



**AMCTO**  
**THE MUNICIPAL EXPERTS**

# STRONGER TEAMS & BUILDING COLLABORATION



Rob Adams HBA MBA

[robadams008@gmail.com](mailto:robadams008@gmail.com)

519-942-7491

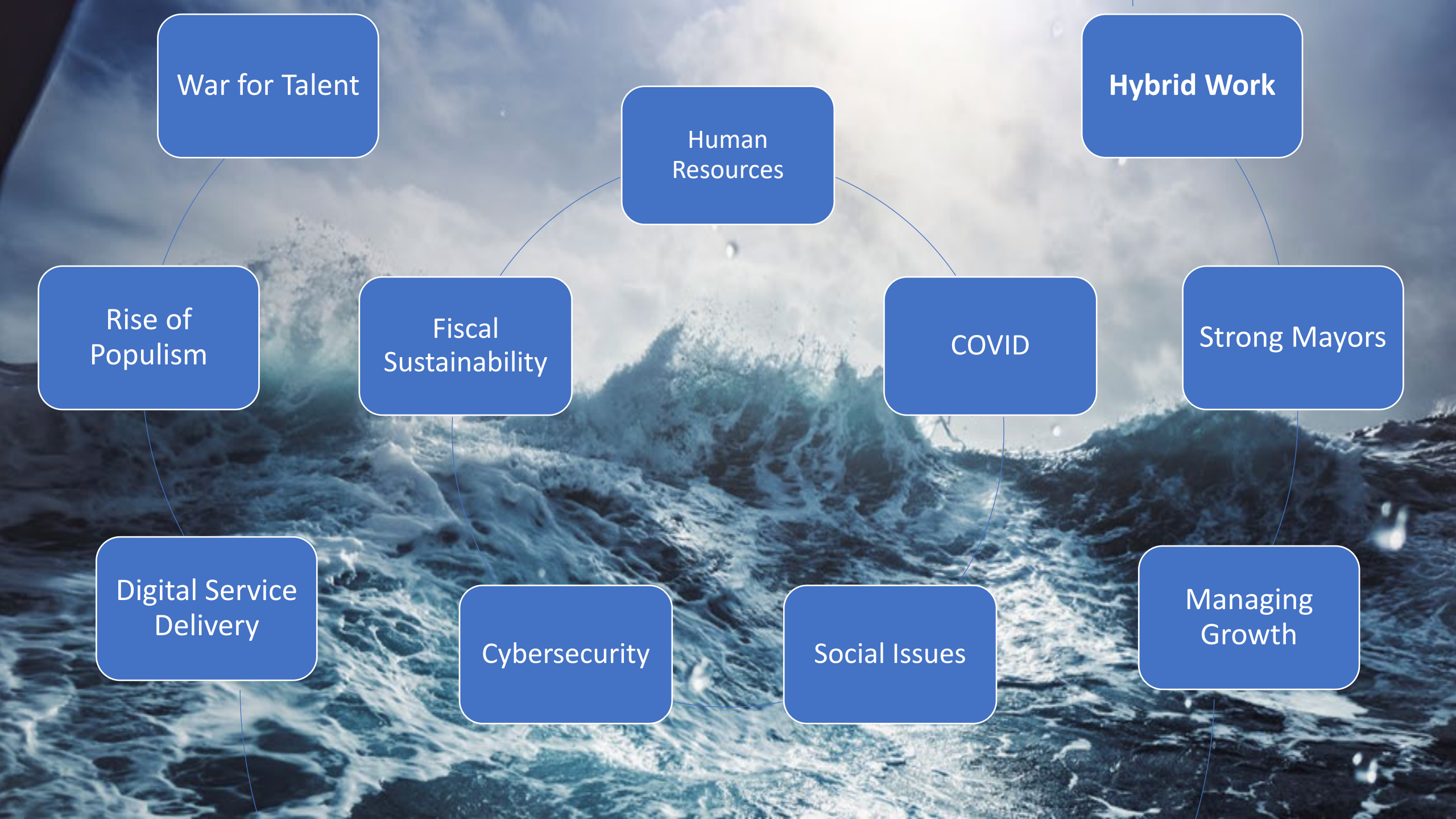
















War for Talent

Hybrid Work

Human Resources



Strong Mayors

COVID

Fiscal Sustainability

Rise of Populism



Managing Growth



Social Issues

Cybersecurity

Digital Service Delivery





War for Talent

Hybrid Work

Human Resources



Strong Mayors

Rise of  
Populism

Election



Managing  
Growth

Digital Service  
Delivery

Cybersecurity

Social Issues

















# THE SECRETS TO STRONG TEAMS



Andrew  
Carnegie

# Teamwork

“TEAMWORK: the fuel that allows common people attain uncommon results.”

IT'S ALL ABOUT  
RELATIONSHIPS





A man and a woman are seated at a wooden table in a modern office setting, engaged in a conversation. The man, on the left, is wearing a purple button-down shirt and has his hands clasped on the table. The woman, on the right, is wearing a red blazer over a grey top and glasses, and is gesturing with her right hand. On the table are several papers, a smartphone, and two glasses of water. In the background, there is a blue sofa and a large window. A white rectangular box with a thin black border is overlaid on the bottom half of the image, containing the text "MUNICIPAL RELATIONS".

# MUNICIPAL RELATIONS



# RELATIONSHIPS AFFECT THE MUNICIPALITY'S BUSINESS





PEOPLE ARE THE ESSENCE OF ANY  
ORGANIZATION





# HOW PEOPLE GET ALONG (OR DON'T) CAN SIGNIFICANTLY IMPACT AN ORGANIZATION







WORK RELATIONSHIPS INFLUENCE THINGS  
LIKE:



PRODUCTIVITY; MORALE; OR ABSENTEEISM



Why do we need to know this stuff?

Why do we need to know this stuff?

## **Harvard Business Review 2002**

What percentage of business discord  
is due to the lack of interpersonal  
communication skills NOT the  
competencies of the parties?

Why do we need to know this stuff?

## **Harvard Business Review 2002**

What percentage of business discord  
is due to the lack of interpersonal  
communication skills NOT the  
competencies of the parties?

**87%**



A photograph of a classical building facade, likely City Hall, with large, dark, three-dimensional letters spelling out 'CITY HALL' across the top. The building is made of light-colored stone or concrete. The text 'STRATEGIES FOR BUILDING GOOD RELATIONSHIPS' is overlaid in white, bold, sans-serif font in the center of the image.

# **STRATEGIES FOR BUILDING GOOD RELATIONSHIPS**



# ORIENTATION SESSION





# STRATEGIC PLANNING



**SHARED VISION**



Warren G Bennis

“Leaders must encourage their organizations to dance to music yet to be heard.”







During a visit to the NASA space center in 1962, President Kennedy noticed a janitor carrying a broom. He interrupted his tour, walked over to the man and said, "Hi, I'm Jack Kennedy. What are you doing?"



"Well, Mr President" the janitor responded, "I'm helping put a man on the moon."



# THE IMPORTANCE OF UNDERSTANDING ROLES AND RESPONSIBILITIES

*“Often the lack of harmonization is caused by lack of understanding and agreement on roles for both Council and Staff.”*



# Council-Staff Roles & Relationship

Council	Staff
Steers (Acting as a whole)	Rows (Lead by the CAO)

# RESPECT





Lady Mary  
Wortley Montagu

## Integrity Matters

“Civility costs nothing  
and buys everything.”



