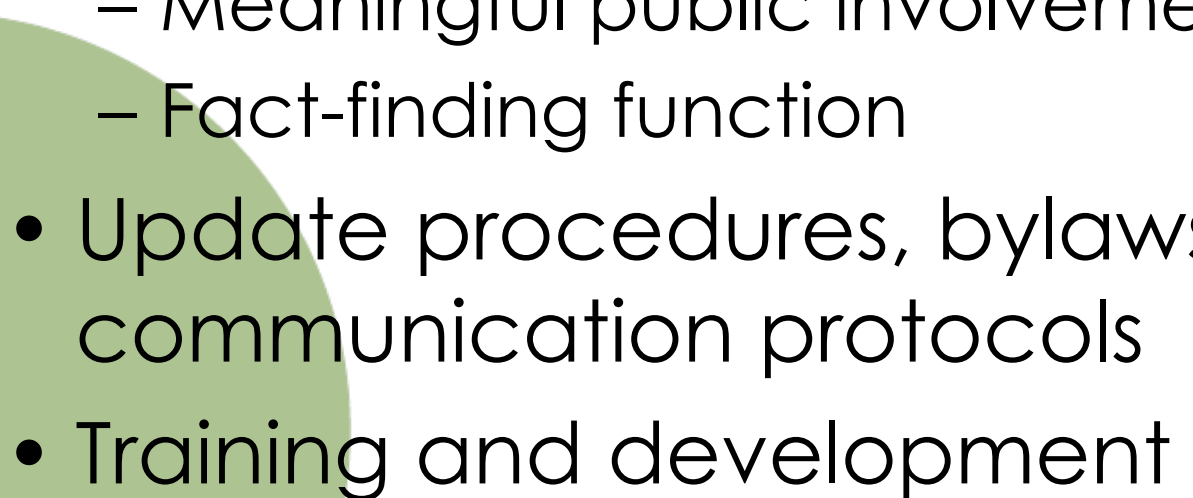
- Share confidential information
 - Withhold information
 - Offer vague instructions
 - Use hierarchical channels to share feedback
 - Promote hidden agendas
 - Use anger and fear tactics to get their way
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Planning Nirvana?

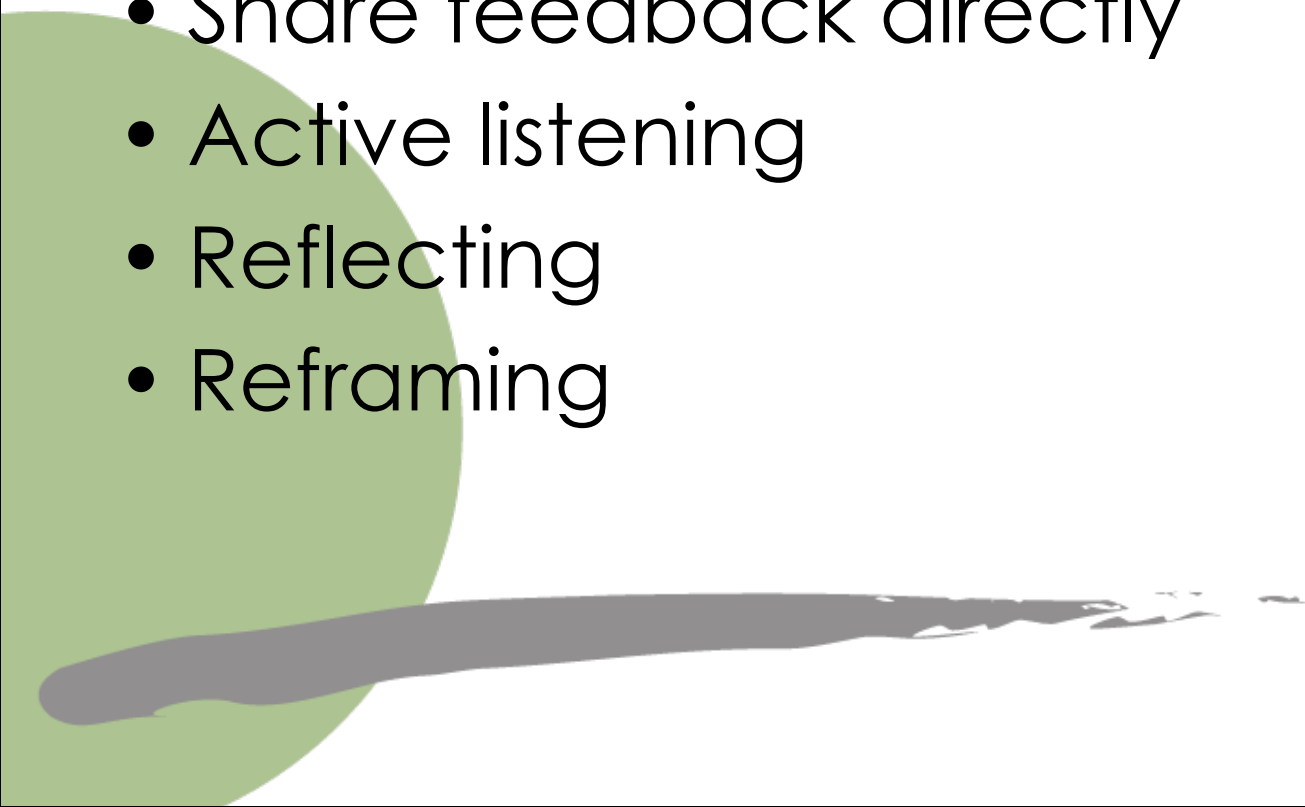
The Planning Commission and staff characterize their relationship as very good, saying they get along well and rarely disagree. There is typically little discussion or debate on agenda items. Meetings are short and efficient – meetings start promptly at 7:00 and everyone is home by 8:30. Should staff or the Commission do anything differently?




