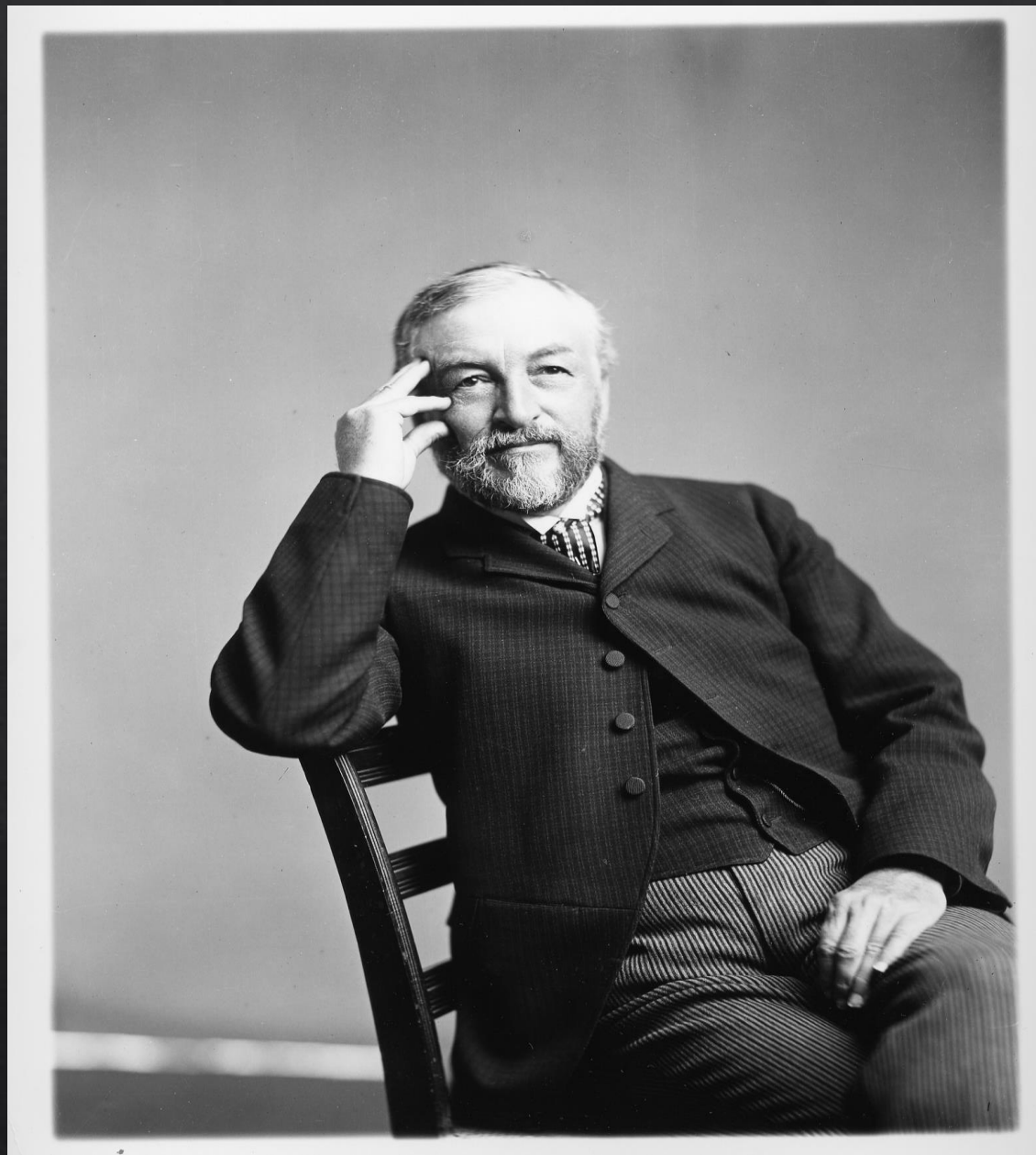




Zone 5 meeting

There are leaders

And there are those who lead



Samuel Pierpont Langley



Working on the same flight project

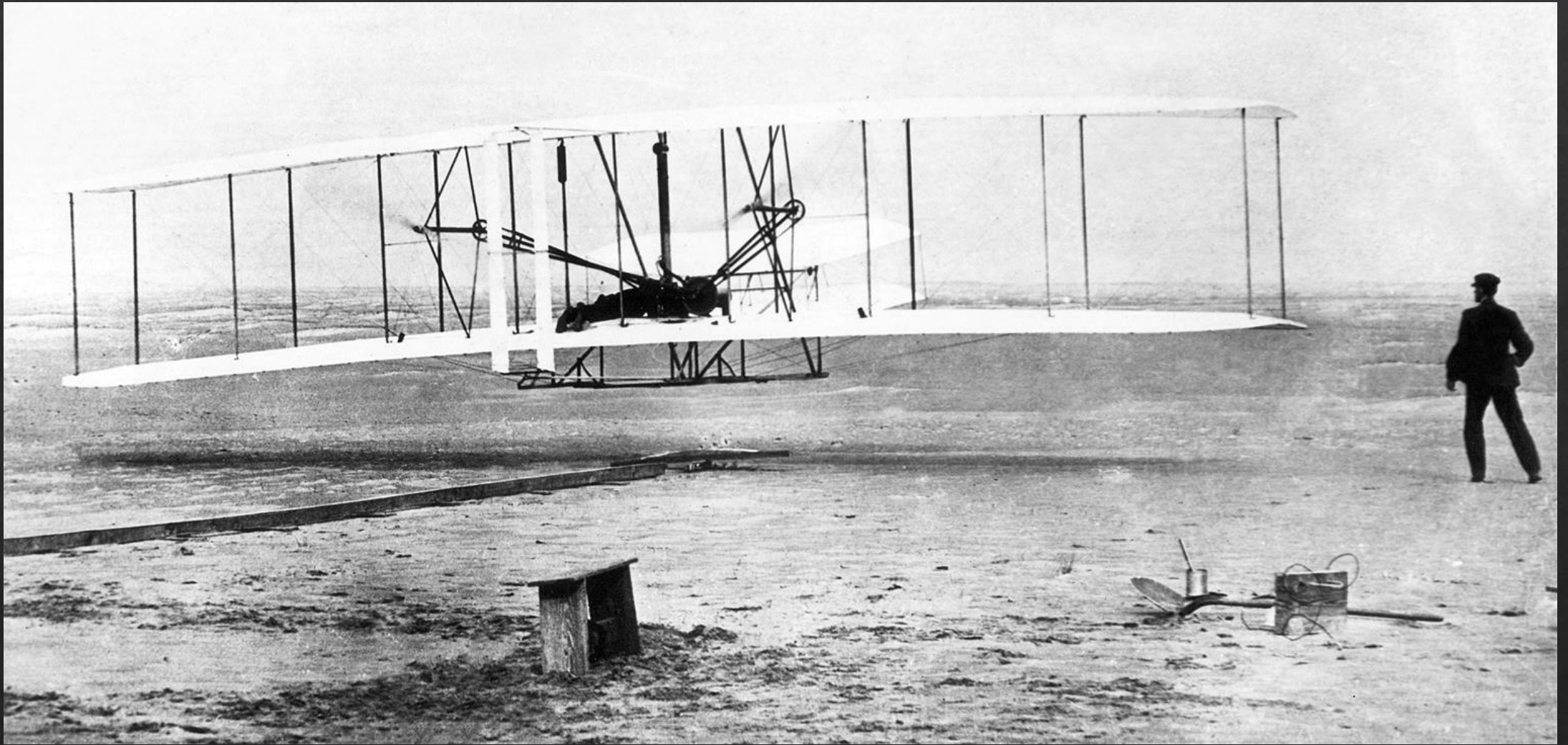
Well-Funded

Well-Connected with all the big
minds of the day

Followed by media channels



WRIGHT BROTHERS



WHY



Wild goose Chase



The Golden Circle

WHAT

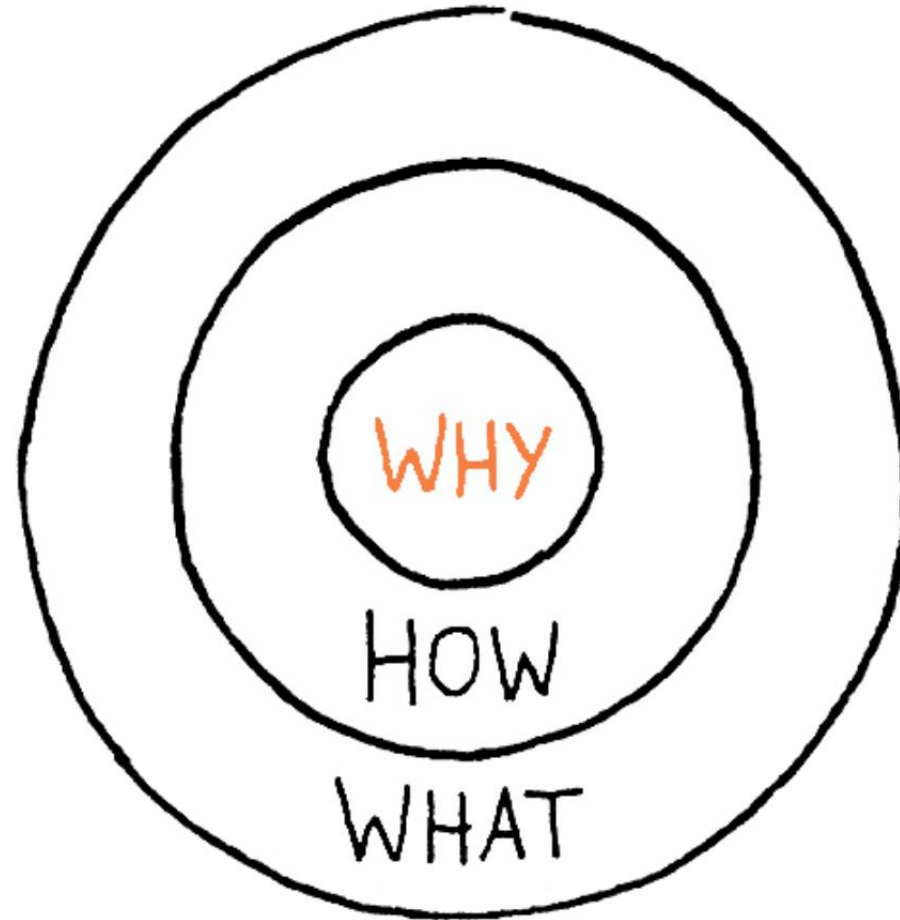
Every organization on the planet knows WHAT they do. These are products they sell or the services

HOW

Some organizations know HOW they do it. These are the things that make them special or set them apart from their competition.

WHY

Very few organizations know WHY they do what they do. WHY is not about making money. That's a result. WHY is a purpose, cause or belief. It's the very reason your organization exists.



WHY

I love inspiring and empowering our team of dedicated individuals with the awesome responsibility of build a community for our residents. Everything I do, I believe in challenging the status quo, I believe in thinking differently, all towards serving the community and helping people.

WHY

I love inspiring and empowering our team of dedicated individuals with the awesome responsibility of build a community for our residents. Everything I do, I believe in challenging the status quo, I believe in thinking differently, all towards serving the community and helping people.

**WHAT'S YOUR
"WHY"**





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."

Rob Adams

A noble profession

“There is no cause more noble than serving your friend and neighbors in municipal government.”



Results from OMAA CAO Connections Luncheons

Question	Yes	No	Partially
Have you ever experienced harassment or bullying in your municipality?	77%	23%	
Have you personally been harassed or maligned by a member of Council?	76%	24%	
Did you use an Integrity Commissioner?	35%	65%	
Did you use an external 3rd party investigator?	36%	64%	
Were you pressured to ignore the issue and/or downplay it?	45%	55%	
Was the issue successfully resolved?	24%	38%	38%