# High performance teams

- **What are the secrets to high performance teams?**



# HIGH PERFORMANCE TEAMS





An aerial view of a Ferrari Formula 1 team performing a pit stop. The red race car, number 16, is positioned in the center of the frame. It features various sponsor logos including Shell, Lenovo, Weichai, Mission Winnow, and Pirelli. The car is surrounded by approximately 15 team members in red uniforms and helmets, who are working on the vehicle. The scene is set on a grey asphalt track with yellow and white markings. A white rectangular box with a black border is overlaid on the top half of the image, containing the text "PIT STOP: 60 SECOND TO 2 SEC".

PIT STOP: 60 SECOND TO 2 SEC



An aerial photograph of a Ferrari Formula 1 pit stop. The team, dressed in red and white uniforms, is working on a red Ferrari F1 car. The car features prominent sponsor logos including Shell, Agip, and Pirelli. The pit stop is situated on a grey asphalt track with yellow boundary lines. A semi-transparent black rectangular box is positioned in the upper center of the image, containing the word "INTELLIGENCE" in white, bold, sans-serif capital letters.

INTELLIGENCE



# COMMUNICATION





An aerial photograph of a Ferrari Formula 1 pit stop. The team, dressed in red and white uniforms, is working on a red Ferrari F1 car. The car features prominent Shell and Agip logos. The pit stop is situated on a grey asphalt track with yellow boundary lines. A white rectangular box with the word "LOVE" in black capital letters is superimposed over the upper portion of the image.

LOVE



# CONFLICT RESOLUTION





# COACHING HIGH PERFORMANCE HABITS

A background image showing a Ferrari pit crew in red uniforms working on a red Formula 1 car. A central graphic element consists of a red rectangle with a yellow chevron pointing downwards, overlaid with the text 'COACHING HIGH PERFORMANCE HABITS' in a white-bordered box.





Scuderia Ferrari Marlboro

2

WORLD  
CHAMPION  
2004



TEAM  
SUCCESS





A close-up photograph of two hands shaking, symbolizing agreement or partnership. The hands are positioned in the center of the frame, with fingers interlaced. The background is a solid dark blue color. Overlaid on the image are several white text elements: a title at the top, a central word, and several other words arranged around the hands.

# THE SECRETS TO SUCCESS

TRUST

EMOTIONAL  
INTELLIGENCE

COMMUNICATION

TEAMWORK

LOVE QUOTIENT

EMPOWERMENT

COLLABORATION



# COMMUNICATIONS

*The definitive guide to high performance teams*





Stephen R.  
Covey

# The Art of Listening

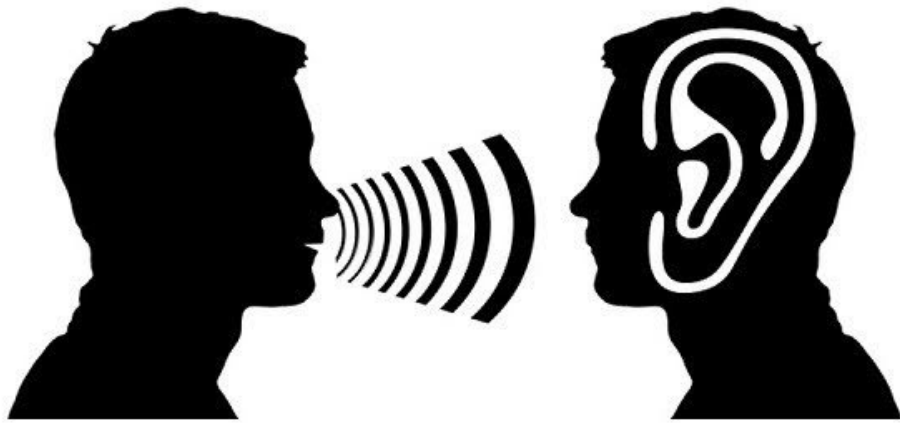
“Most people do not listen with intent to understand; they listen with the intent to reply.”





# Verbal

# Non-verbal



**Vs**



# Communication

**Key Differences**



Vince  
Lombardi

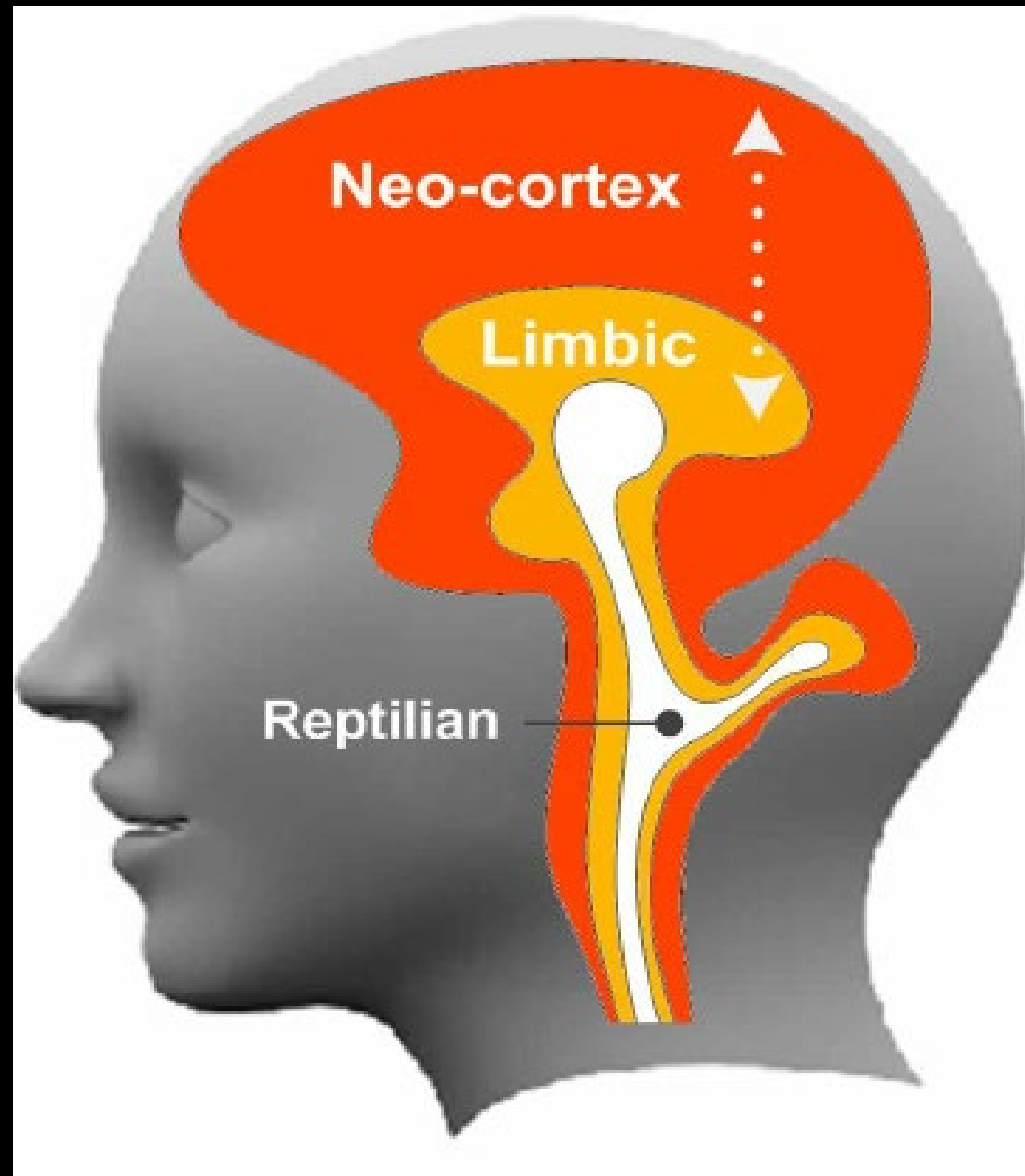
“ Praise in public;  
Criticize in private.”