Best Practices: Establish Framework

- Work program support from “the top”
 - Empower PC
 - Meaningful public involvement
 - Fact-finding function
 - Update procedures, bylaws
communication protocols
 - Training and development program
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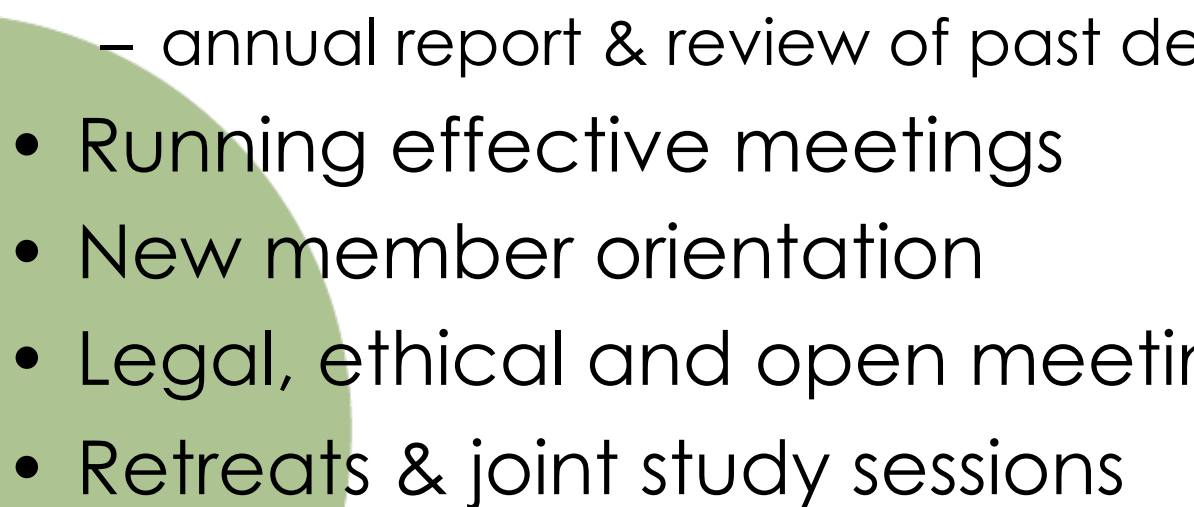
Best Practices: Consensus Building Skills

- Share all relevant information
 - Clarify and summarize
 - Share feedback directly
 - Active listening
 - Reflecting
 - Reframing
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Best Practices: Establish & Maintain Contact