Challenges to an effective Council



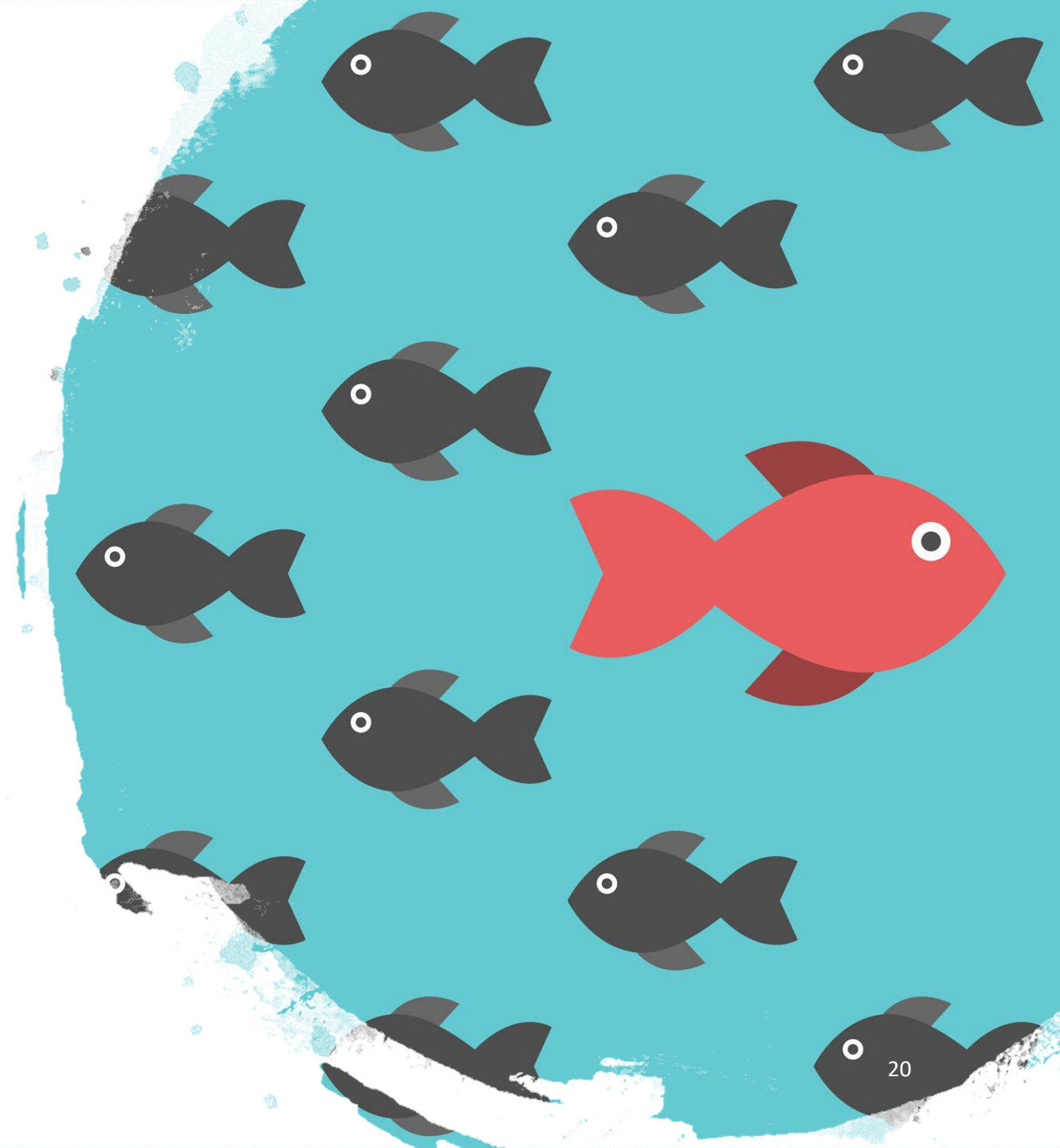
Councillor with 20 questions

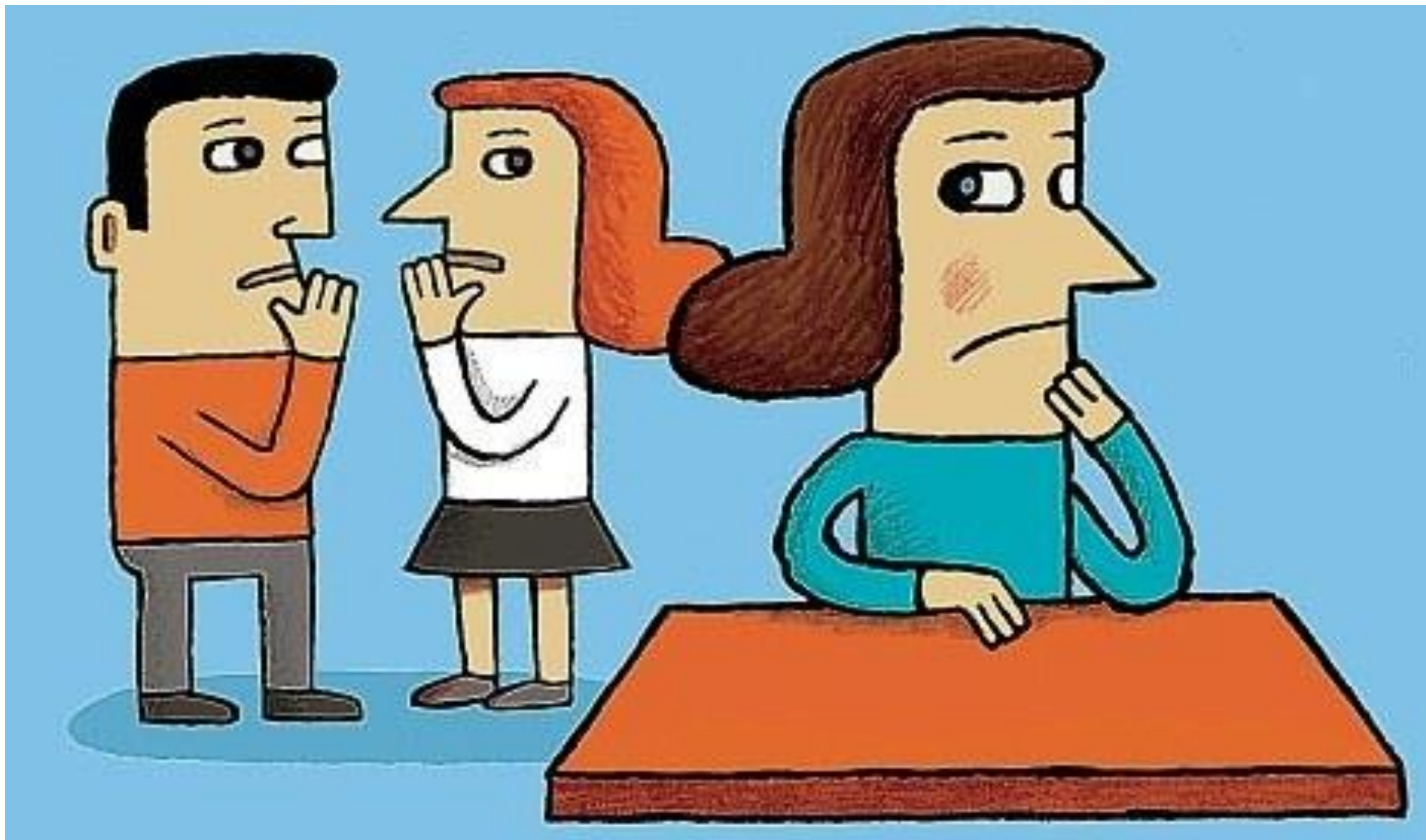
- Councillor comes to Council meetings with 20 questions. Trying to make themselves looks smart and catch staff and fellow Councillors off guard.



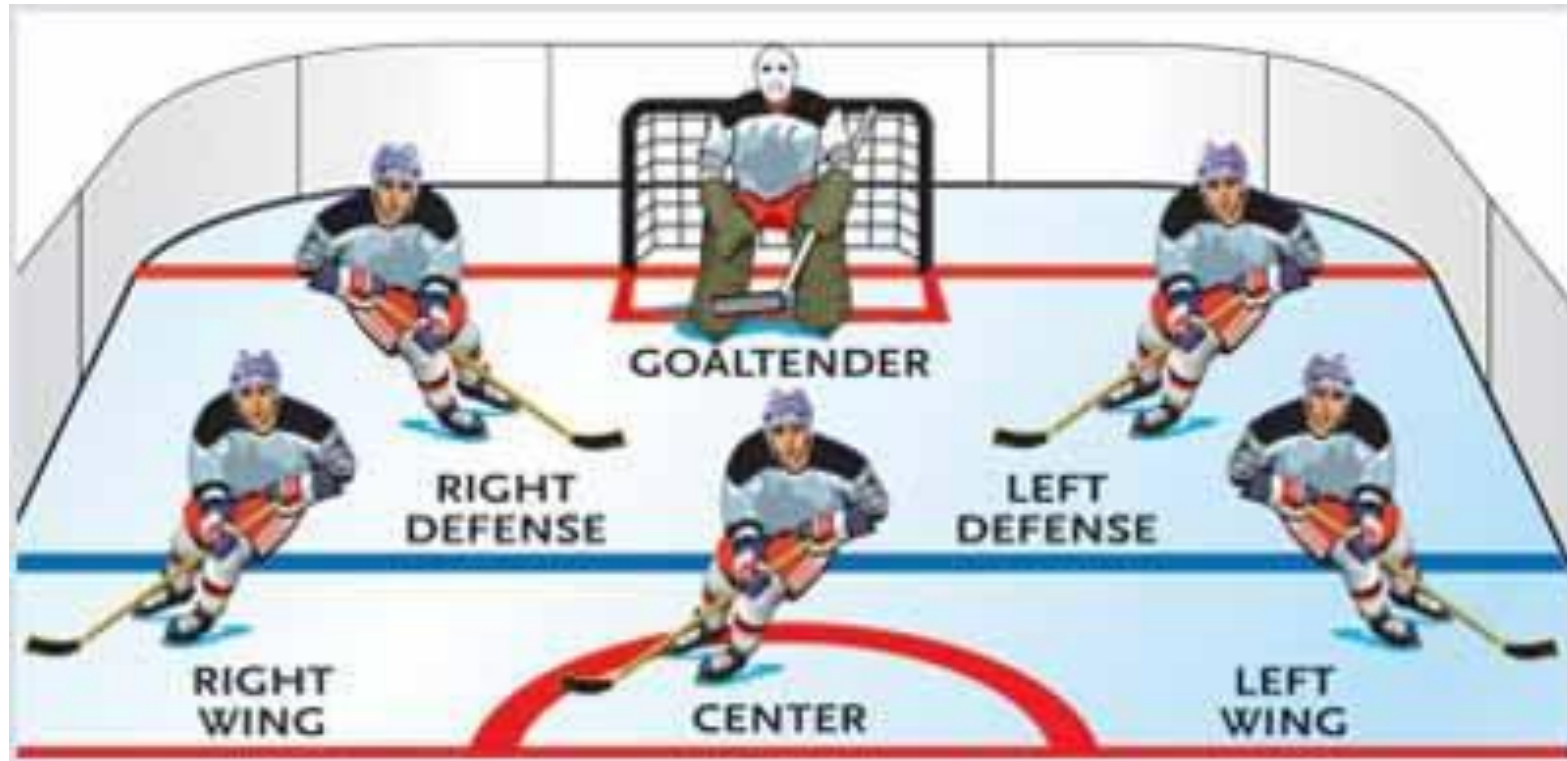
Council Working against Council's Interests

- Members can express disagreement with Council's decisions, but it is contrary to the ethical behaviour of members of Council to actively seek to undermine, challenge or work against Council's decisions.





Let the Winger(staff) do his job



Councillor Speaks on every subject

- Councillor has to say something on every agenda item



Councillor always questions staff

- Always questioning staff and their motives



Councillor over steps into operations

- Sometimes called getting in the weeds, this is where Council gets involved in matters that are operational items. These are staffs responsibility.

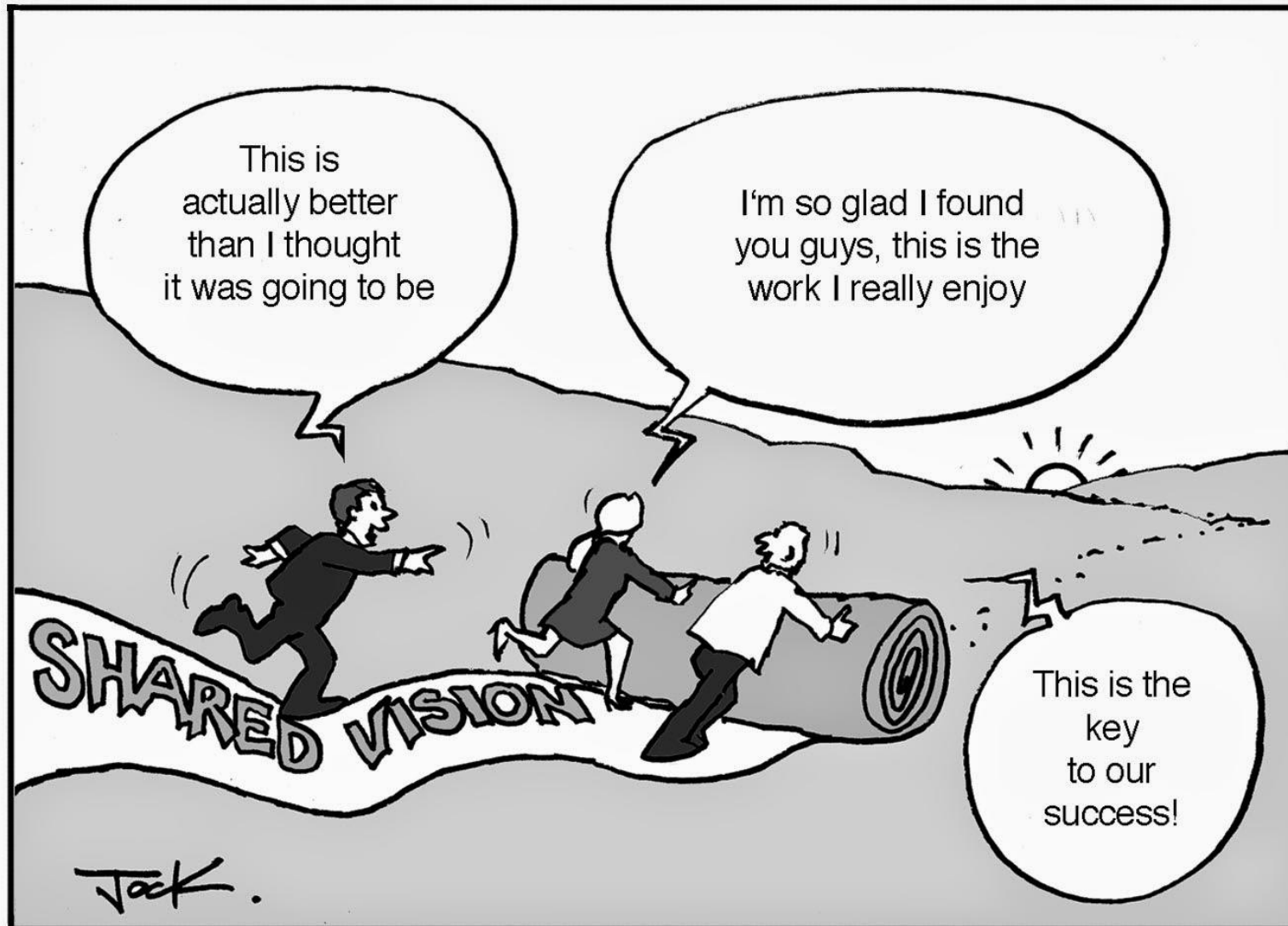


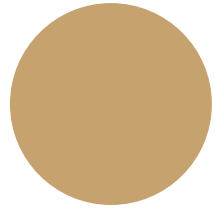
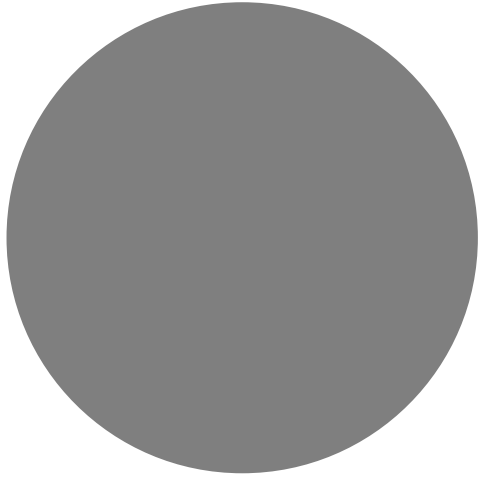
Not speaking by Bylaw and resolution