# LOVE QUOTIENT

*The definitive guide to high performance teams*





Rational /Thinking

Emotional

Instinctual





Motivational  
Reflective & Self Aware  
Relationship Mgmt.  
Organizational Dynamics  
Socially Aware  
Empathetic

Technical Know-How  
Architecture Trade-Offs  
Expert in [x] Technology  
Senior Architect  
Styles and Patterns  
Critical Thinker

EQ

IQ



Political  
Acuity

Reading  
People &  
Situations

Motivational  
Reflective & Self Aware  
Relationship Mgmt.  
Organizational Dynamics  
Socially Aware  
Empathetic

EQ

Technical Know-How  
Architecture Trade-Offs  
Expert in [x] Technology  
Senior Architect  
Styles and Patterns  
Critical Thinker

IQ







Motivational  
Reflective & Self Aware  
Relationship Mgmt.  
Organizational Dynamics  
Socially Aware  
Empathetic

Technical Know-How  
Architecture Trade-Offs  
Expert in [x] Technology  
Senior Architect  
Styles and Patterns  
Critical Thinker

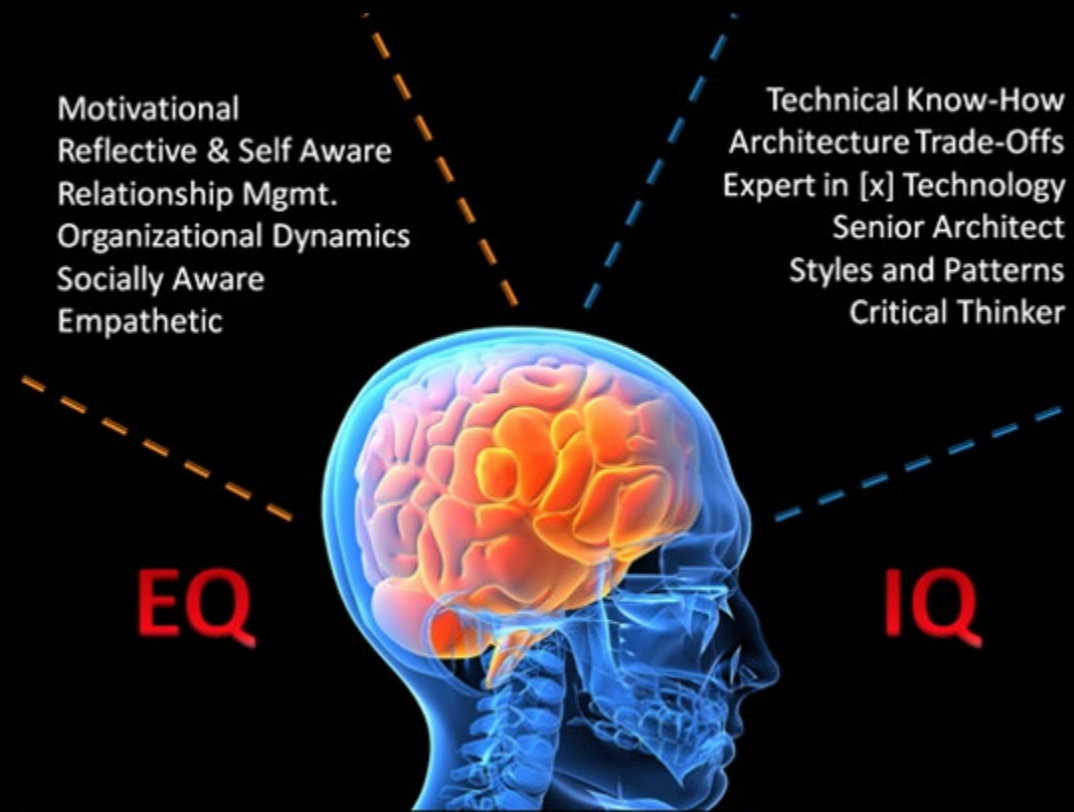
EQ

IQ





LQ





Lance  
Secretan

“ Leadership is not a formula or a program, it is a human activity that comes from the heart and considers the hearts of others. It is an attitude, not a routine.”