- Weekly emails, updates, phone calls, mtgs
 - Get together outside of regular meetings
 - Site tours
 - 2 x 2s with director
 - Shared time at training (travel & meals)
 - Subcommittee work
 - Pairing new commissioners with PC Chair
 - Coffee chats/meetings with the mayor
 - Don't cancel meetings
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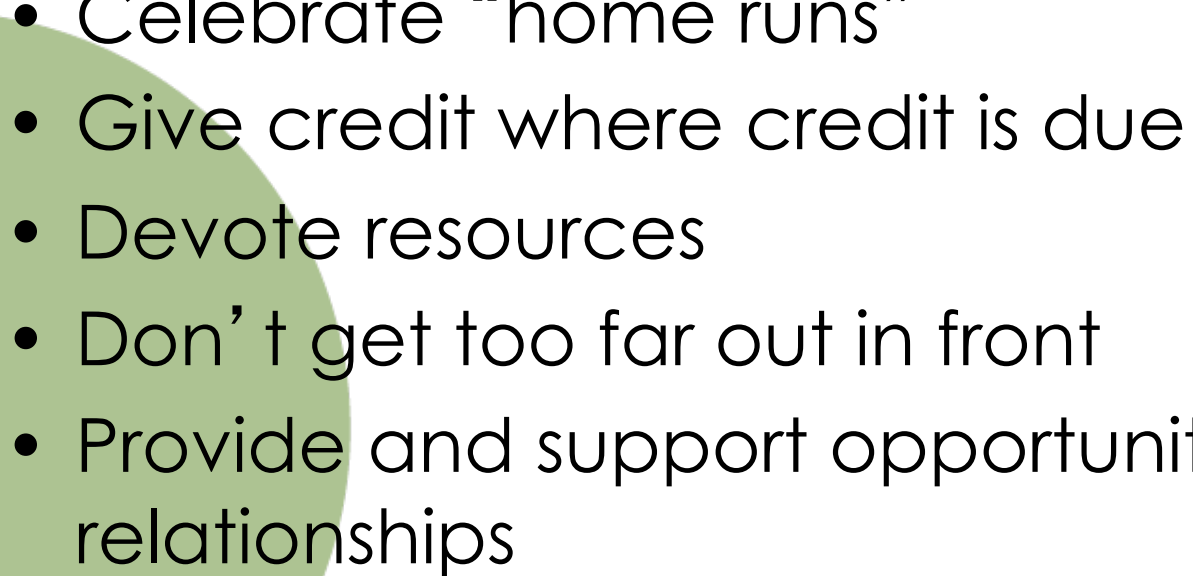
Best Practices: Building Capacity

- Annual work program
 - schedule of expectations
 - relationship to visioning & strategic planning
 - annual report & review of past decisions
 - Running effective meetings
 - New member orientation
 - Legal, ethical and open meeting issues
 - Retreats & joint study sessions
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Team Builders: Planning Commission

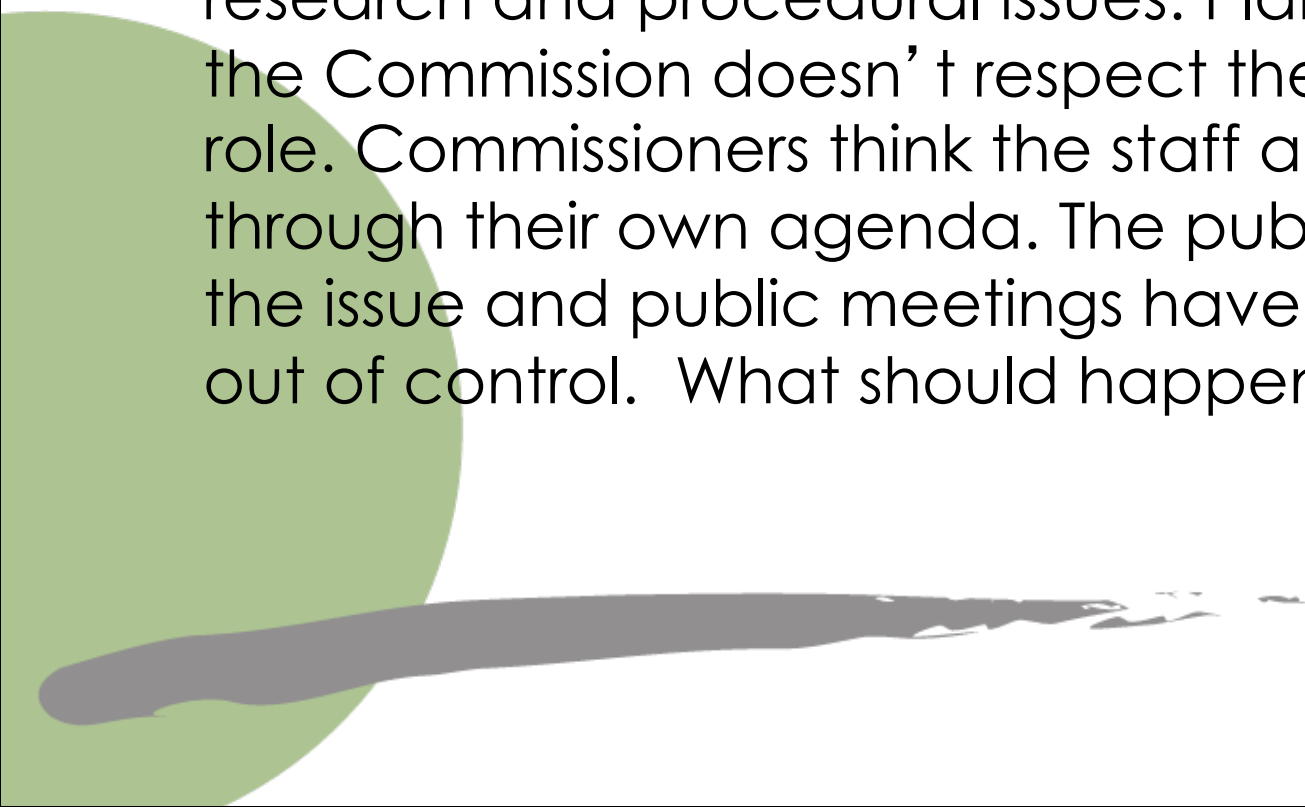
- Understand and accept role
 - Build individual relationships with council, staff & other commission members
 - Understand legal and procedural rules
 - Welcome the public
 - Share input before voting
 - Follow recommendations through CC action
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Team Builders: Planning Staff

