

# Leading Up Strategic Alignment with Council

OMAA Fall Workshop  
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# Know Yourself – self assessment

Values – what's in your soul

Behaviour – what's in your heart

Abilities – what's in your head

## Differentiate Yourself

# Know Your Council/Organization – homework

Mayor/Councillors Agendas – campaign platform

Administrative Capacity and Capabilities – analyze the team

Council and Administration Relationships – understand the dynamics

## Intelligence

# Know the Community - Influence

Community Leaders – who and why

Community Issues – what and why

Social Media – what's being told

## Astuteness

# Know Your Assignment - Expectations

Interview – Council Perspective (context)

Direction – Council Prerogative (power and permission)

Philosophy – Council Beliefs (liberal or conservative)

**FIT**

# Your Contract – Negotiating Your Boundaries

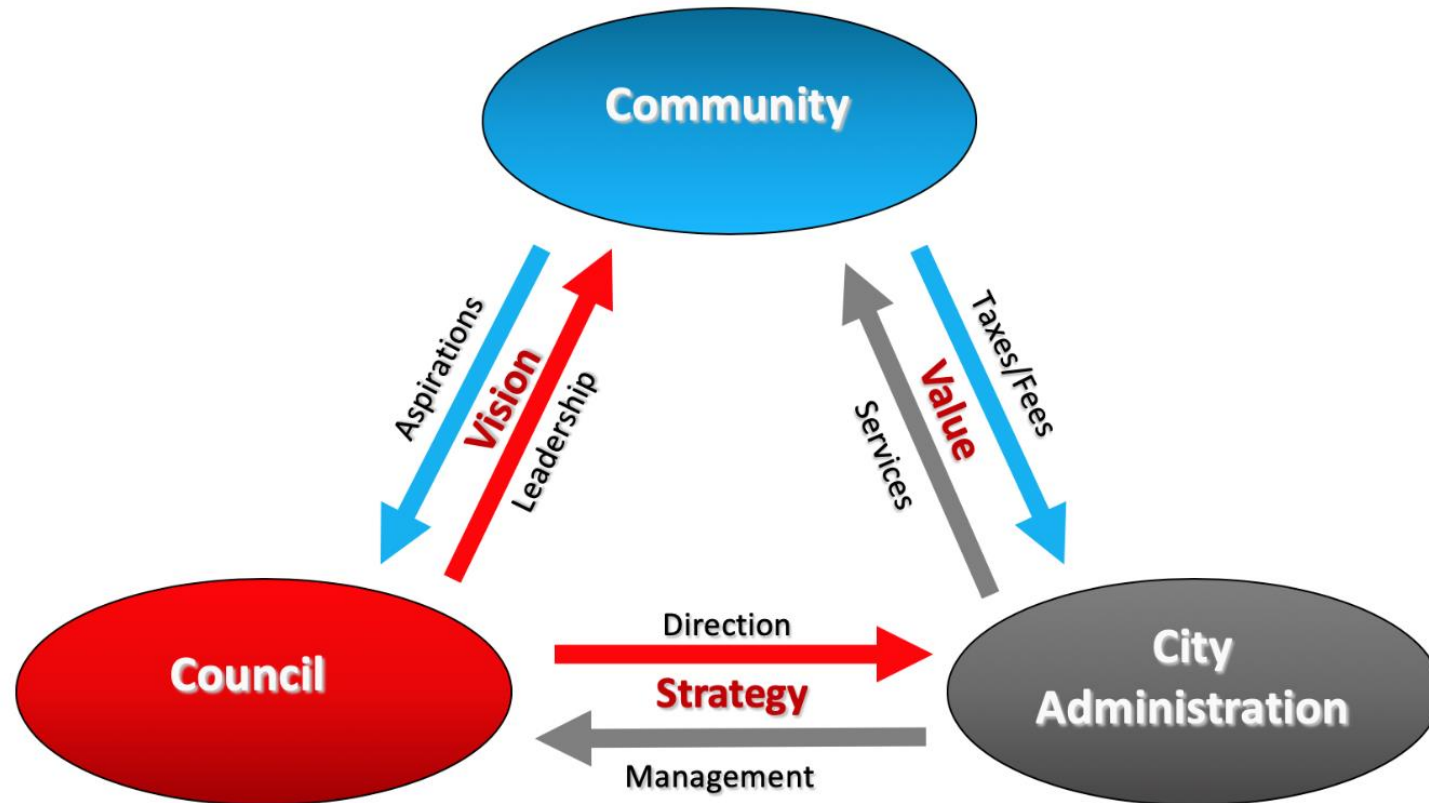
**“Contract with Council”** – write it down