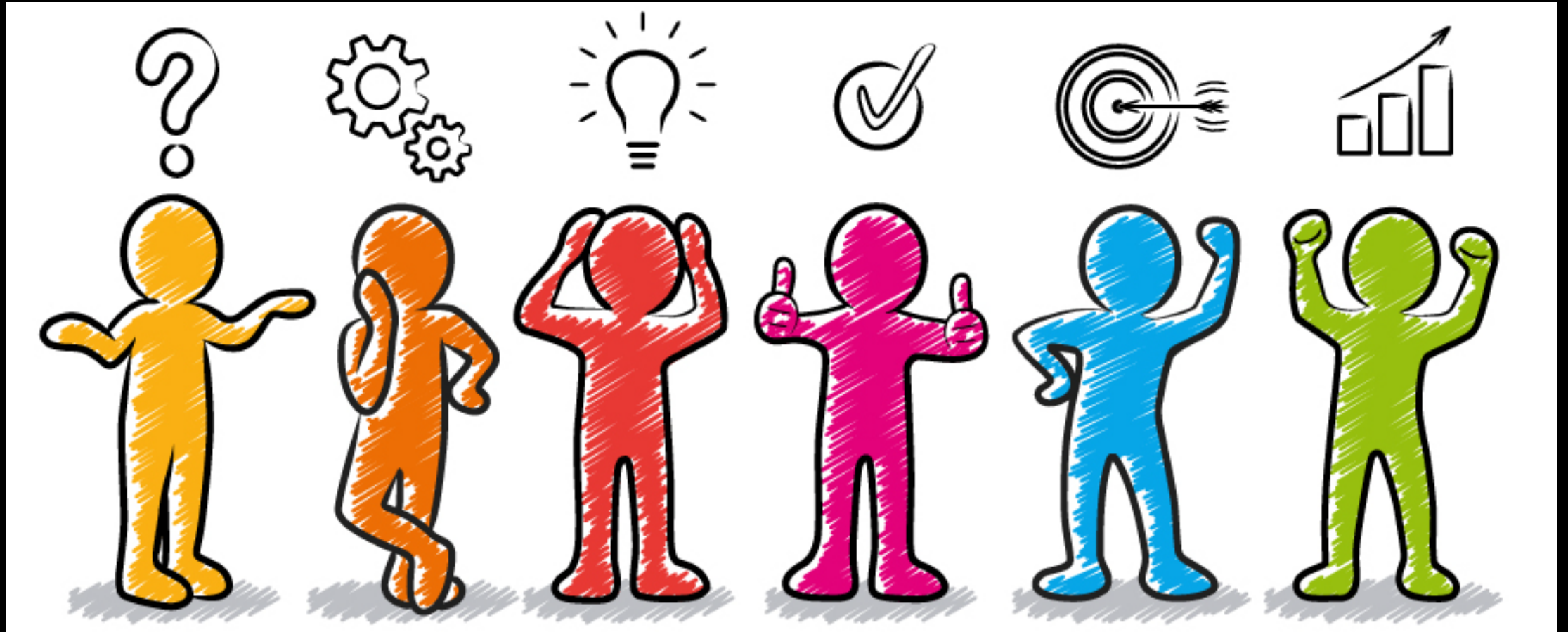


# COLLABORATION

*The definitive guide to high performance teams*



# New Council



# Learning Styles







# Visual

**2 sub-channels**  
***linguistic and spatial***

**Graphs, charts, illustrations**

**Outlines, concept maps, agendas, handouts**

**Content to reread later**



# Auditory

**Brief explanation**

**Summary of materials**

**Tell, teach, tell.**



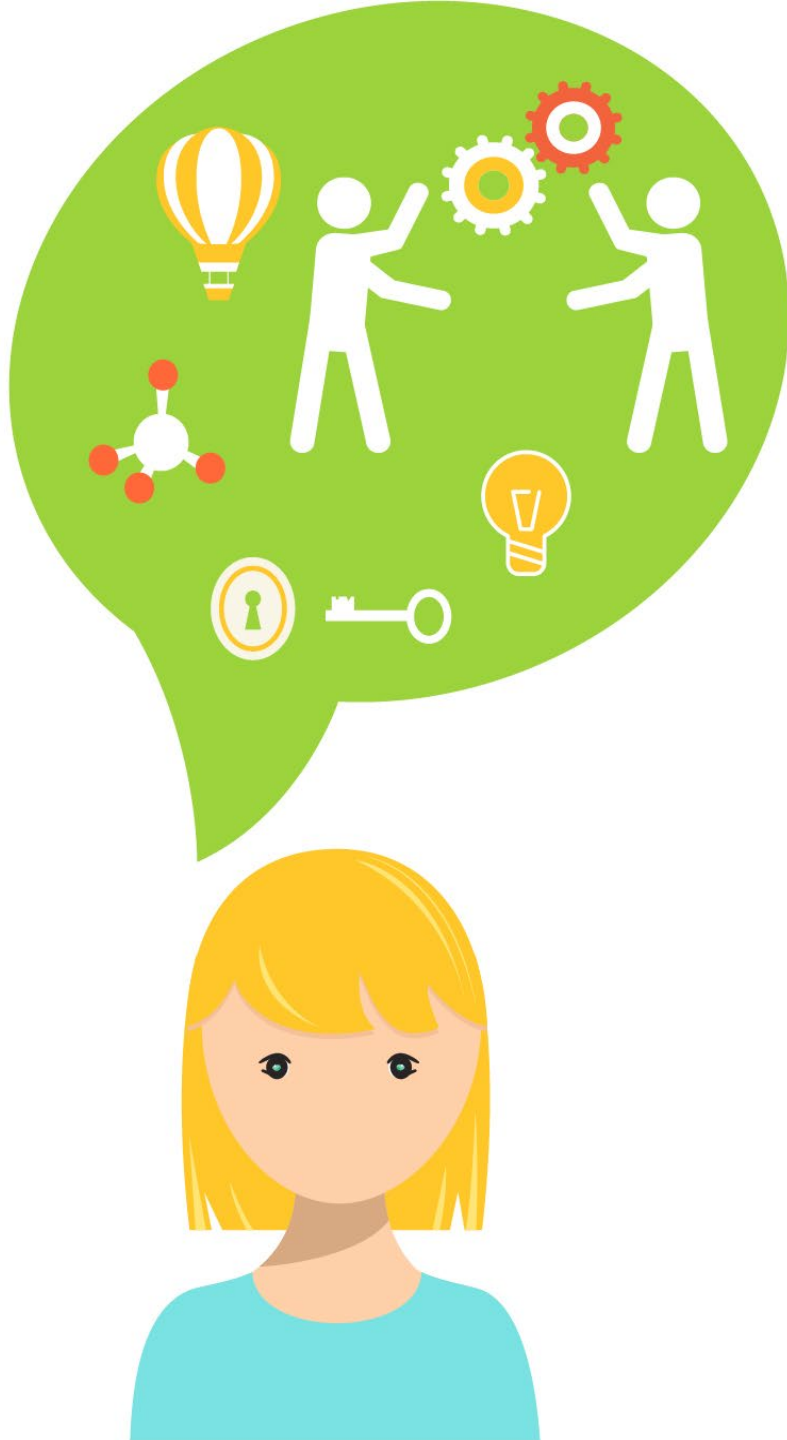
# Kinesthetic

**2 sub-channels**  
***Movement and Tactile***

**Activities**

**Music, colour**

**Brain Breaks**



Henry Ford

## Collaboration

“Coming together is a beginning, staying together is progress, and working together is success.”

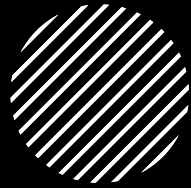


A photograph of the facade of a classical building, likely City Hall, with large, dark, serif lettering spelling out 'CITY HALL' across the top. The image is slightly blurred and has a dark, muted color palette. Overlaid on this background is the text 'EMOTIONAL INTELLIGENCE' in a bold, white, sans-serif font.

# EMOTIONAL INTELLIGENCE

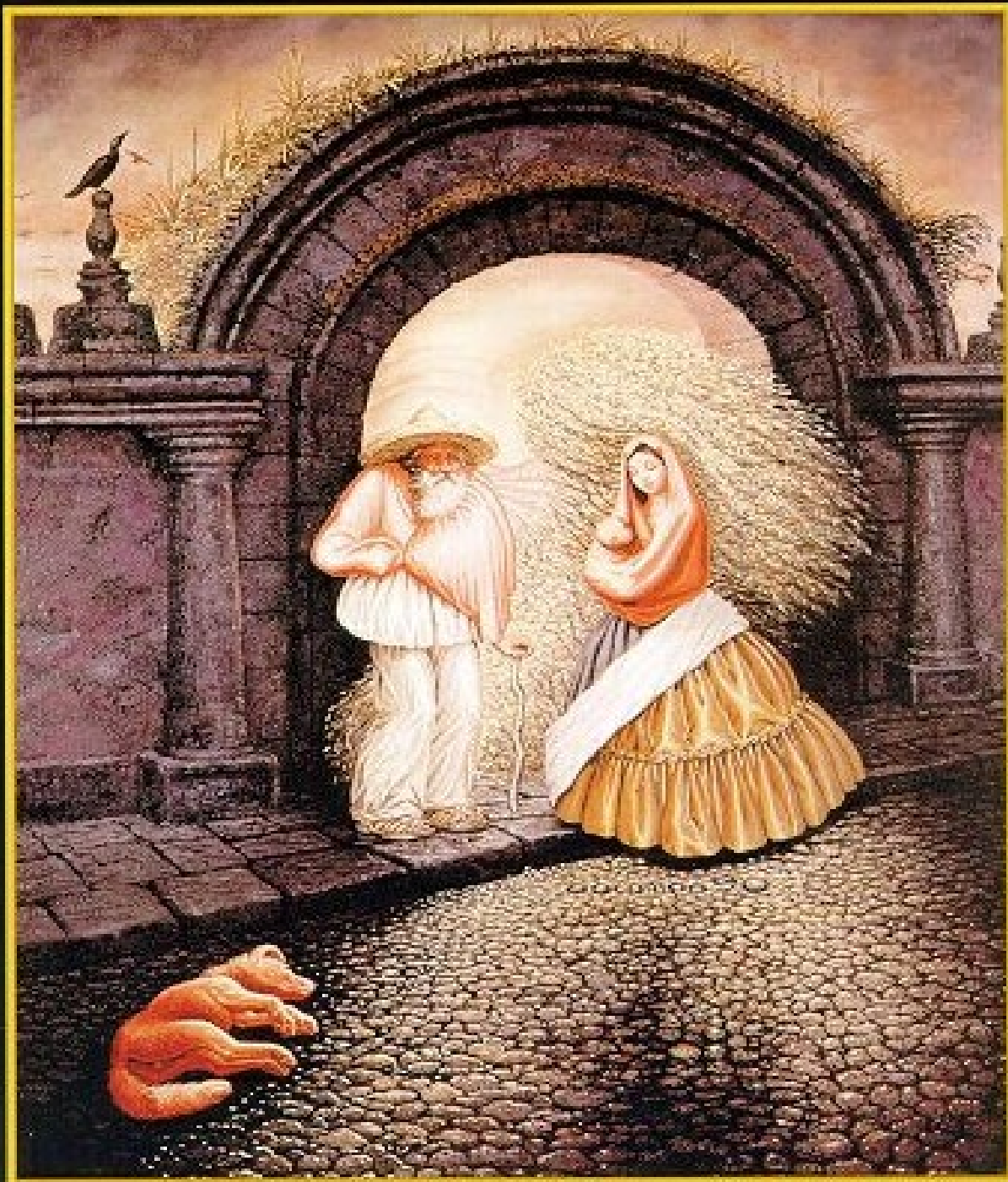
*The definitive guide to high performance teams*