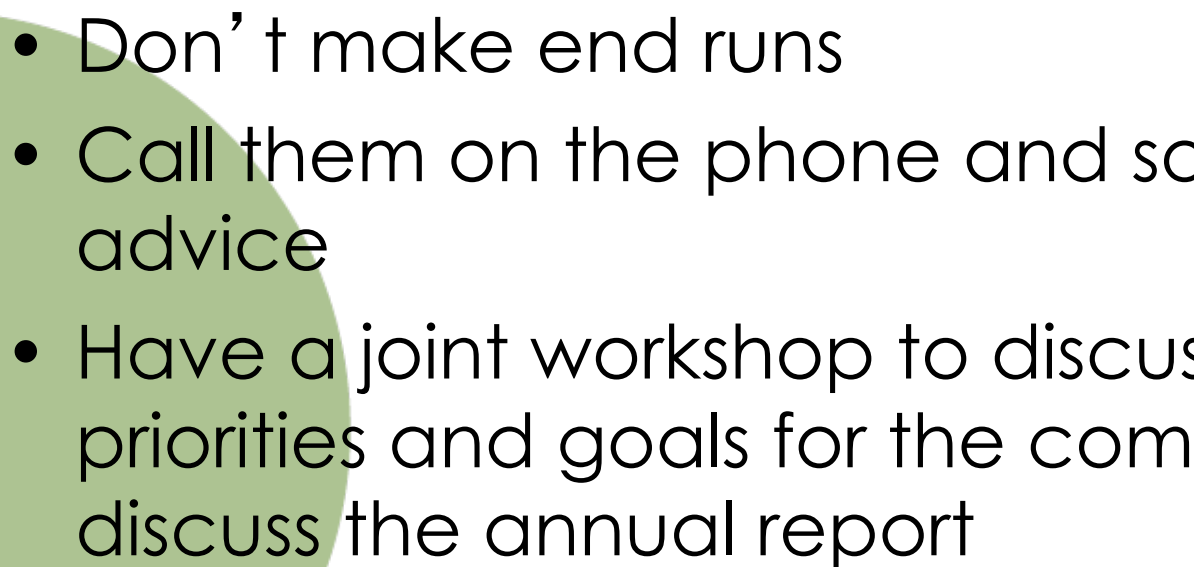
- Develop clear work program
 - Recommend action AND empower PC to make decisions
 - Celebrate “home runs”
 - Give credit where credit is due
 - Devote resources
 - Don't get too far out in front
 - Provide and support opportunities to build relationships
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Role of Staff

A Planning Commission and staff are working through a contentious issue. Planning staff would like to offer their professional opinions on the issue, but Commissioners want them to focus on factual research and procedural issues. Planning staff feels the Commission doesn't respect their professional role. Commissioners think the staff are pushing through their own agenda. The public is divided on the issue and public meetings have been borderline out of control. What should happen next?

