High Performance Government
Governing Body and Staff in Partnership
Objectives

- Identify the fundamental prerequisite of effective governance – bridging the gap between what is politically acceptable and administratively/operationally sustainable
- Describe three attributes of the high performing governing body
- Discuss the obstacles/challenges
Governing Prerequisite

Bridge the “gap” between what is politically acceptable and administratively/operationally sustainable
The High Performance Governing Body…

- Addresses difficult policy problems.
- Builds capacity to work effectively together.
- Develops productive relationships with staff.
Obstacles

• Examine **conflicting values** that drive policymaking

• Identify **conditions** that make public policymaking difficult

• Describe **perspectives** of elected officials and staff
23rd and Massachusetts

Dead end

23rd street

residential

residential

residential

residential

Massachusetts

Toward downtown
Cups and Community Building Video

Values

Responsiveness =

• Representation/Participation +
• Efficiency/Professionalism +
• Social Equity +
• Individual Rights
Governing Body Working Conditions

- No hierarchy
- Vague task definition
- No specialization
- Little feedback
- Open meetings
Create Productive Working Conditions

• Facilitative leadership
• Know the various roles you might play
• Goals setting – know council priorities
• Establish council protocol and stick to it
• Team building – know and respect each other and other styles; deploy your talents in ways that others respect
• Work with staff in partnership
### Characteristics of Politics and Administration

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Politics</th>
<th>Administration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activity</td>
<td>Game/allocation of values</td>
<td>Problem Solving</td>
</tr>
<tr>
<td>Players</td>
<td>Representatives/Trustees</td>
<td>Experts/Trustees</td>
</tr>
<tr>
<td>Conversation</td>
<td>“What do you hear?”</td>
<td>CAO and Senior Staff in the GAP</td>
</tr>
<tr>
<td></td>
<td>- Passion</td>
<td>“What do you know?”</td>
</tr>
<tr>
<td></td>
<td>- Dreams</td>
<td>- Data</td>
</tr>
<tr>
<td></td>
<td>- Stories</td>
<td>- Plans</td>
</tr>
<tr>
<td></td>
<td>Intangible:</td>
<td>- Reports</td>
</tr>
<tr>
<td></td>
<td>- Interests and symbols</td>
<td></td>
</tr>
<tr>
<td>Pieces</td>
<td>Power (stories)</td>
<td>Tangible: Information; money, people, equipment</td>
</tr>
<tr>
<td>Currency</td>
<td>Conflict, compromise, change</td>
<td>Knowledge (deeds)</td>
</tr>
<tr>
<td>Dynamics</td>
<td></td>
<td>Predictability, cooperation, continuity</td>
</tr>
</tbody>
</table>
Alignment of Governing Body and Staff

Governing body needs from staff

Governing body will provide to staff

Staff needs from governing body

Staff will provide to governing body
Summary

- The role of the governing body is community building
- Good politics is about values, not right answers
- Value conflicts require compromise and negotiation if “cups” matter
- Do not ignore any value over a period of time
- Democratic process is “messy”
- Politics/administration = ways of thinking
- The role of translator is critical
- Alignment is crucial