# Perceptions are Reality

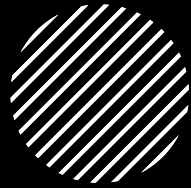


- Our way of seeing things is not the only way
- We benefit from understanding the realities or perceptions of others
- If you need to work with someone, why not take some time to see where they are coming from





# Perceptions are Reality



- We may benefit from knowing how we are perceived by others
- How others perceive us may not be our reality, yet it is THEIR REALITY
- It may not be OUR TRUTH, yet it is THEIR TRUTH.

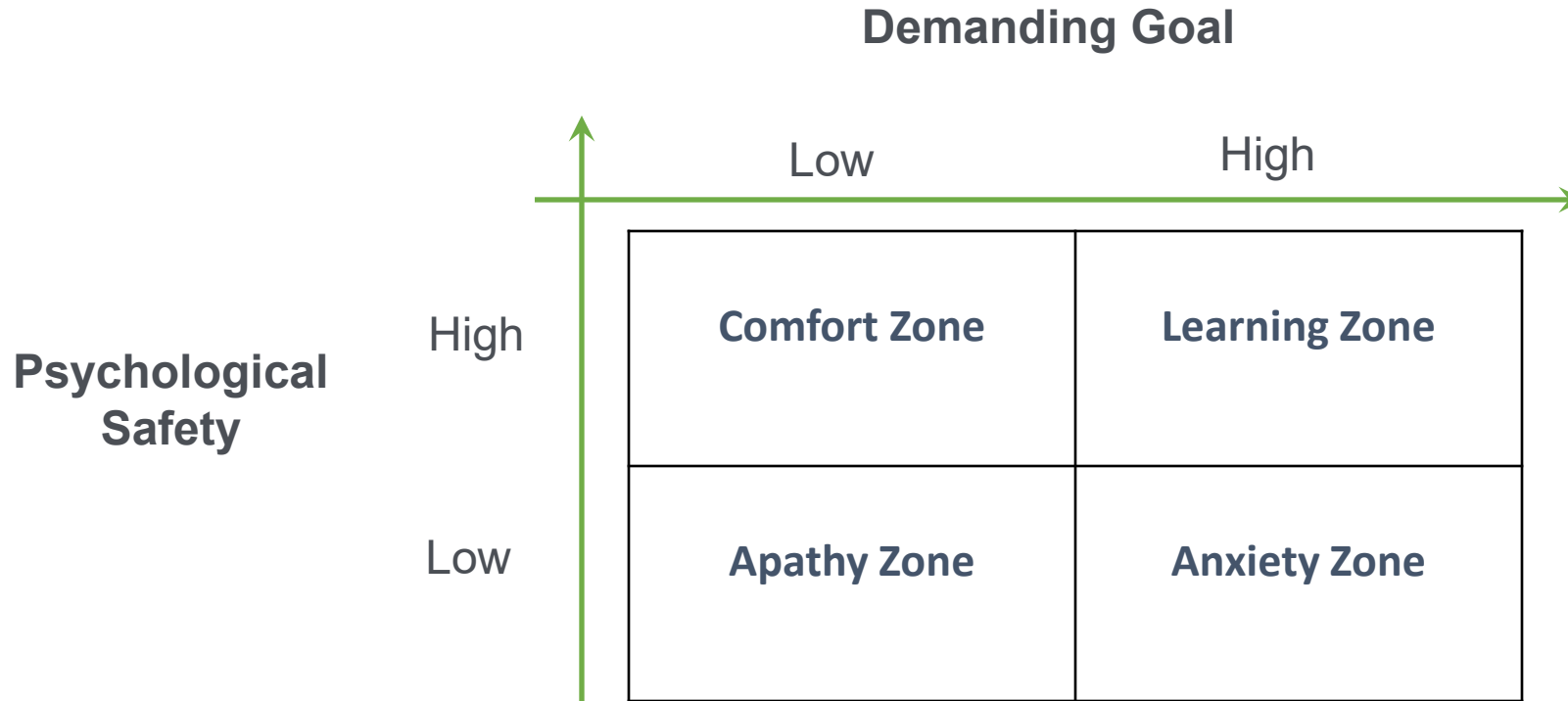
A photograph of the facade of a classical building, likely City Hall, with large, dark, serif capital letters spelling out 'CITY HALL' mounted on the stone surface. The image is slightly blurred and has a dark, muted color palette. Overlaid on the center of the image is the word 'EMPOWERMENT' in a bold, white, sans-serif font.

# EMPOWERMENT

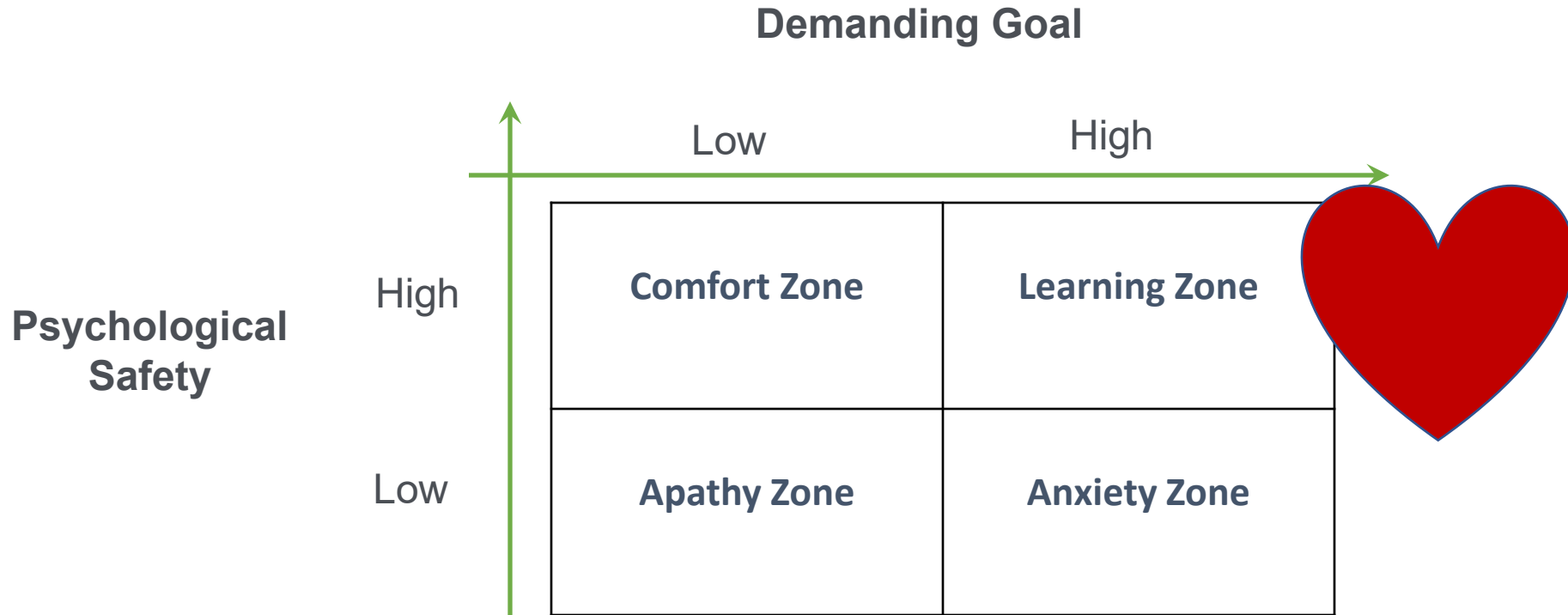
*The definitive guide to high performance teams*