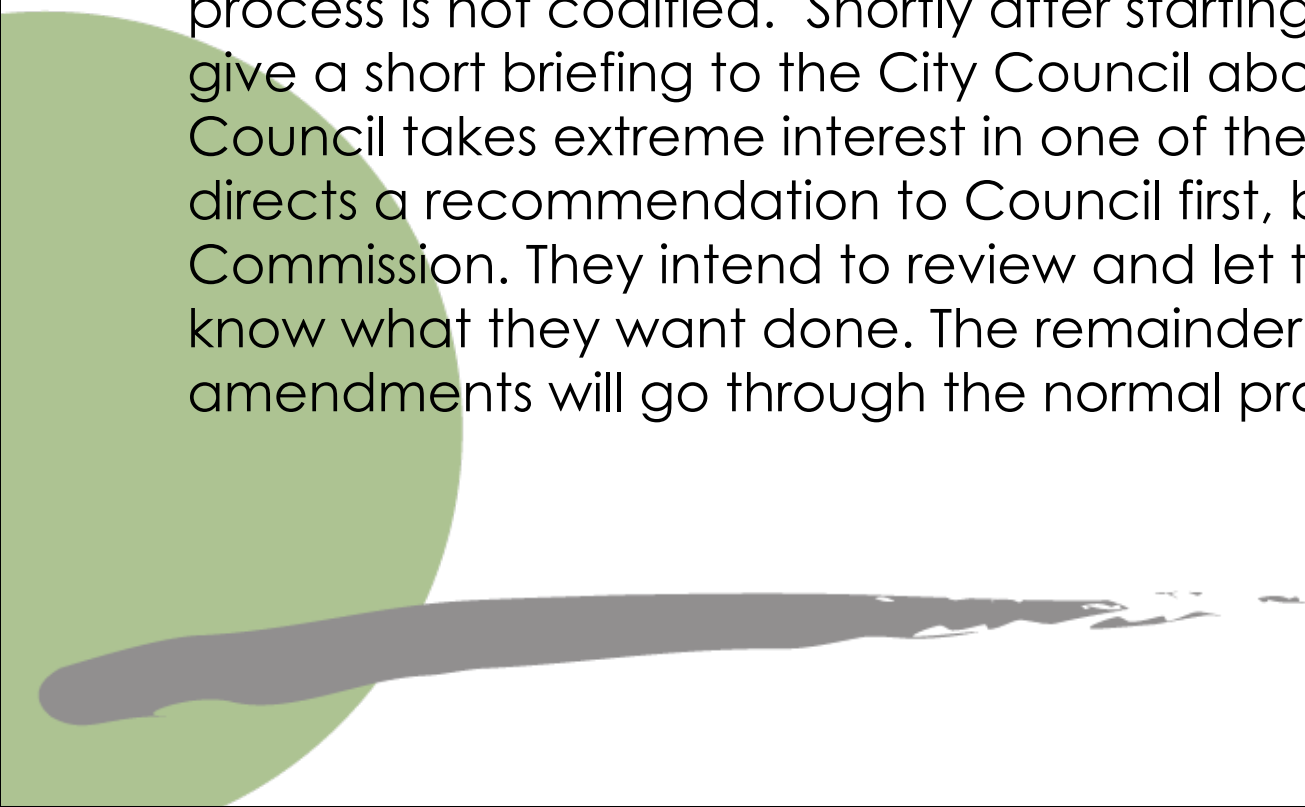


Team Builders: Elected Officials

- Recognize the value of commissions – they have additional connections with public & more “manpower”
 - Don't make end runs
 - Call them on the phone and solicit their advice
 - Have a joint workshop to discuss Council priorities and goals for the community or to discuss the annual report
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The End Run

You are a staff person reviewing proposed code amendments with the Planning Commission. The established review process is for the Planning Commission to review proposed amendments, hold a public hearing and make a recommendation for City Council action. However, this process is not codified. Shortly after starting this process, you give a short briefing to the City Council about the project. The Council takes extreme interest in one of the amendments and directs a recommendation to Council first, bypassing the Commission. They intend to review and let the Commission know what they want done. The remainder of the amendments will go through the normal process.





What's Your Scenario?

Thank You!

- Deborah Munkberg, Inova
deborah@inovapcd.com
- Carol Moser
moserzone@charter.net
- Melinda Posner, MPC
melinda@mposnerconsulting.com





Building and Sustaining High Performance Teams: Councils, Boards, Commissions and Staff

T3 CM: 1.25

10:30am-11:45am

Room A&B



Planning Law, Legislative Update & Interactive Call to Action

T6 Law CM: 1.5

1:45pm-3:15pm

Room A&B



Psycho Planning: Behavioral Incentives in Practice

T9 CM: 1.25

3:30pm-4:45pm

Room A&B



Columbia Park West: The Cities & the River

W2 CM: 1.25

8:30am-9:45am

Room A&B



Equity Through Inclusive Public Engagement

W5 CM: 1.25

10:15 am-11:30 am

Room A&B



Incorporating Biodiversity Conservation into County & Regional Planning

W11 CM: 1.25

1:15 pm-2:30 pm

Room A&B