One Voice

Not Committing to the Strategic Plan





Not Trusting expert
Staff advice &
recommendations

Always asking for Reports from staff to avoid tough decisions

- Impact on staff time and resources



Social Media Councillor



DISSONANCE

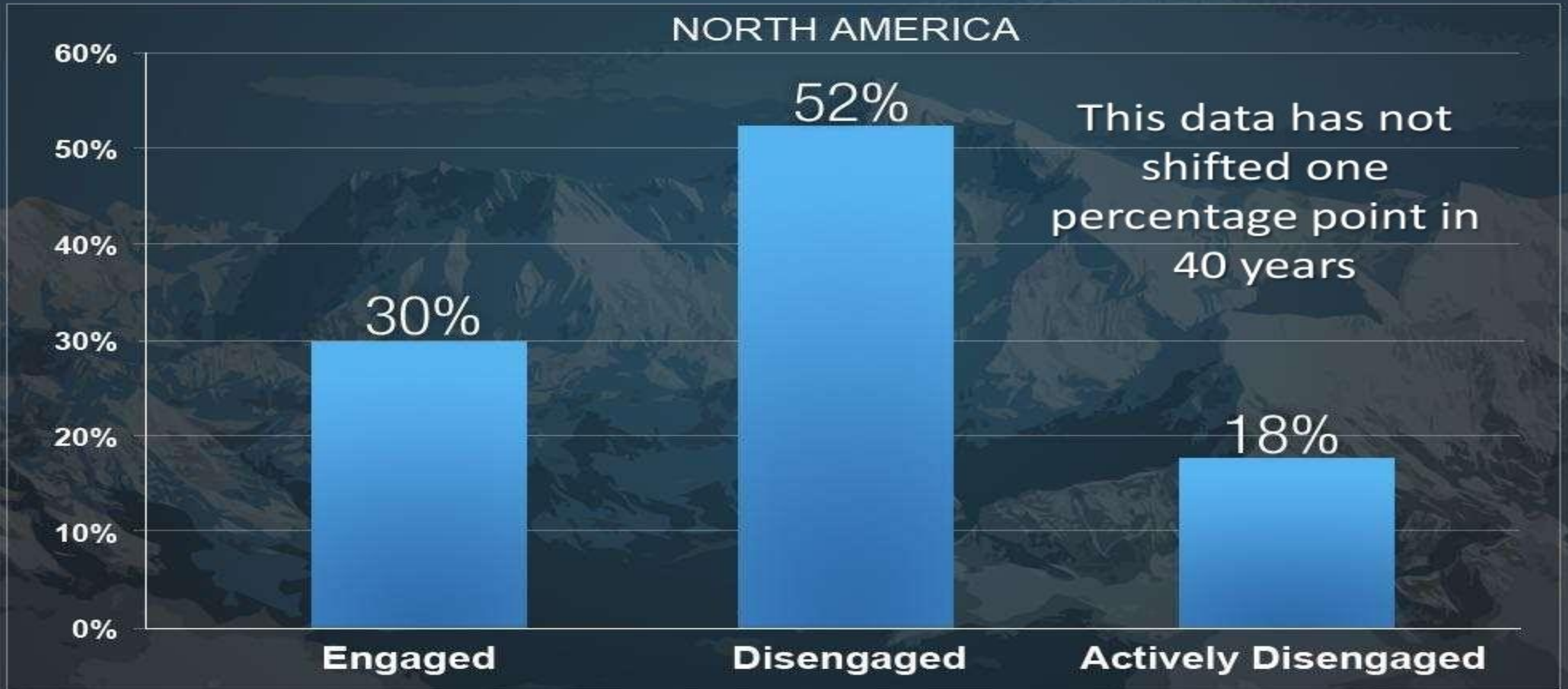



- What percentage of the population do you think would leave the corporate world and pursue different interests if they had a completely free hand?

DISONNANCE

- More than 80% of people would leave the corporate world and pursue different interests if they had a completely free hand
- 80% of employees wish they didn't have to go to work on Monday mornings
- 70% of employees are either disengaged or actively disengaged
- 65% of current employees are looking for another job
- 75% of employees say that their boss is the most stressful part of their job
- 40% of employees quit because they can't get along with their boss
- 65% of employees say they would take a new boss over a pay raise
- CEO's are respected by just 37% of the population
- Only 8% of people respect banks

Employee Engagement



An aerial photograph of a rowing eight (a team of eight rowers in a single scull) on a body of water. The boat is long and narrow, with a white hull and a blue stripe along the side. The rowers are positioned in a line, with one person at the stern (back) and seven others further forward. The water is dark blue with some whitecaps. The text is overlaid on the upper part of the image.

if these perennially dismal levels of employee engagement were the experience of a rowing eight, three rowers would be paddling like crazy, four would be casually taking in the scenery, and one would be actively trying to sink the boat!

The Jekyll and Hyde Chart

Leadership

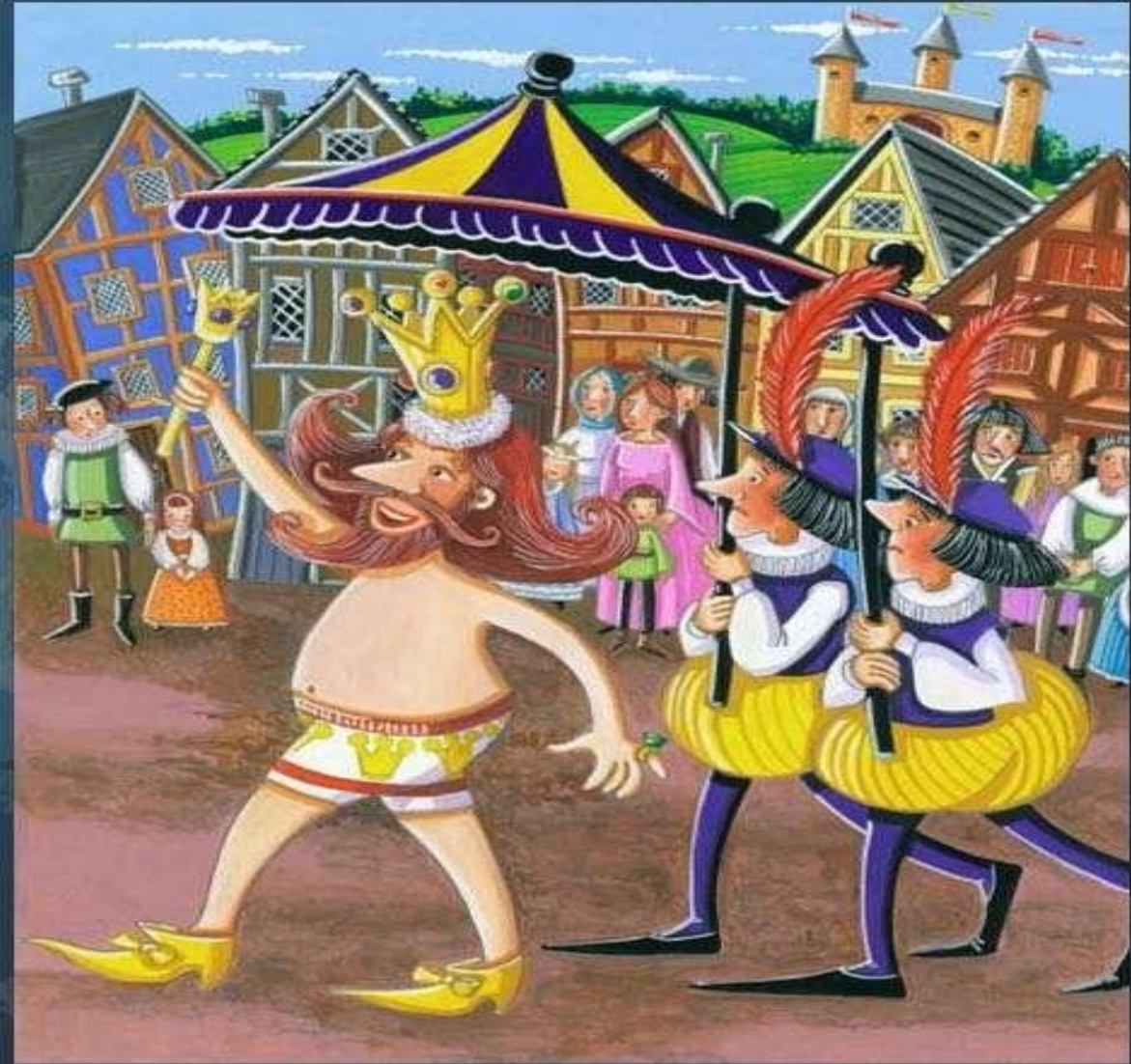
Accountable
Adaptable
Committed to Goals
Confident
Creative
Decisive
Delegator
Diligent
Focused
Good Communicator
Honest
Intuitive
Motivator
Positive
Results Oriented
Strategic
Visionary

Relationships

Affectionate
Empathetic
Forgiving
Generous and Serving Selflessly
Good Listener
Growing Together
Honest and Ethical
Interesting
Intimate
Loving
Makes you Feel Special
Mature
Open-minded
Passionate
Patient
Playful, Adventurous and Fun
Respectful and Independent
Trusting
Vulnerable

DISSONANCE

Lack of agreement; the *dissonance* between the truth and what people want to believe; *especially*: inconsistency between the beliefs one holds or between one's actions and one's beliefs.



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, deep blue color. The lighting is soft, highlighting the texture of the skin.

Secrets to Building Great Staff-Council Relationships

“Strong partnerships between Council and Staff is a requirement to effective municipal management.”





From fear to
-Fear-Love
Love



Friction

Friction in organizations arises wherever relationships are uninspiring, and where success and dreams are achieved, it is always through the seamlessness of inspiring relationships. Therefore, great organizations are those built on inspiring relationships, whereas mediocre ones rest awkwardly on the unstable quicksand of a dysfunctional culture of weak or broken relationships.

The role of the leader is to build.....

Inspiring Relationships

Treat me like a Customer





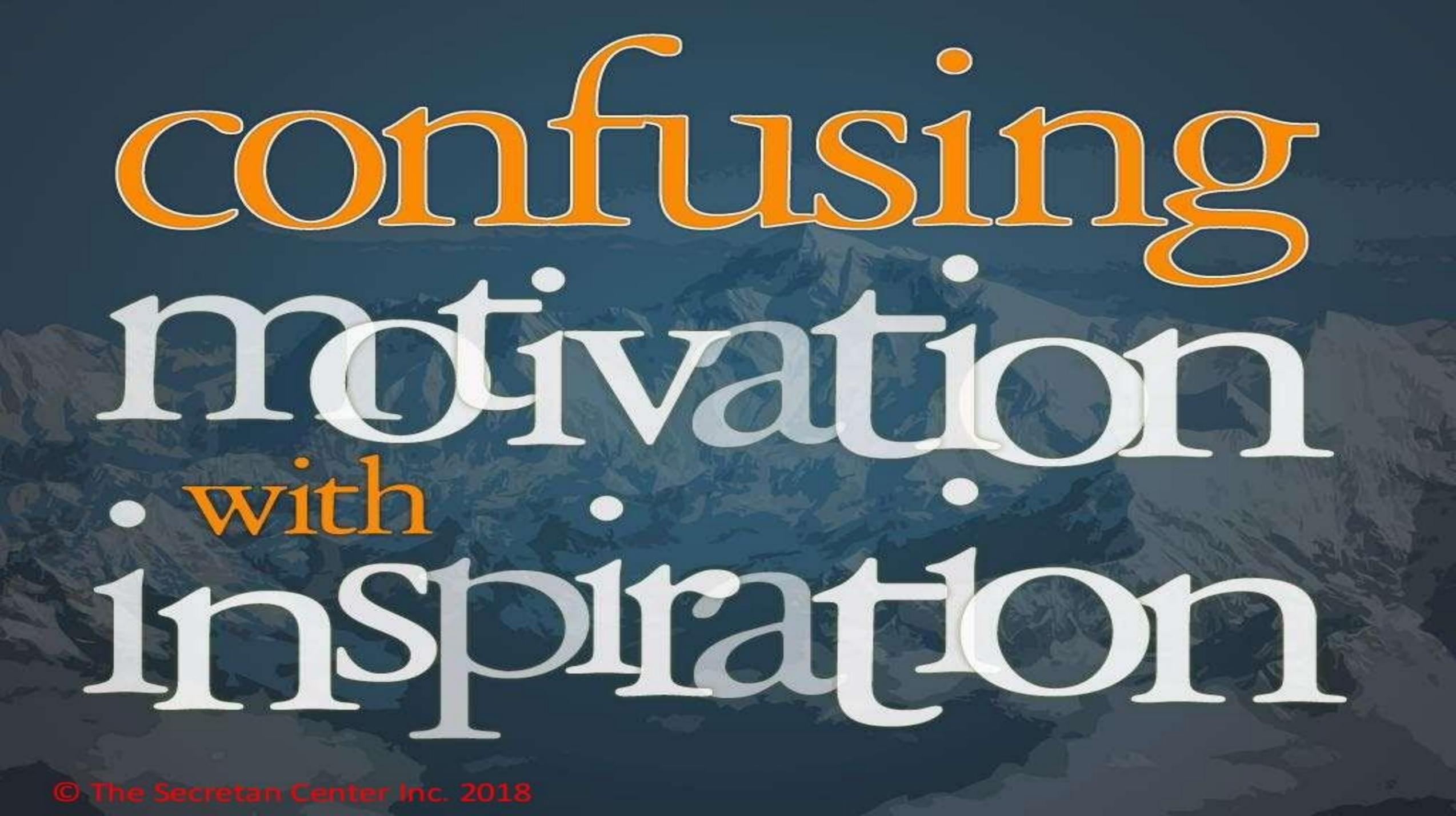
“ Love is the Bridge
between You and,
Everything”

Rumi

02

From Motivation to

Inspiration



confusing
motivation
• with •
inspiration

to motivate

to provide
a motive;
to induce,
incite, impel;



• to inspire

from the Latin spirare, meaning “spirit”, to affect, guide, or arouse by divine influence; to fill with enlivening or exalting emotion, to animate; a divine influence upon human beings, to give life, the breath of God;

03

From Separateness to

Oneness

followers
are not
inspired
by leaders who are...