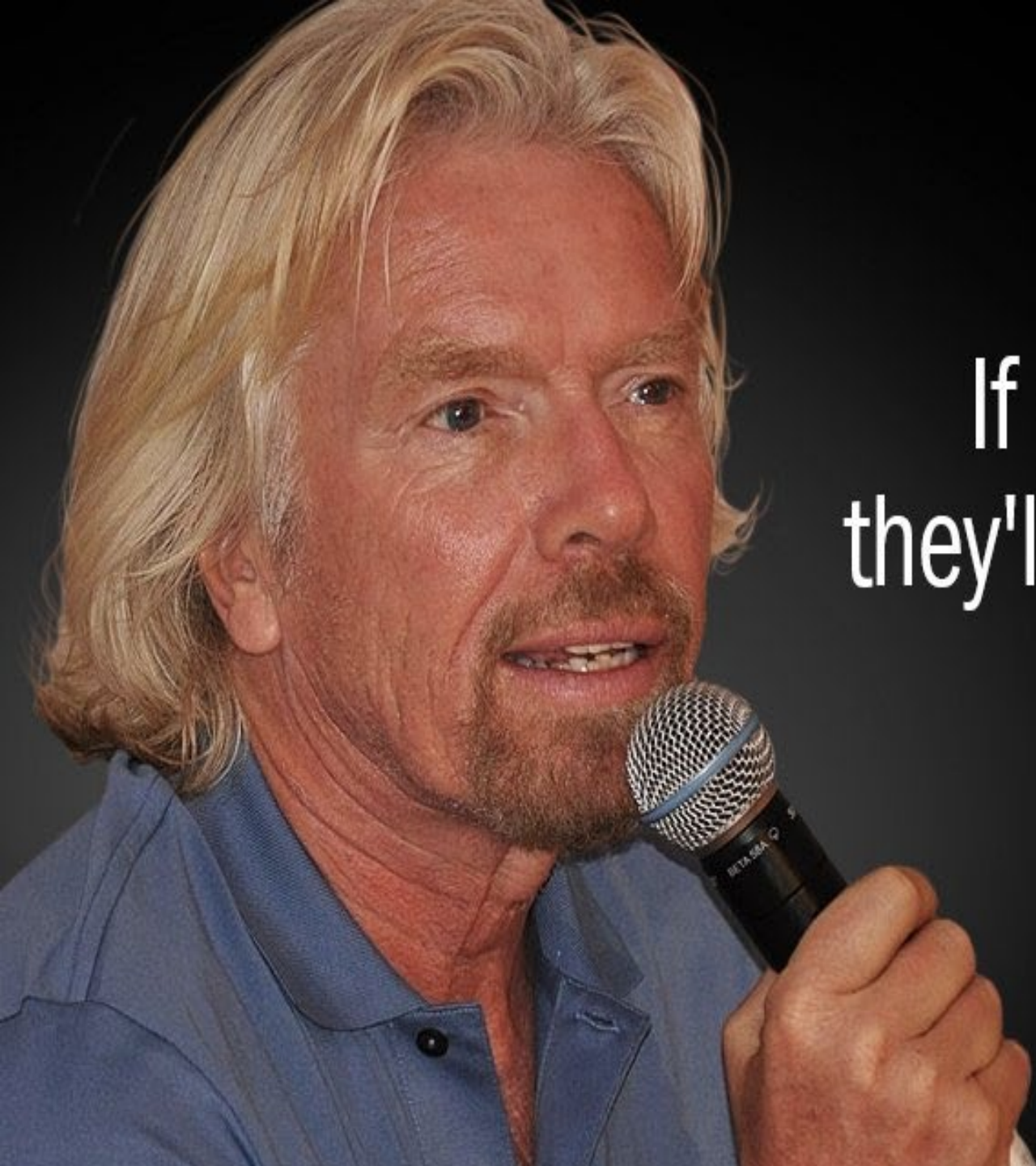


# Psychological Safety and Demanding Goals



# Psychological Safety and Demanding Goals





If you look after **your staff**,  
they'll look after **your customers**  
It's that simple.

– *Richard Branson*





# TEAM WORK

*The definitive guide to high performance teams*



CANADA

TDK  
DE GRASSE  
OREGON22

FRANCE

STEPH  
VICAUT

USA

TDK  
BRACY  
OREGON22







**TEAMWORK:  
INDIVIDUAL AGENDAS ARE SET ASIDE &  
THE BEST INTERESTS OF THE WHOLE  
COMMUNITY ARE PLACED AT THE TOP OF  
ANY DISCUSSION.**



# TRUST

*The definitive guide to high performance teams*

SECOND Edition

*The* **FIVE**  
**DYSFUNCTIONS**  
*of a* **TEAM**

A WORKSHOP FOR TEAMS

PARTICIPANT WORKBOOK

**PATRICK LENCIONI**

BASED ON THE NEW YORK TIMES BEST-SELLING BOOK

To reach a common understanding of what it means to be a team and make substantial progress toward becoming a more cohesive team







**INSPIRATIONAL LEADERSHIP**

# GALLUP®

## Gallup Q12 Survey

Companies on the top quartile on engagement





## DISSONANCE

**What percentage of the population do you think would leave their jobs and peruse different interests if they had a completely free hand?**