Time Lines – **“Corporate Calendar”**

Communicate – widely and openly

## Be Relevant

# Roles and Responsibilities



# Results – Vision, Strategy and Creating Value

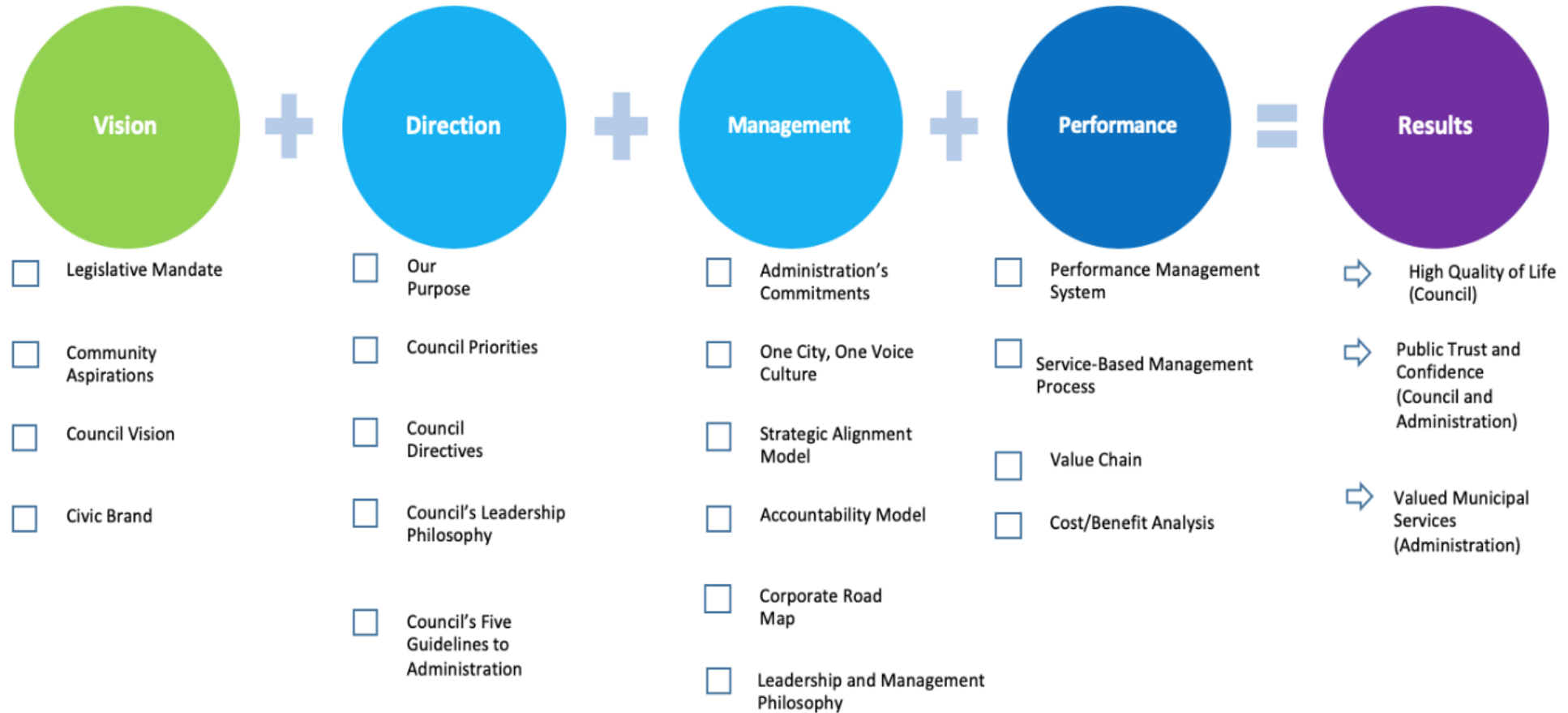
Vision: High Quality of Life (Council's responsibility)

Strategy: Public Confidence and Trust (Council and Administration Together)

Creating Value: Reliable Municipal Services (Accountability of Administration)



# Strategic Alignment



# Shared Agenda

Council Imperatives

Administrative Priorities

Strategic Plan

Service Based Budgets

# Road Map

## **Stage One: Organizational Stability**

**Step 1: Articulate the Leadership Philosophy and Approach**

**Step 2: Concentrate on Priorities**

**Step 3: Establish Goals**

**Step 4: Set Specific Objectives, Measures and Targets**

## **Stage Two: Organizational Effectiveness and Economy**

**Step 5: Align with Strategic Direction**

**Step 6: Clarify Accountability**

**Step 7: Enhance Organizational Development**

**Step 8: Enable Service Integration**

**Step 9: Build Organizational Flexibility**

**Step 10: Focus on Customer Needs and Public Engagement**

**Step 11: Balance Scope and Scale of Departments**

## **Stage Three: Organizational Efficiency**

**Step 12: Address Structural Efficiency**

# Engagement

Actively Engaged Employees – 26%

Actively Disengaged – 19%

Disengaged – 55%

**One in Four vs One in Five**

# Important Concepts

Motivation – fear based

Inspiration – from the heart

Authorizing Environment – formal authority

Permission Space – informal power

Playbook – strategies for diverse scenarios

# Duty and Courage

Pericles once said, “fix your eyes upon the greatness of Athens, until you become filled with the love of her; and when you are impressed by the spectacle of her glory, reflect that this empire has been acquired by men who **knew their duty** and had the **courage to do it...**” (Thucydides)