Cowardly
Phony
Self-serving
Lying
Fear-based
Incompetent

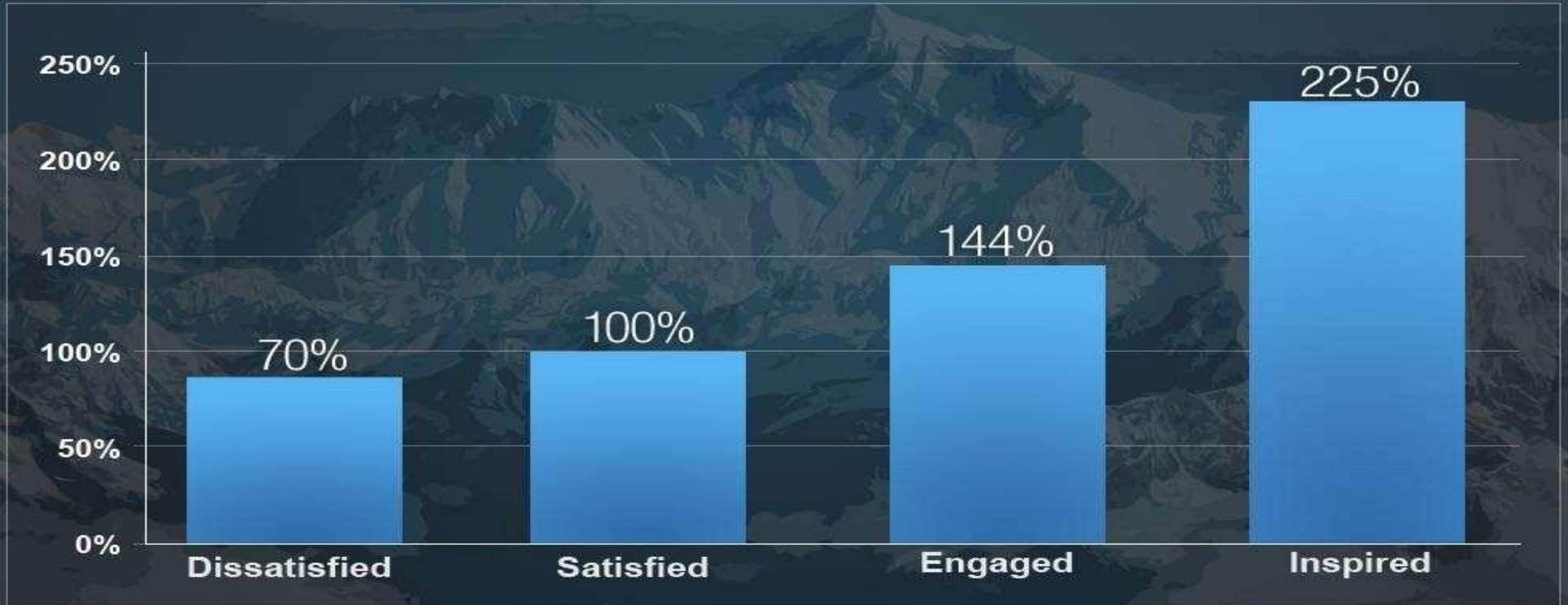
First we asked
followers what they
did NOT like about
their leaders...this is
what they said.

the castle principles®

Courage
Authenticity
Service
Truthfulness
Love
Effectiveness

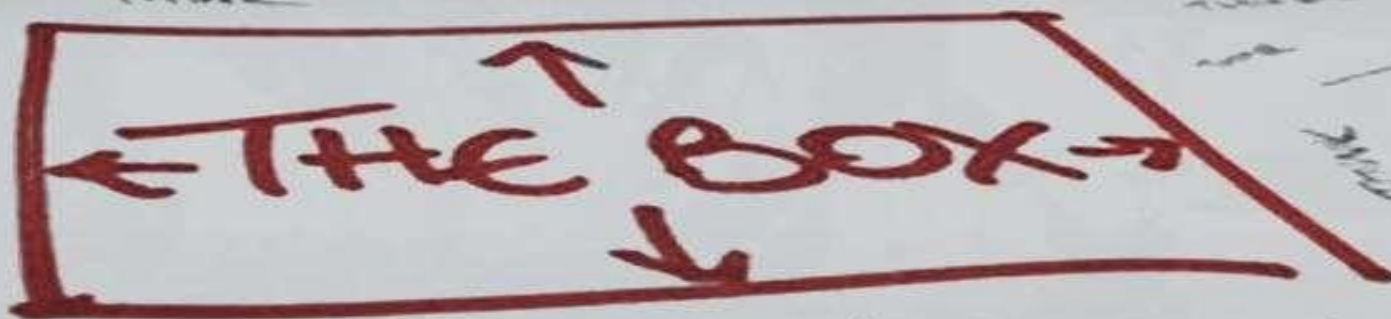
So we
reasoned...why not
do the opposite,
and thus were born
the CASTLE®
Principles.

Inspired Employees 2½ Times More Productive

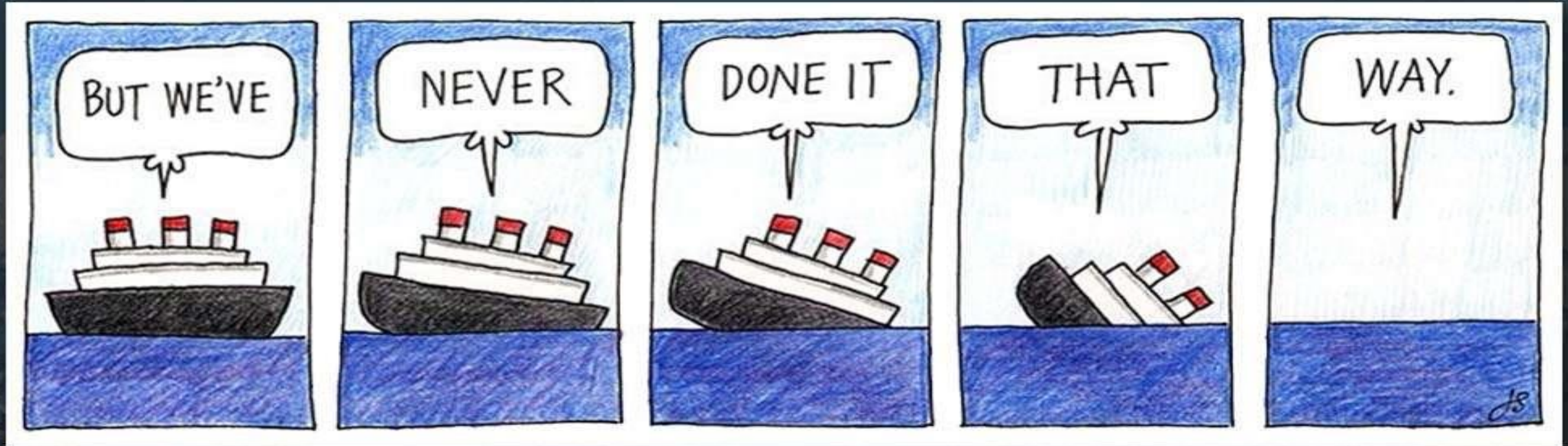


Why it's So Difficult to Change Paradigms

Why_Diff_to_Change
_Paradigms



Why it's So Difficult to Change



Why it's So Difficult to Change

Ego

Why it's So Difficult to Change

Why_Diff_to_Change
_CopyFrog

The Copyfrog





Why it's So Difficult to Change **Conformity**

Paradigm Shift



Legislative training

Municipal Act

Conflict of interest



Integrity Commissioners

Code of Conduct

Legislative training

Municipal Act

Conflict of interest

Integrity Commissioners

Code of Conduct

Leadership Training

Values and character
development

Team building and
team dynamics

High Performance
Organization training

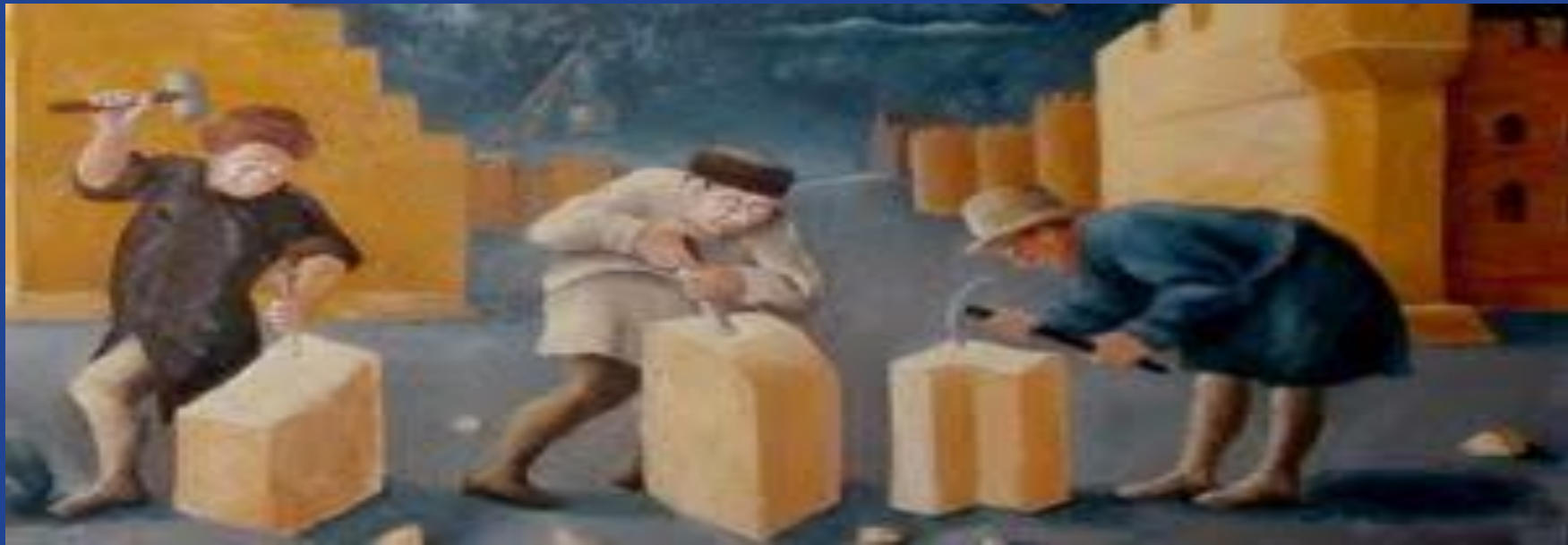




Lesson 1

Learning your role as Councillor

THREE STONE MASONS









THREE POLITICIANS





Customer Service







Events & Photo Opportunities





Vision and Political Fortitude

Lesson 2

Leadership Character

Leadership character is
foundational for success





Important qualities of candidates running for office

> Honesty/Integrity/
Transparency/Trustworthy

32%

> Caring about local
issues/Responsive to local
population

23%

> Financial responsibility/
Fiscal accountability/
Business skills

9%

> A good/intelligent/hard-
working person

6%

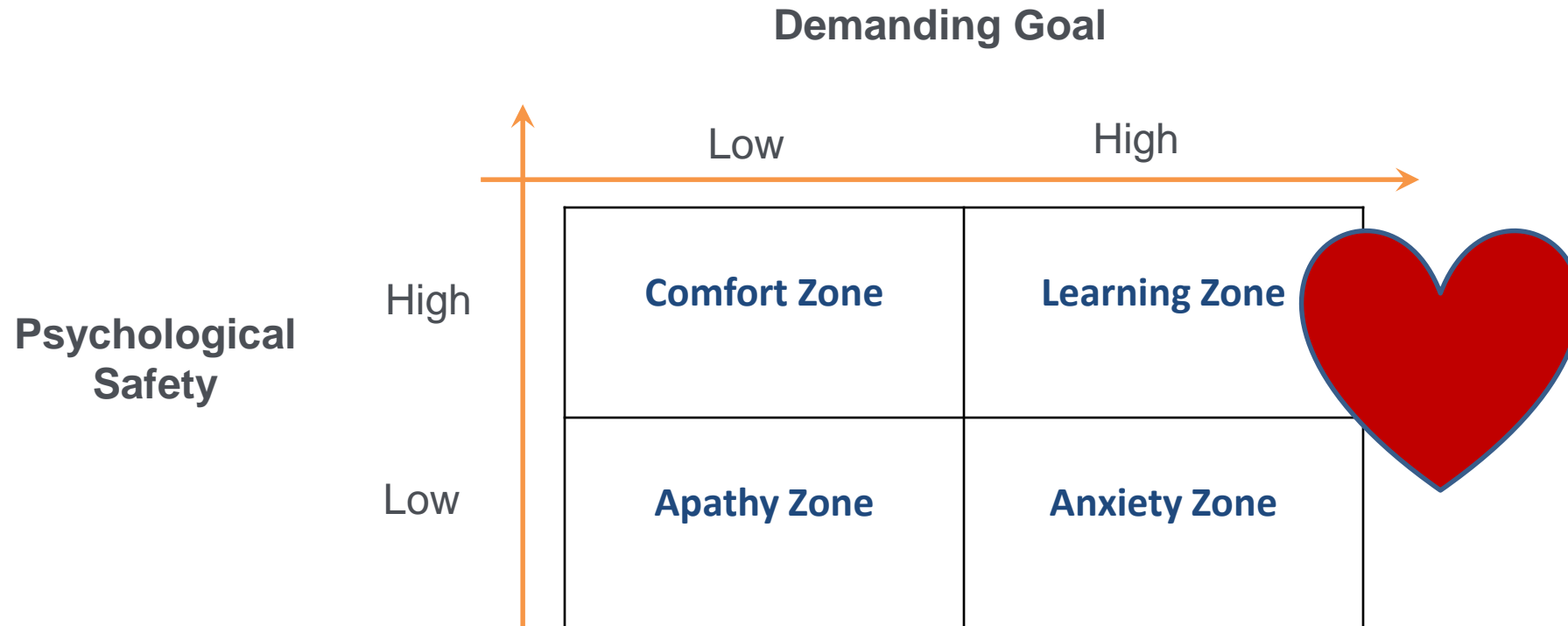
> Experienced

5%

> Keeps their promises

5%

Psychological Safety and Demanding Goals



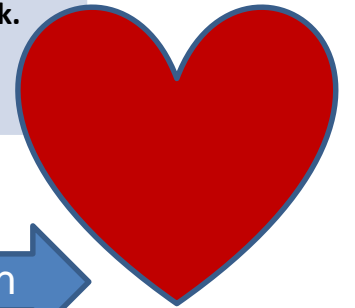
The Competitive Imperative of Learning, Amy C Edmonson, HBR, 7/8 2008, p60-66



TOWN OF
WHITCHURCH-STOUFFVILLE

Risk and Psychological Safety

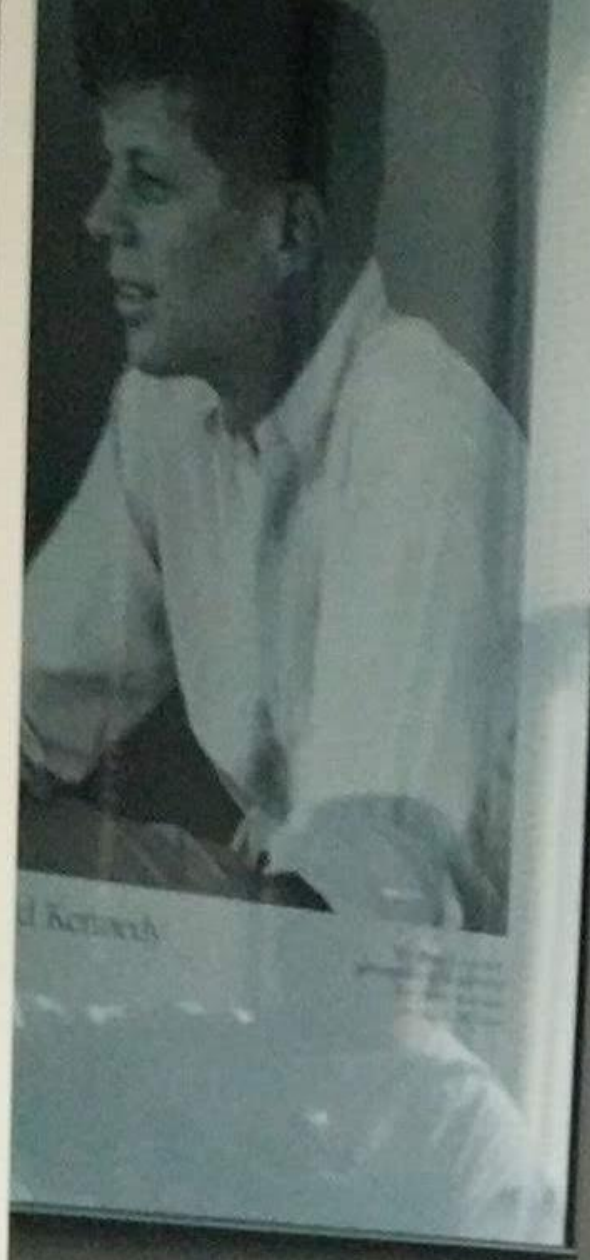
Low		Medium		High
Level 1 Averse	Level 2 Minimalist	Level 3 Cautious	Level 4 Open	Level 5 Opportunity
The Town is not willing to accept risk under any circumstances.	The Town is not willing to accept risk in most circumstances.	The Town is willing to accept risk in certain circumstances.	The Town is willing to accept risks.	The Town accepts opportunities that are inherently high risk.