# DISSONANCE

**80%** Would leave to pursue different interests

**70%** Of employees are disengaged

**75%** Say their boss is the most stressful part

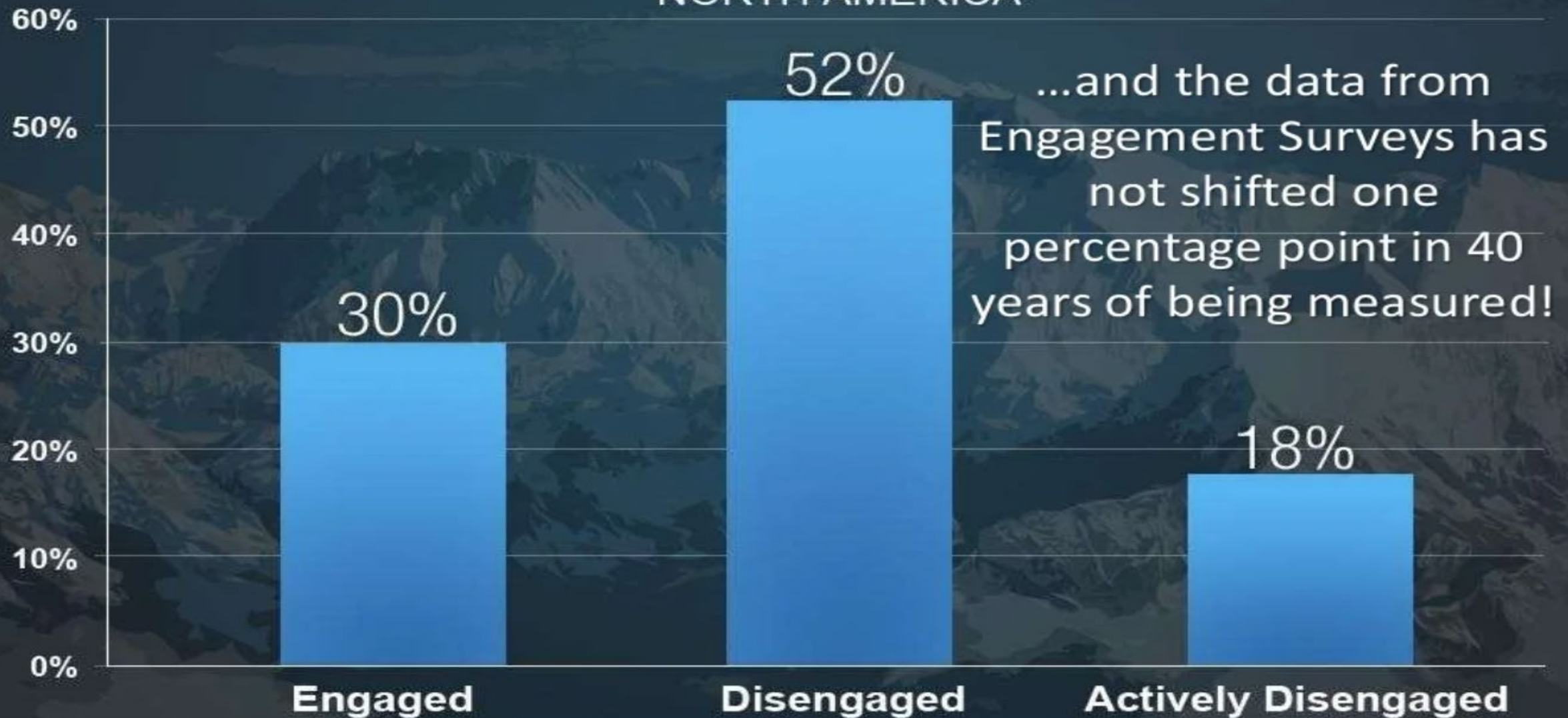
**65%** Of employees are looking for another job

**40%** Of employees quit because of their boss

**65%** Of employees would take a new boss over a pay raise

# Employee Engagement

NORTH AMERICA





A photograph of a rowing team in a blue boat on a body of water. The team consists of five people: a coxswain at the stern and four rowers. The rowers are wearing red tank tops and dark shorts. The coxswain is wearing a red tank top and dark shorts. The rowers are seated in the boat, and the coxswain is at the stern. The boat is moving across the water, and the rowers are using their oars. The water is blue and has some ripples. The sky is not visible. The text is overlaid on the bottom half of the image.

...THIS MEANS THAT 3 ROWERS ARE PADDLING LIKE CRAZY, FOUR ARE WATCHING THE SCENERY AND ONE IS ACTIVELY TRYING TO SINK THE BOAT

what are  
the characteristics  
of uninspiring leaders?

followers  
are not  
inspired  
by leaders who are...

Cowardly  
Phony  
Self-serving  
Lying  
Fear-based  
Incompetent

We asked followers  
what they did NOT  
like about their  
leaders and this is  
what they said.



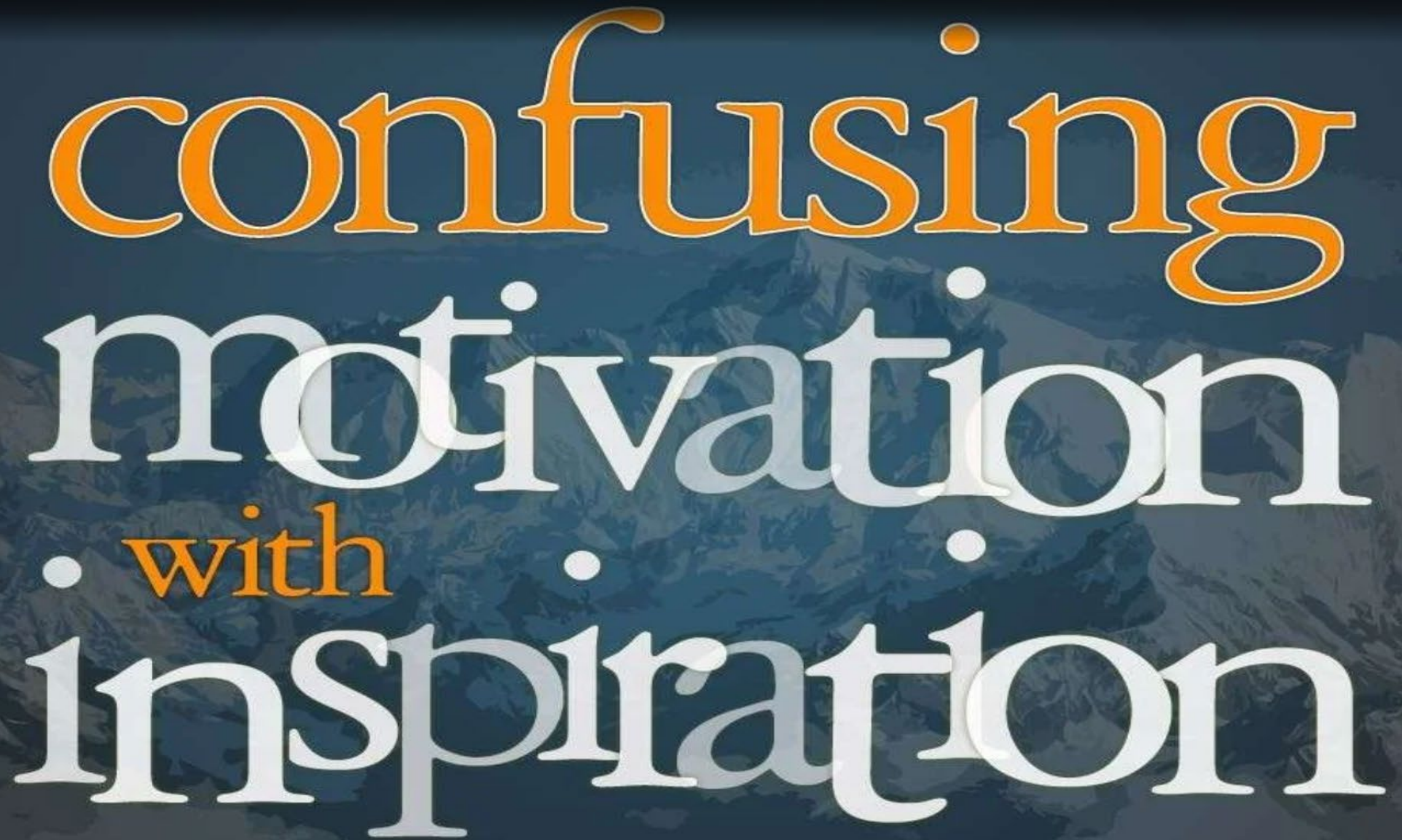


# the castle principles®

Courage  
Authenticity  
Service  
Truthfulness  
Love  
Effectiveness

So we reasoned...why  
not do the opposite?  
And thus were born the  
CASTLE® Principles.





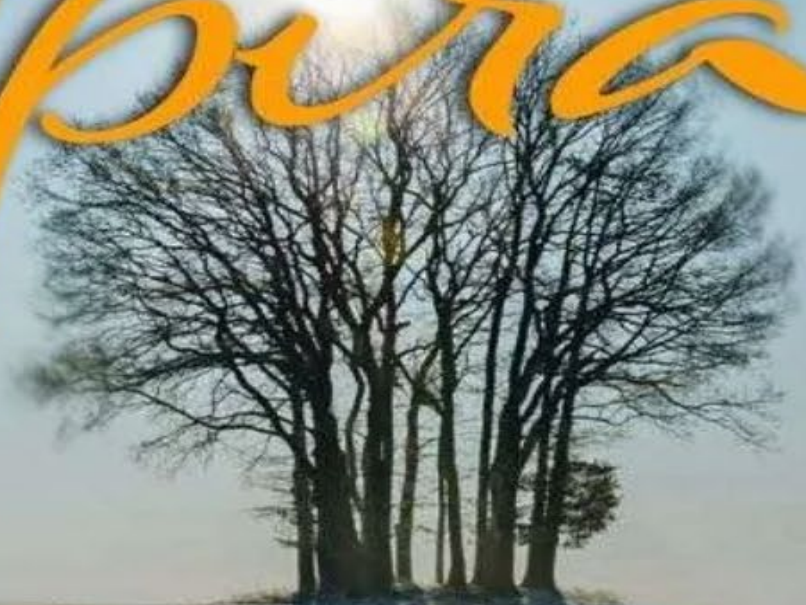
confusing  
motivation  
• with •  
inspiration



02

From Motivation to

*Inspiration*







*motivation*

Lighting a Fire  
Under Someone



*inspiration*

Lighting a Fire

WITHIN Someone



# Inspired Employees 2½ Times More Productive







# Inspirational Leadership

Norman  
Schwarzkopf

“Leadership is a combination of strategy and character. If you must be without one, be without the strategy.”



# MY LEADERSHIP JOURNEY



Wednesday, November 12, 1997

48 pages 61¢ + 4¢ = 65¢



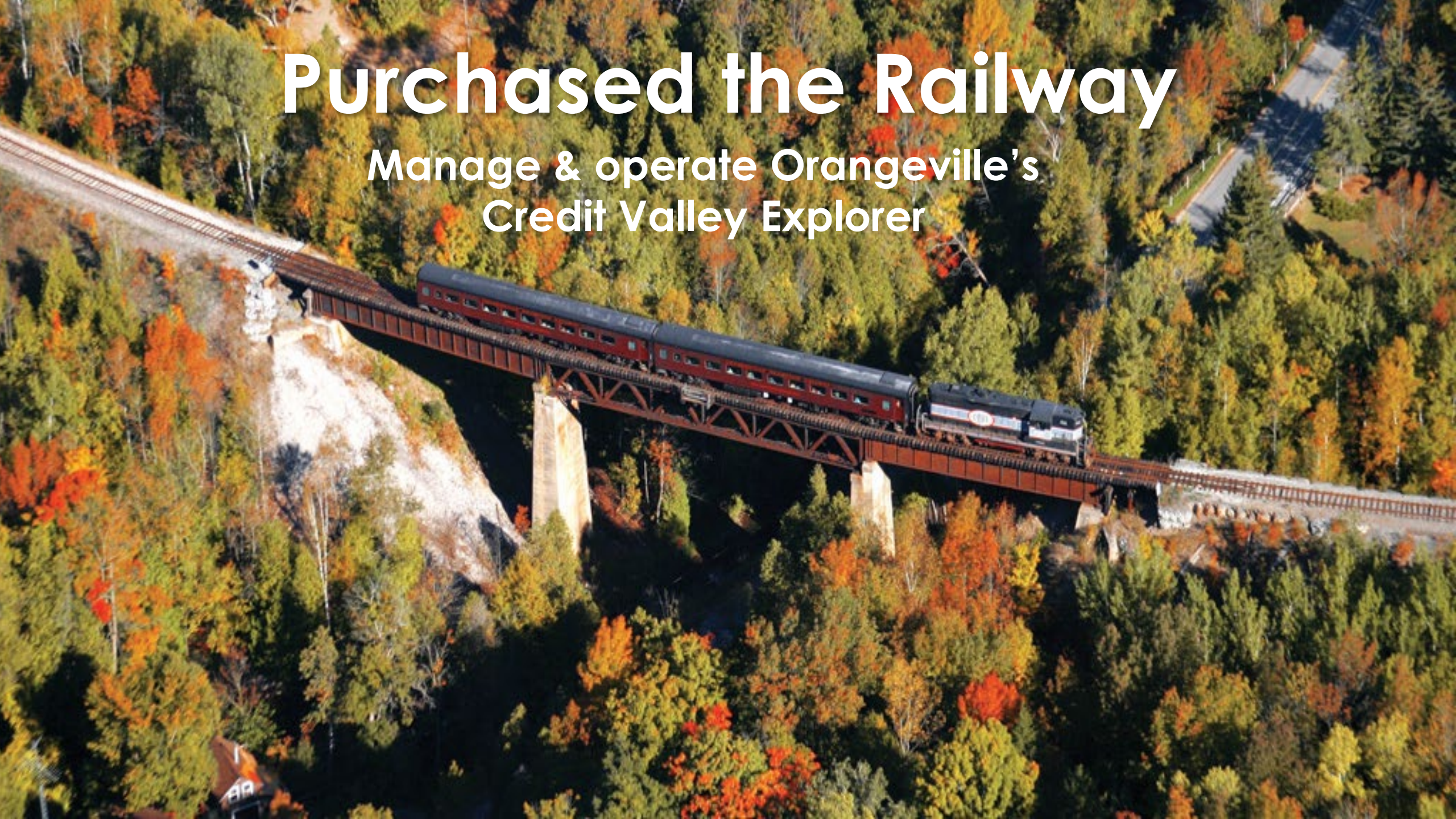
Orangeville's new mayor Rick Adams celebrated his victory with wife Jane on Monday night. He defeated incumbent Mary Rose by a resounding 1,011 votes, and will be the first Orangeville mayor to have a seat on Suffolk County council.






# Purchased the Railway

Manage & operate Orangeville's  
Credit Valley Explorer





An aerial photograph of a train crossing a large steel truss bridge over a dense forest. The forest is in peak autumn foliage, with trees displaying vibrant shades of orange, red, and yellow. The train consists of a black and white locomotive pulling several red passenger cars. The bridge is supported by large concrete piers. In the background, a road and more forest are visible.

**Sold Railway  
\$40 MILLION**



***“HOW”* YOU ACT IS REMEMBERED**





**YOUR LEGACY**

A dramatic landscape photograph featuring a range of mountains under a heavy, dark sky. Sunlight breaks through the clouds, creating prominent rays of light that illuminate the scene. The foreground shows rolling hills with sparse vegetation, and the overall mood is one of awe and contemplation.

WHY ARE YOU HERE



HOW DO YOU WANT TO BE WHILE  
YOU ARE HERE?



WHAT ARE YOU CALLED HERE TO DO?



# STRONGER TEAMS & BUILDING COLLABORATION Questions



Rob Adams HBA MBA

[robadams008@gmail.com](mailto:robadams008@gmail.com)

519-942-7491