TOWN OF
WHITCHURCH-STOUFFVILLE

Lesson 3

Teamwork



The Secrets to Success

The background of the slide features a close-up photograph of two hands shaking in a firm, confident grip. The hands are positioned centrally, with fingers interlaced. The skin tone is a warm, light brown. The background is a solid, muted blue-grey color, which provides a clean contrast for the white text overlaid on the image.

Teamwork

Collaboration

Communication

Empowerment

Lead one of the fastest growing municipalities



BUSINESS GROWTH SECRETS

PROFIT 100

SPECIAL
ISSUE!



CANADA'S FASTEST GROWING COMPANIES

THE COMPLETE RANKINGS • TOP GROWTH SECTORS • REGIONAL LEADERS

PROVEN SALES STRATEGIES • TIPS FOR INTELLIGENT EXPANSION

SUCCESS STORIES IN: INNOVATION, CLIENT RETENTION, REDUCING RISK

THE BEST MANAGEMENT ADVICE OF CANADA'S GROWTH LEADERS



15.95 June 2016 #10211 megastore.ca

★ **HOW OUR NO.1 COMPANY
GREW BY 12.473%**
...and can help you grow, too



NER!
NY AWARD
STICAL

PHIS
AD THE
E PRINT
ame Society of the U.S.
affiliated with your
local pet shelter.

Don't let
HSUS disguise
itself as a local
pet shelter.

FRANCIS P. DUFFY
MAY 2 1892 - NOV 24 1961
CATHOLIC PRIEST
CHAPELAIN
HALL OF FAME
HALL OF FAME
HALL OF FAME



BERTELSMANN

Disney

SUC

2005
TOSHIBA



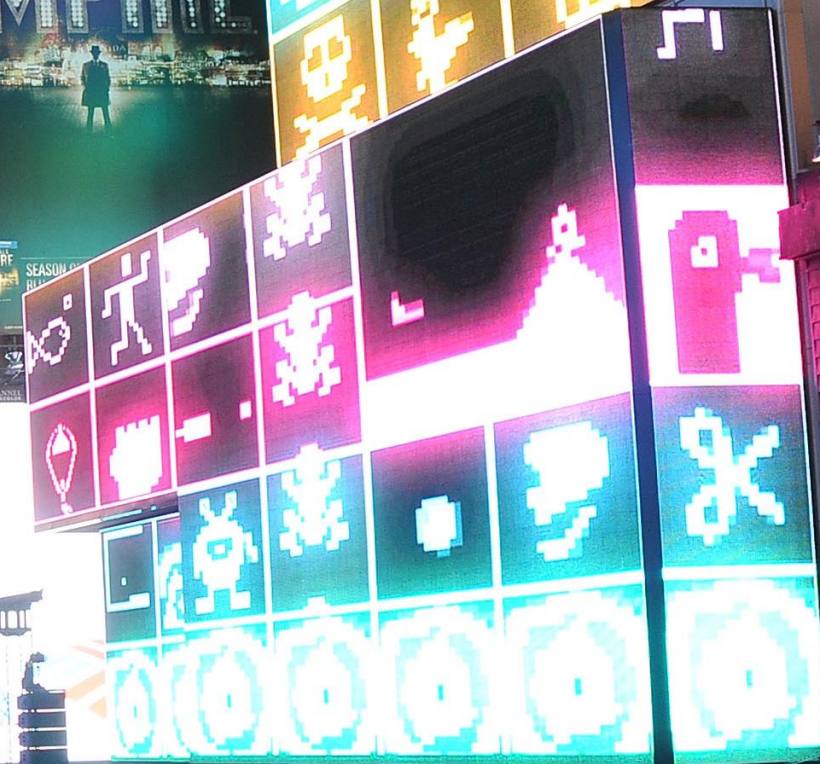
2005
TOSHIBA

Hankook
driving emotion

Kodak

TONY EVANS
UFC

FROM EMMY-WINNING WRITER TERENCE WINTER (THE SOPRANOS)
AND EXECUTIVE PRODUCER MARTIN SCORSESE
BOARDWALK
EMPIRE



A photograph of a rowing team in a blue boat on dark water. The team consists of four people, all wearing red tank tops, seen from behind as they row. The water is dark blue with visible ripples and reflections of the boat and rowers. The text "Council and Staff working together as a team" is overlaid in white, centered on the image.

Council and Staff working
together as a team



Ryan Walters
NHL Hockey Player

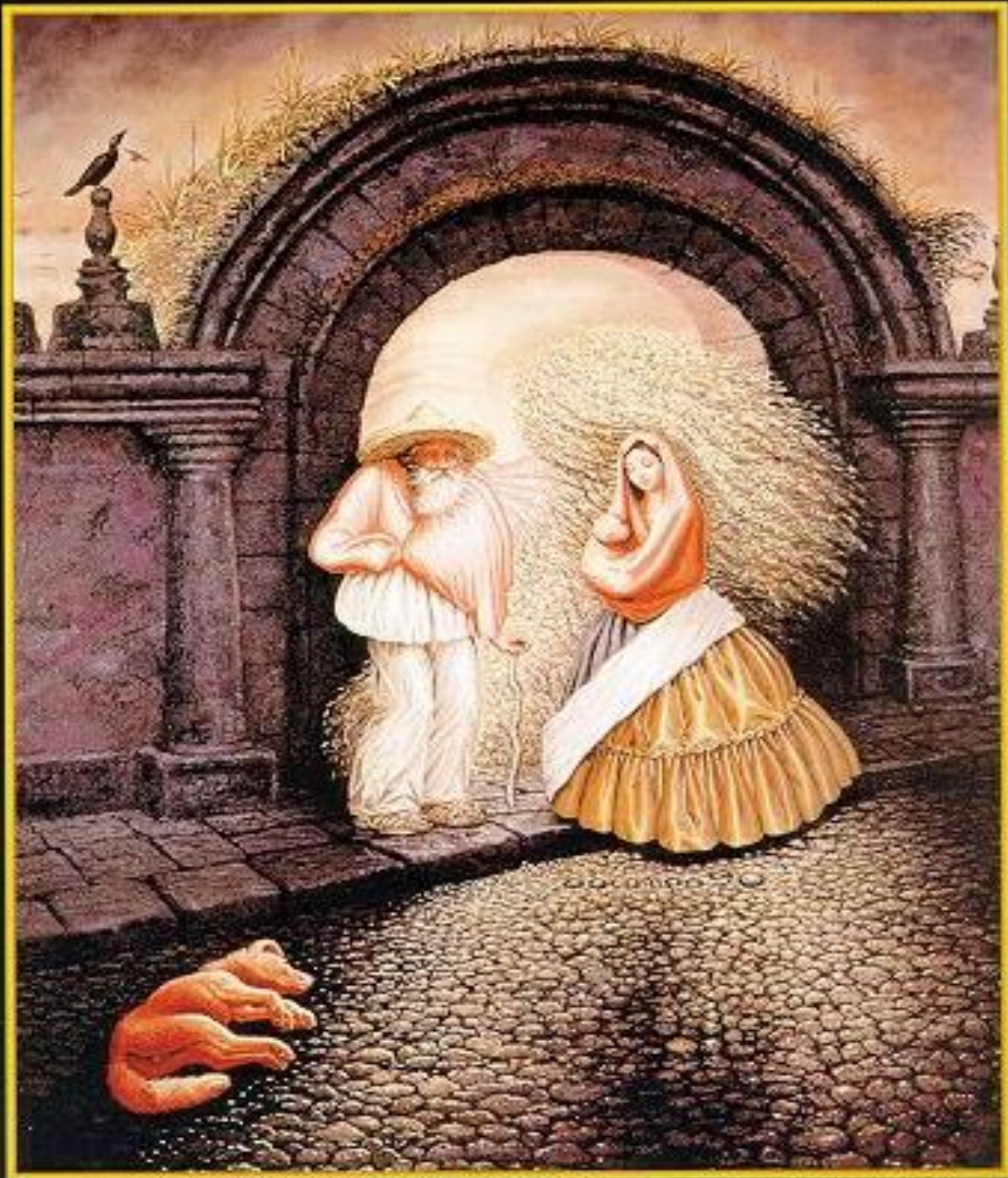
“ One of the biggest differences between organizations with successful cultures and ones with struggling cultures is language. Language is critical: teams that lose blame; teams that win take personal ownership.”

Lesson 4

Empathy

Perception -Where are you in the room?







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.

New Council



Learning Styles





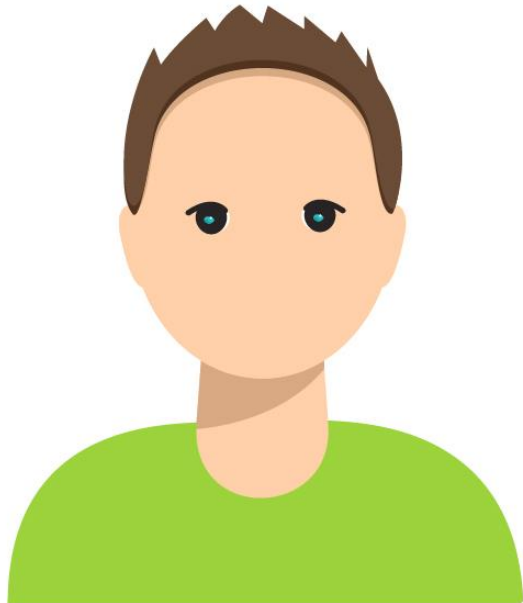
Visual

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.



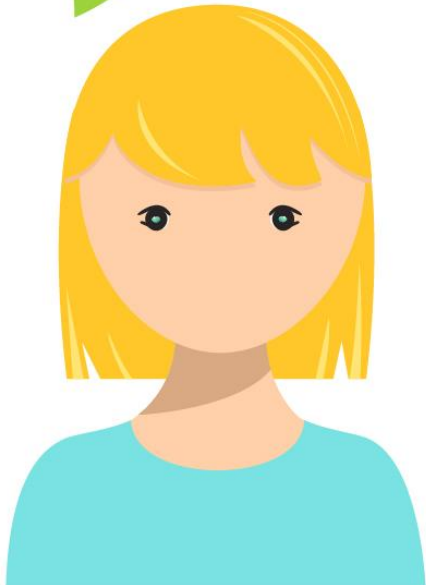
Kinesthetic

2 sub-channels
Movement and Tactile

Activities

Music, colour

Brain Breaks



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%



Lesson 5

Communication

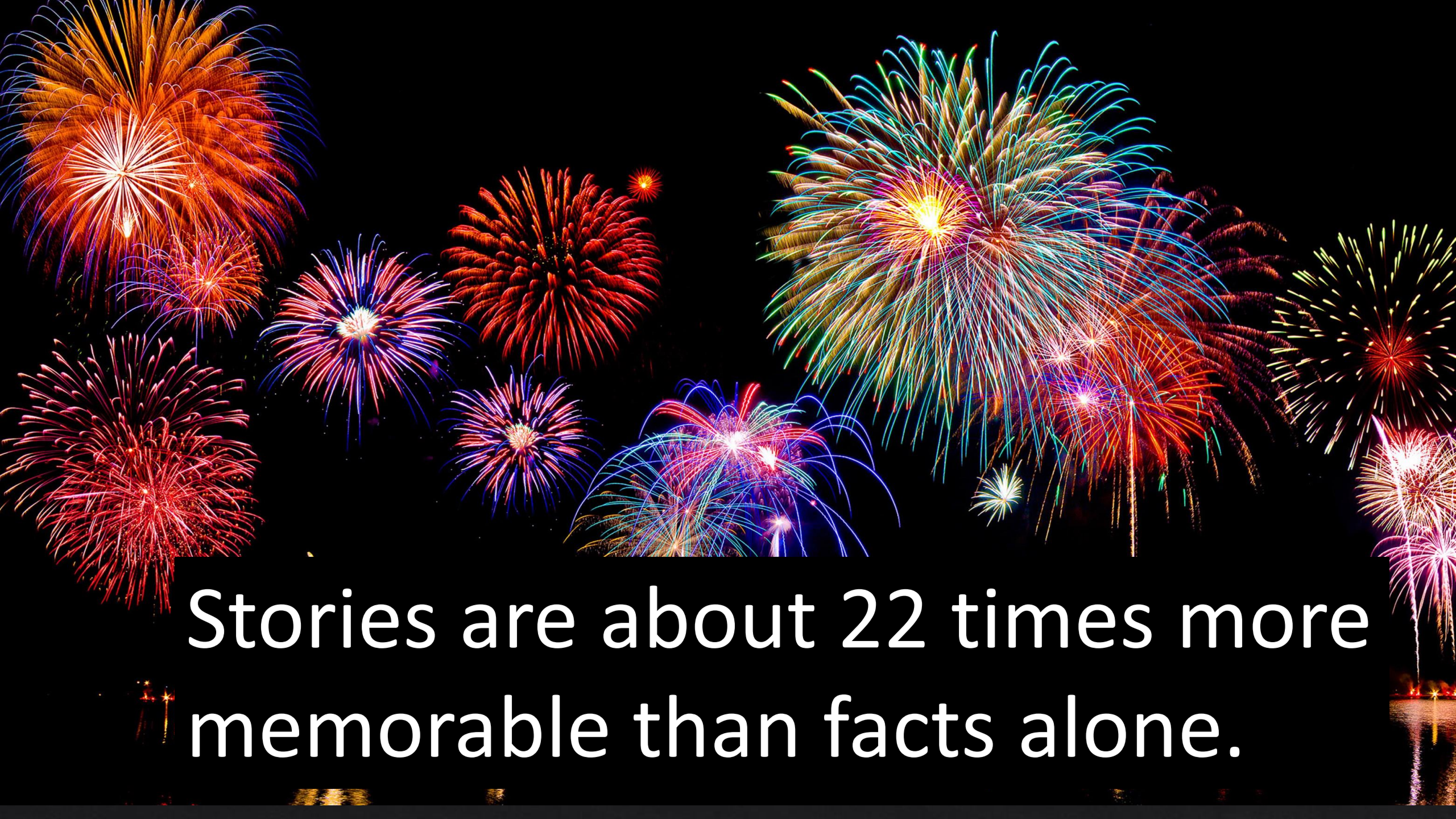


The art of storytelling









Stories are about 22 times more
memorable than facts alone.

WHAT'S YOUR
STORY

Lesson 6

Understanding Leadership

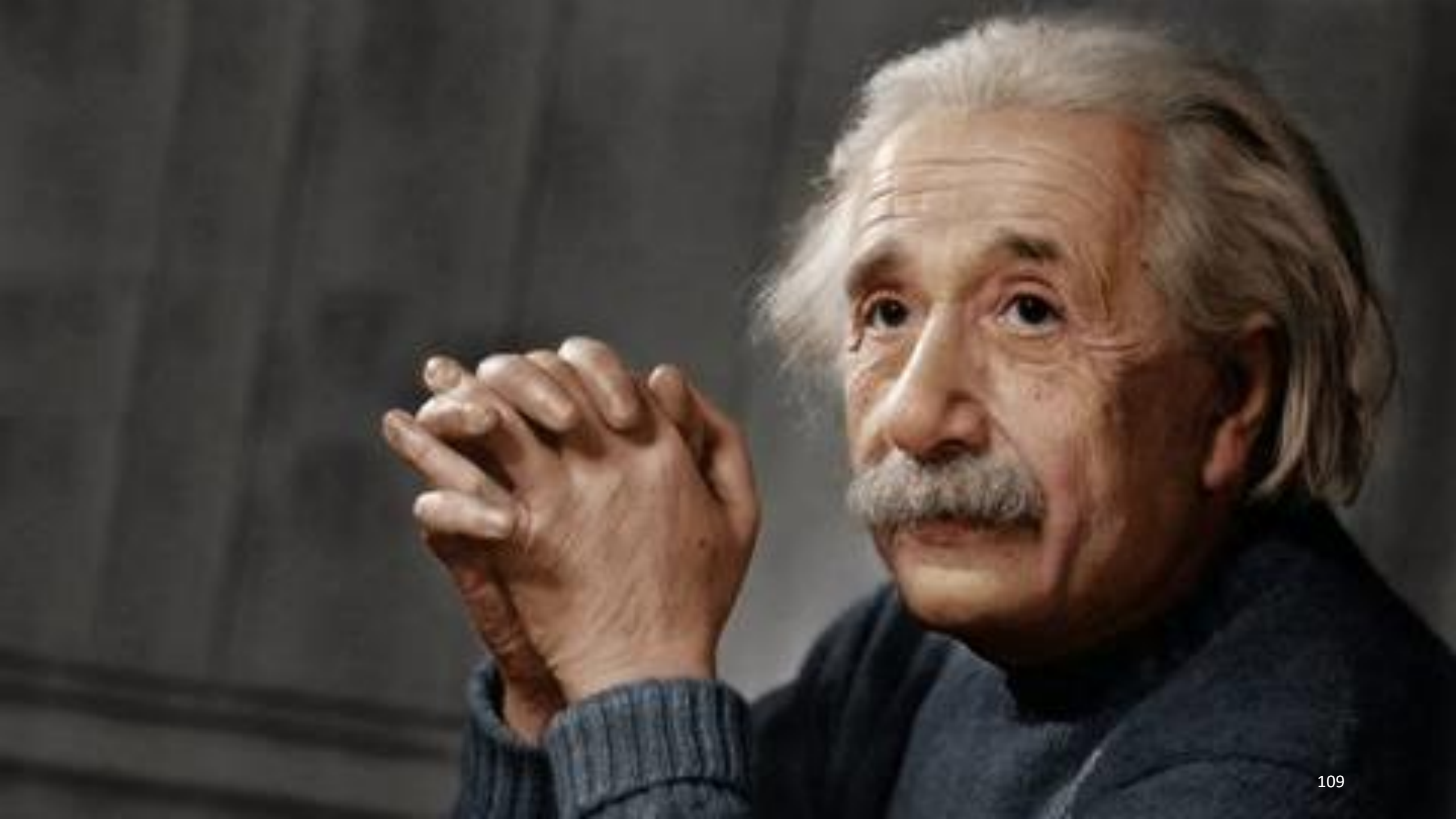
LEADERSHIP





Leadership Exercise

- **Leaders You Admire.**
- **Who are the leaders you admire?**
- **Why do you respect them?**
- **Please Describe your leadership style.**



What colors do you see in these people?



**Observing, Cautious,
Evidence-Based,
Practical, Reliable**



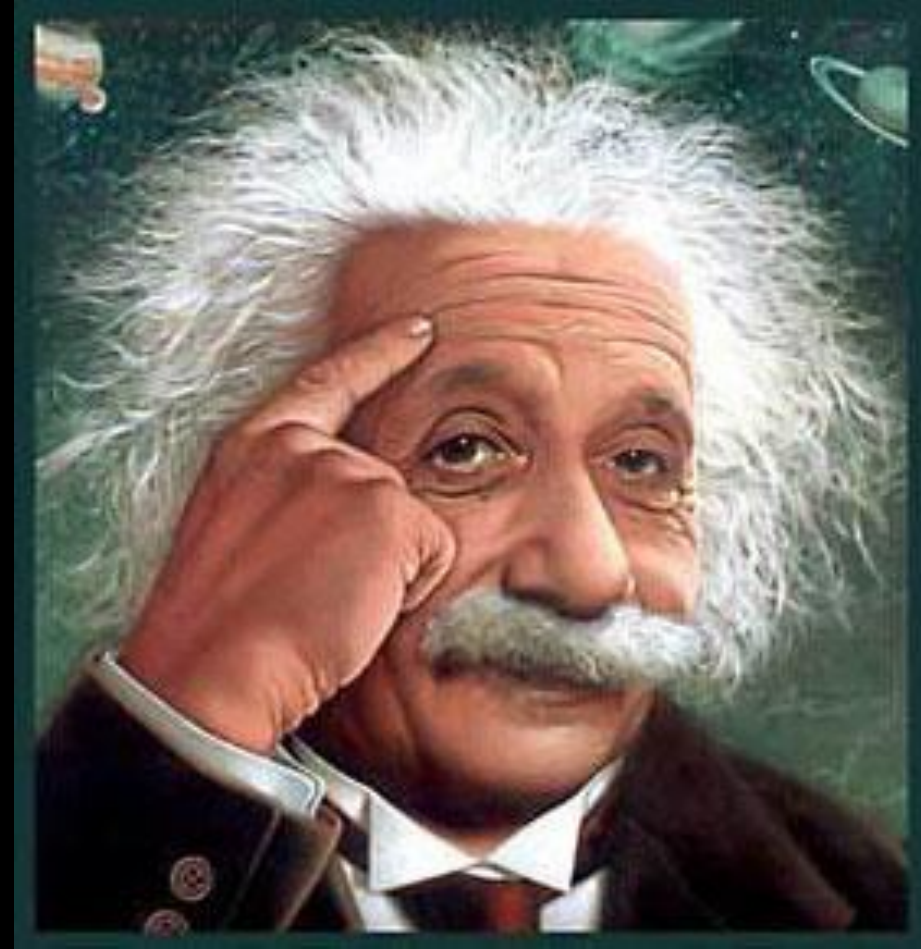
**Intimate,
Accommodating,
Collaborative,
Empathetic, Adaptable**



**Spontaneous,
Conceptual,
Imaginative,
Radical, Sociable**



**Takes Charge, Tough,
Competitive,
Logical, Purposeful**





What colors do you see in these people?



**Observing, Cautious,
Evidence-Based,
Practical, Reliable**



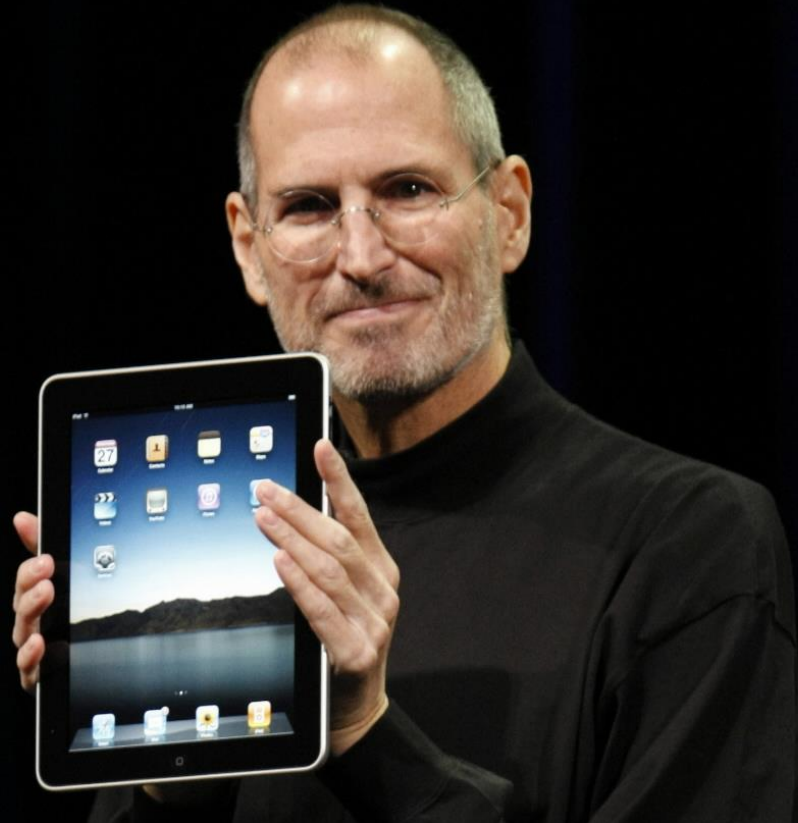
**Intimate,
Accommodating,
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Logical, Purposeful**





Be the change you want to see in the World.

-Mahatma Gandhi

What colors do you see in these people?



Observing, Cautious,
Evidence-Based,
Practical, Reliable



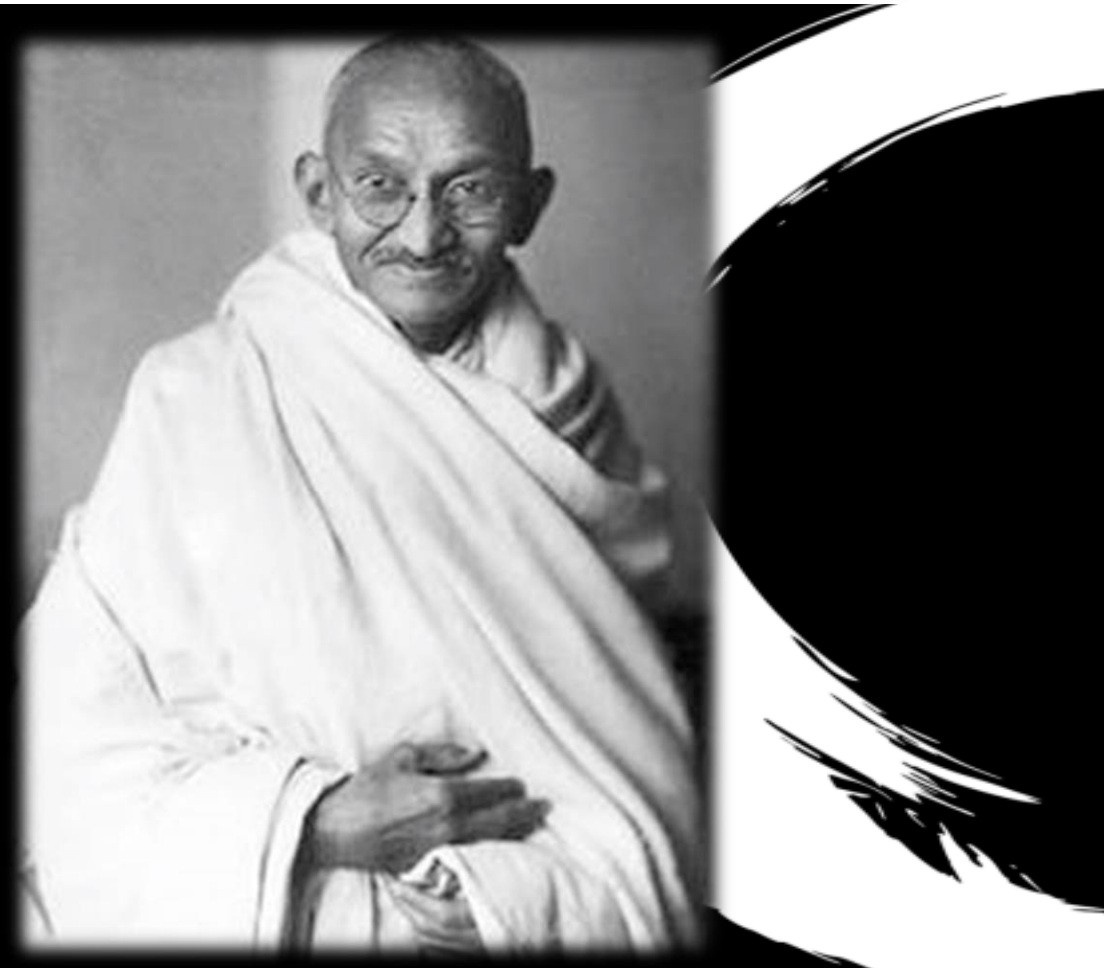
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What colors do you see in these people?



Observing, Cautious,
Evidence-Based,
Practical, Reliable



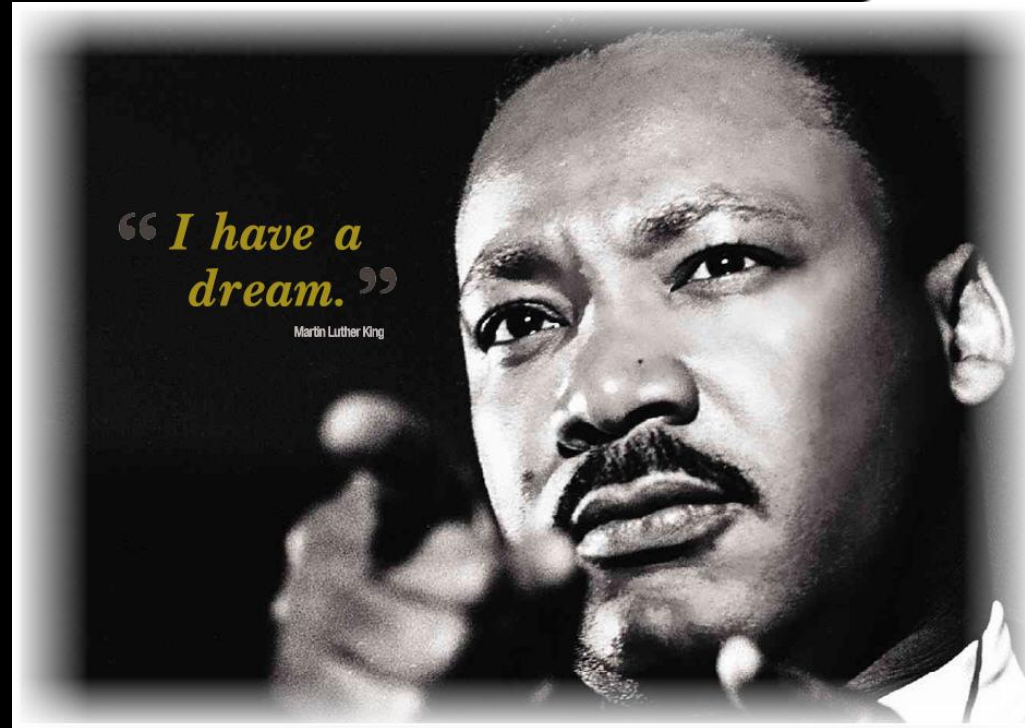
Intimate,
Accommodating,
Collaborative,
Empathetic, Adaptable



Spontaneous,
Conceptual,
Imaginative,
Radical, Sociable



Takes Charge, Tough,
Competitive,
Logical, Purposeful



“As we look ahead
into the next century,
leaders will be those
who empower others.”

Bill Gates



What colors do you see in these people?



Observing, Cautious,
Evidence-Based,
Practical, Reliable



Intimate,
Accommodating,
Collaborative,
Empathetic, Adaptable



Spontaneous,
Conceptual,
Imaginative,
Radical, Sociable

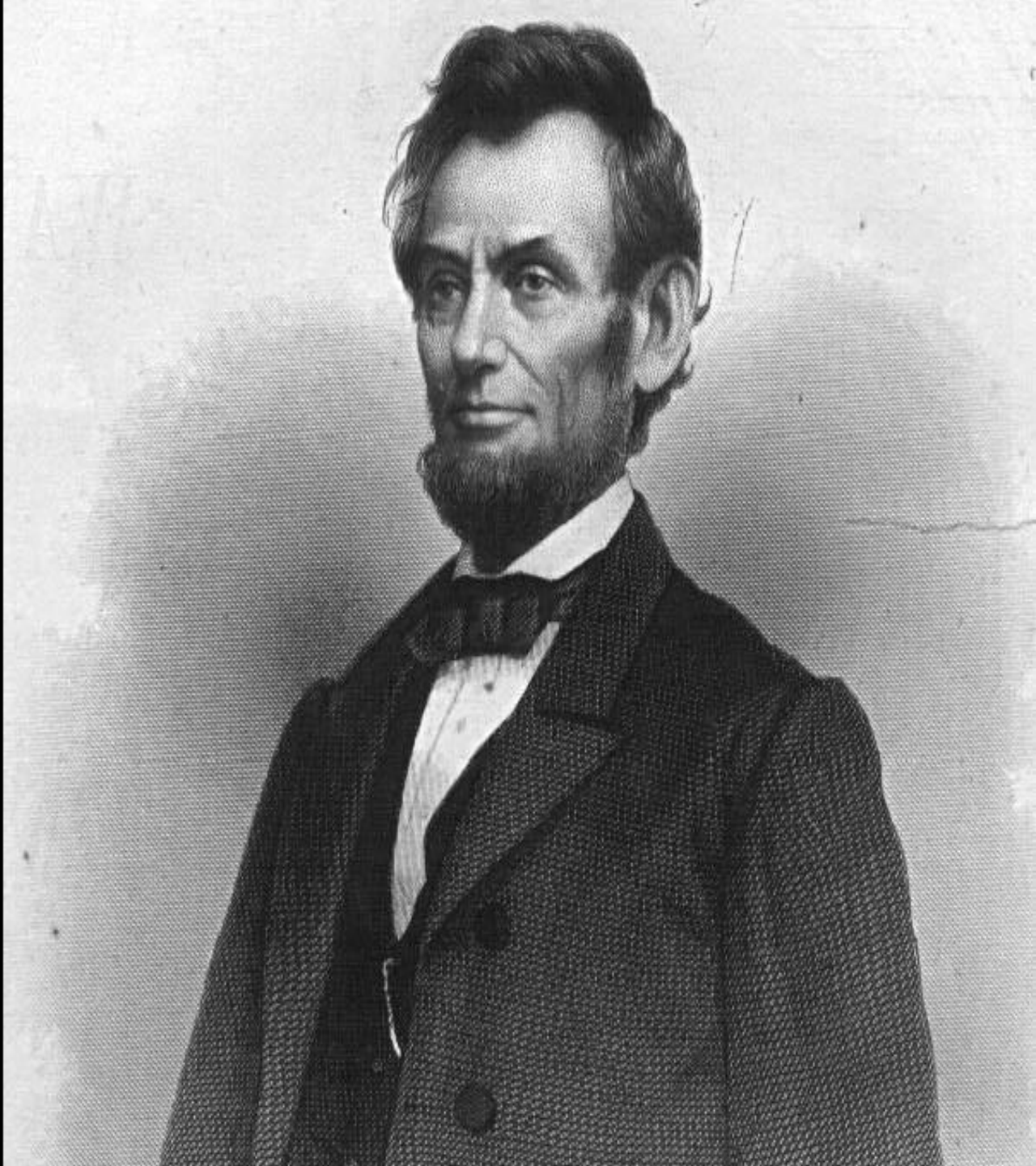


Takes Charge, Tough,
Competitive,
Logical, Purposeful



**“Do I not destroy
my enemies
when I make
them my
friends?”**

Abraham Lincoln



Norman
Schwarzkopf

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



Leadership
and Change

**WHAT WILL YOU
COMMIT TO DO IN THE
NEXT 30 DAYS AS A
RESULT OF THIS SESSION?**

Lesson 7

Supporting your staff

Over 150 years of collective Municipal Wisdom



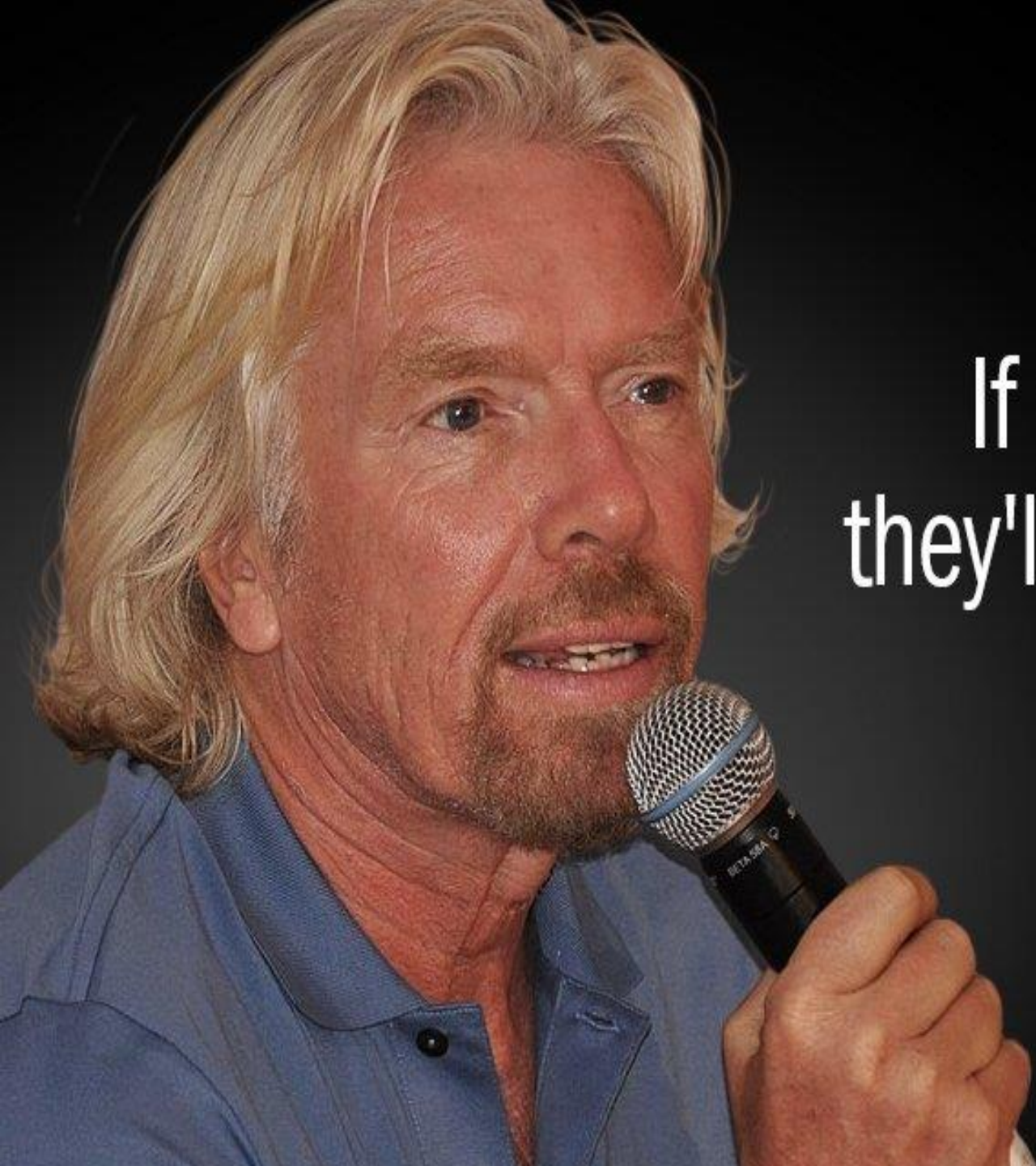
Luke Danes

“This thing we’re doing
here, you, me.

I’m in.


I am all in.”





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

– *Richard Branson*



How can you
look after your
staff?

Lesson 8

Roles and Responsibilities

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

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.”

**Agreement
around
Defined
Roles is
Critical for
Harmony in
the
Relationship**

When Council Snooperises operation
there are problems

When staff establishes priorities or
public policy there are problems

Both staff and Council are responsible
to recognize these issues and work to
resolve them and repair the
relationship





ROLE OF COUNCIL

Representing the public

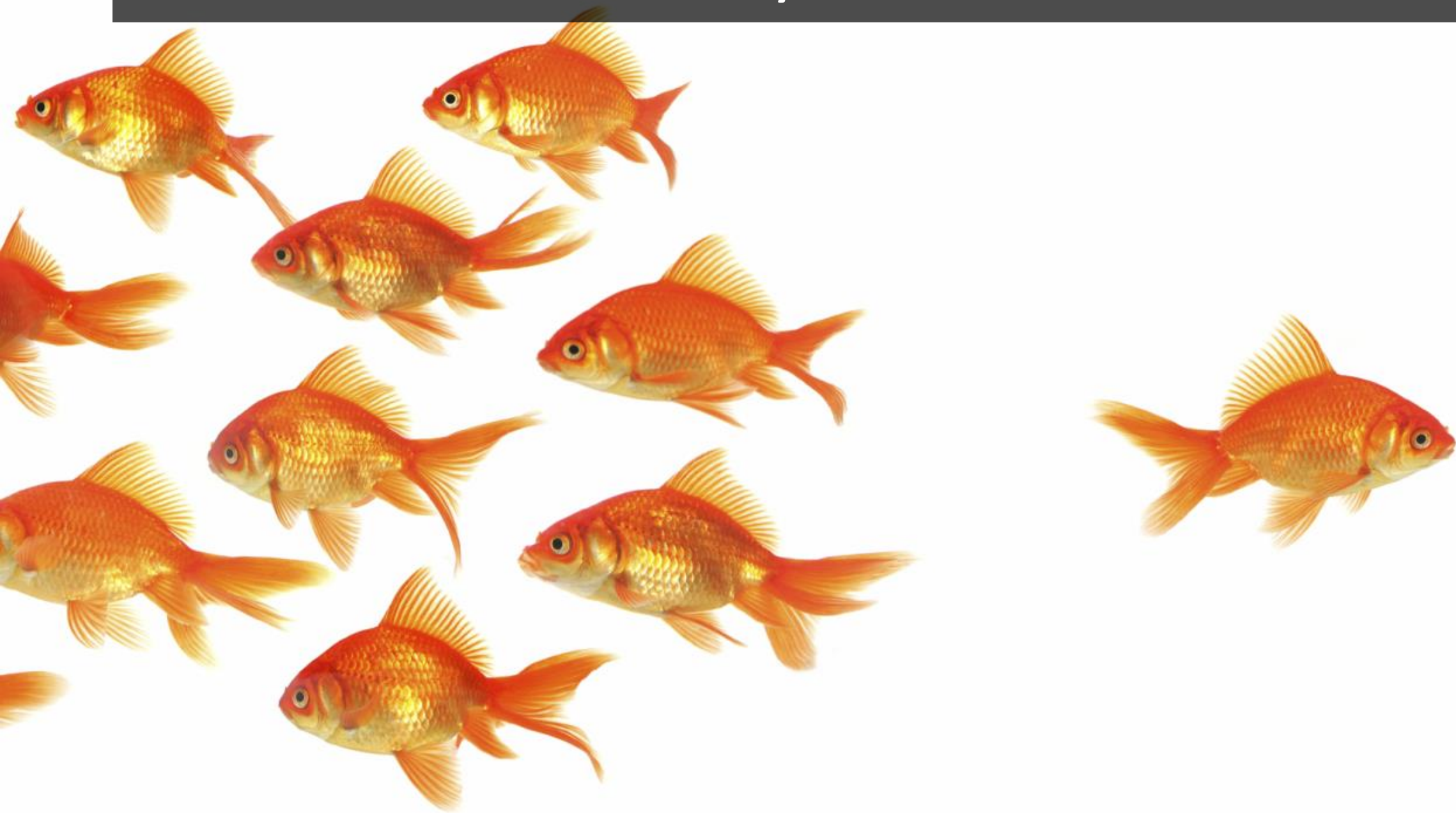
Developing and evaluating policies and programs

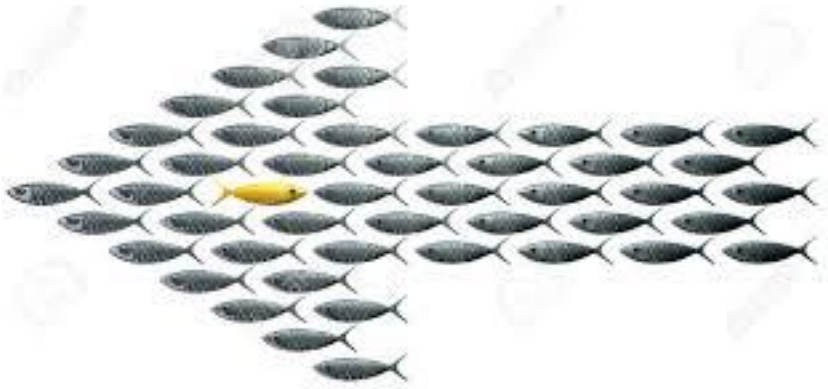
Maintaining fiscal integrity

Determining services

Ensure accountability and transparency

Authority of Council

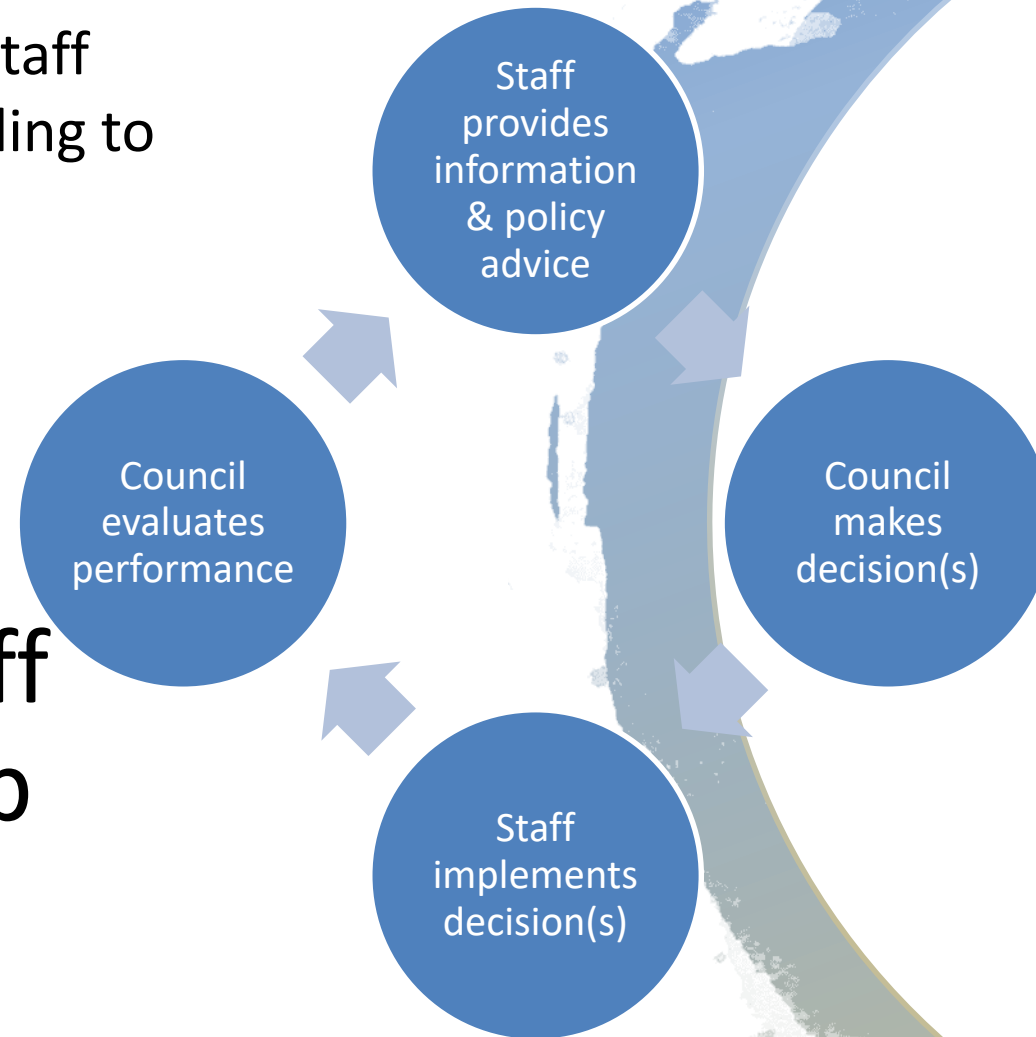




Principle of the
supremacy of
Council: Respect

A successful council-staff team operates according to defined roles

Council-Staff Relationship

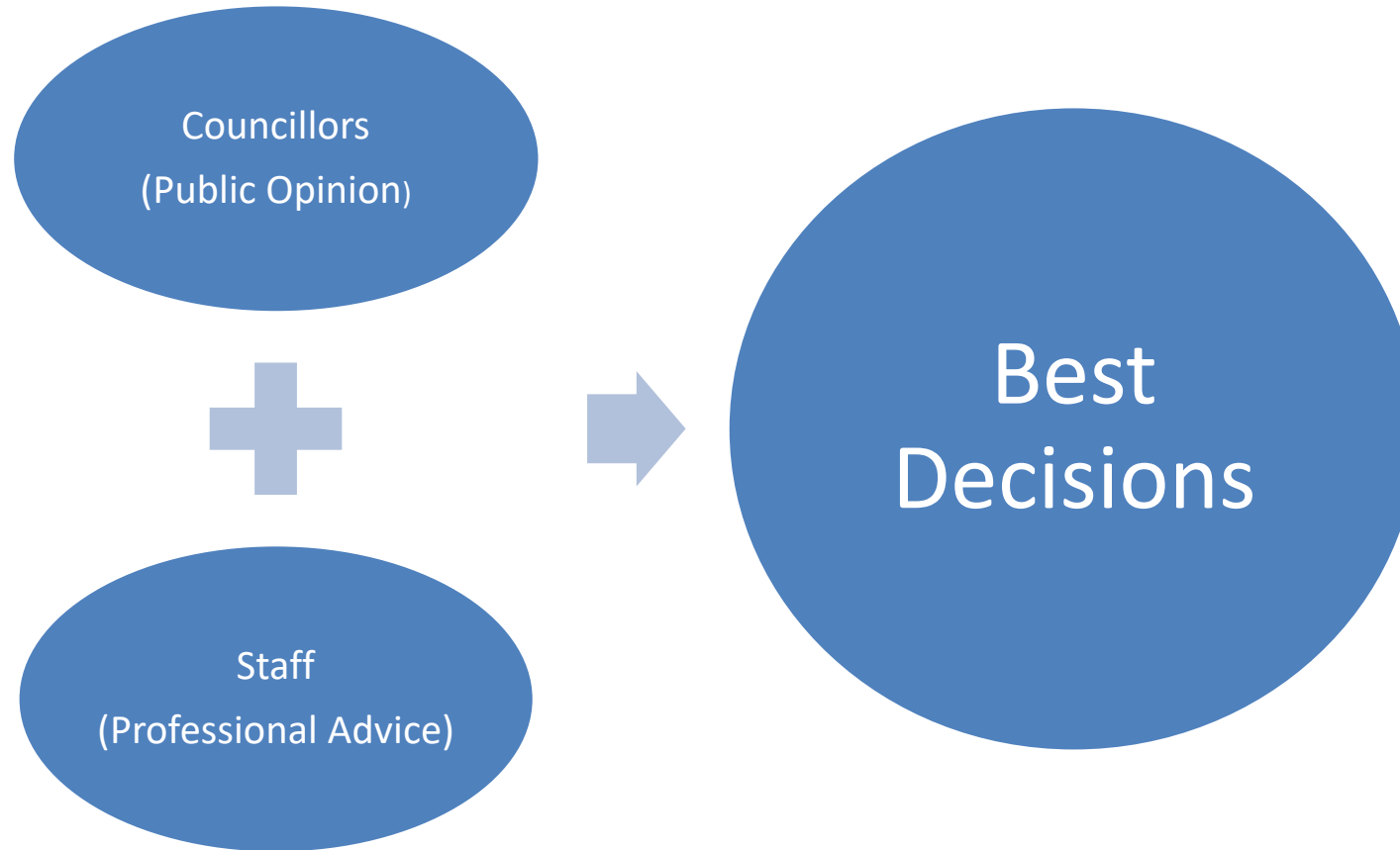


Council-Staff Relationship

- Relationship between Council & staff should be a respectful one of trust & a principle of joint ownership
- Both parties are charged with providing service to all citizens




Policy-Making Process





Scenario around road construction

- Councillor Rob Roads believes he is a road expert, after all he paved driveways for 5 years. He received a call from an important resident in the community who was complaining about the road construction on his street. Councillor Road now thinks he should supervise the construction project to accommodate the resident. Staff spend a great deal of time explaining to him technical detail of their operations, even operations that aren't the subject of reports to Council.
- Councillor Road goes so far as to insist that he be part of the road construction site meetings and is prone to 'pop' into staff meetings with members of the public in order to 'stay in the loop' on matters.
- What issues do you see arising as a result of Councillor Rob Road's behaviour? How would a policy on Council/Staff Relations address these issues?

A group of seven business professionals are seated around a large, polished wooden conference table in a modern office setting. The room has large windows in the background. The individuals are dressed in business attire. On the left, a man in a dark suit is gesturing with his hand while speaking to the group. The others are listening attentively. The table is set with papers, folders, and glasses of water. The overall atmosphere is professional and collaborative.

Most people who get
elected to council
have another job
where they are a 'in
the weeds' rather
than being a 'big
picture thinker', its
hard to change.
Training is required.



Councillor Staff Relations Scenario

- Councillor N. Charge got elected on a “I” know how to run a business’ platform and is constantly in the weeds at Town Hall. Staff spend a great deal of time explaining to her technical detail of their operations, even operations that aren't the subject of reports to Council.
- Councillor Charge goes so far as to insist that she be part of the negotiations with vendors, and is prone to 'pop' into staff meetings with members of the public in order to 'stay in the loop' on matters. She will also, with little or no notice, call staff into a meeting she's having with a third party.
- What issues do you see arising as a result of Councillor Charge's behaviour? How would a policy on Council/Staff Relations address these issues?

Lesson 9

Etiquette for Council Meetings



Etiquette for Council Meetings




Etiquette for Staff

- Prepare agendas well in advance
- Give Council time to digest info and ask questions
- Think of Council when writing your report, how will they respond to the political environment
- Provide well organized reports with clear analysis, options and recommendations
- Answer Council question during meetings by providing the facts
- Don't take Council's decision personally



Etiquette for Council

- Prepare for meetings by reading the agenda and reports in advance
- No surprises, let staff know about all your questions in advance and no new items
- Don't waste Council time asking your questions
- Your reasons for a decision can never include cutting up staff reports
- Respect Council and Staff time in meetings
- Come to meetings prepared to make decisions




Councillor Behaviour Scenario

- Consternation County Council is quite notorious for bad behaviour. Council meetings tend to be long and there is no shortage of 'friction'. That said, the business of the County gets done.
- At its last meeting, Councillor Suppa was, as usual, regarded as a challenge to the meeting chair. Endless motions, questions and the occasional point of order or privilege were all arrows in his quiver. At one point he called a colleague on Council 'stupid' and was asked to apologize by the Chair (having asked the Clerk for the appropriate reference in the Procedural By-law) and he complied.
- At the previous meeting he alleged a senior member of staff 'must be on the take'. At the meeting before that, he called a delegate a 'waste of skin'.
- What issues arise given the Councillor's behaviours?



Municipal Council has Divisions

- This puts staff in an awkward position.
- Staff advice almost always will favour one side's position over the others.
- It's hard to take direction from a fractured group and pass that direction onto municipal staff.
- Team building exercises help Council to function as a team



Councillor Behaviour Scenario

- Councillor Marty Mistakes looks hard to find mistakes that staff members have made. He publicly points out these mistakes and identifies the staff member involved including new or younger staff members. Marty likes to find spelling mistakes in municipal materials and reports but will also point out pilot projects that have not produced the results he wanted.
- What issues arise given the Councillor's behaviours? How will this effect staff confidence and desire to innovate?



Vince Lombardi


“ Praise in public;
Criticize in private.”



Lady Mary
Wortley Montagu

Integrity Matters

“Civility costs nothing
and buys everything.”



Questions from Council – Legitimate or Inappropriate...

Handout

Questions from Council – Legitimate or Inappropriate...

- Now that Council have set our priorities, can the CAO tell us what action is being taken on Ms. Smith's complaints about the neighbours unsightly premises? (IN)
- Is the proposed course of action in line with Council's approved corporate policies? (L)
- When does Council get to do a thorough line-by-line review of this year's budget? (IN)
- What will our approval of the proposed project do to our fiscal balance going forward? (L)

...Questions from Council – Legitimate or Inappropriate

- How many staff do our auditors have & what are their credentials? (IN)
- How have we sought the insights of our community on this project thus far? Are those efforts suitable? (L)
- What action has been taken by the Manager of Facilities with respect to the complaint we had a year ago about inadequate garbage pick-up at the arena? (IN)

Lesson 10

Political Fortitude



A white flag waving on a silver pole against a clear blue sky. The flag features a logo at the top with three distinct sections: a blue and white striped wave-like shape on the left, a central orange square containing a white building silhouette, and a green square on the right containing a white tree silhouette. Below the logo, the word "Orangeville" is printed in a large, blue, serif font. Underneath this, the words "Historic Charm" and "Dynamic Future" are printed in a smaller, blue, serif font, separated by a wide gap.

Orangeville

Historic Charm Dynamic Future

Political Fortitude

“Strength of mind that enables one to endure adversity with courage”



Dr. Robert Jarvik

“Leaders are visionaries with a poorly developed sense of fear and no concept of the odds against them. They make the impossible happen.”

Warden of Dufferin County four times



Headwaters Health Care Centre Board



Mayor of Orangeville three times -20 yrs



Attracted residential, commercial & industry development to town

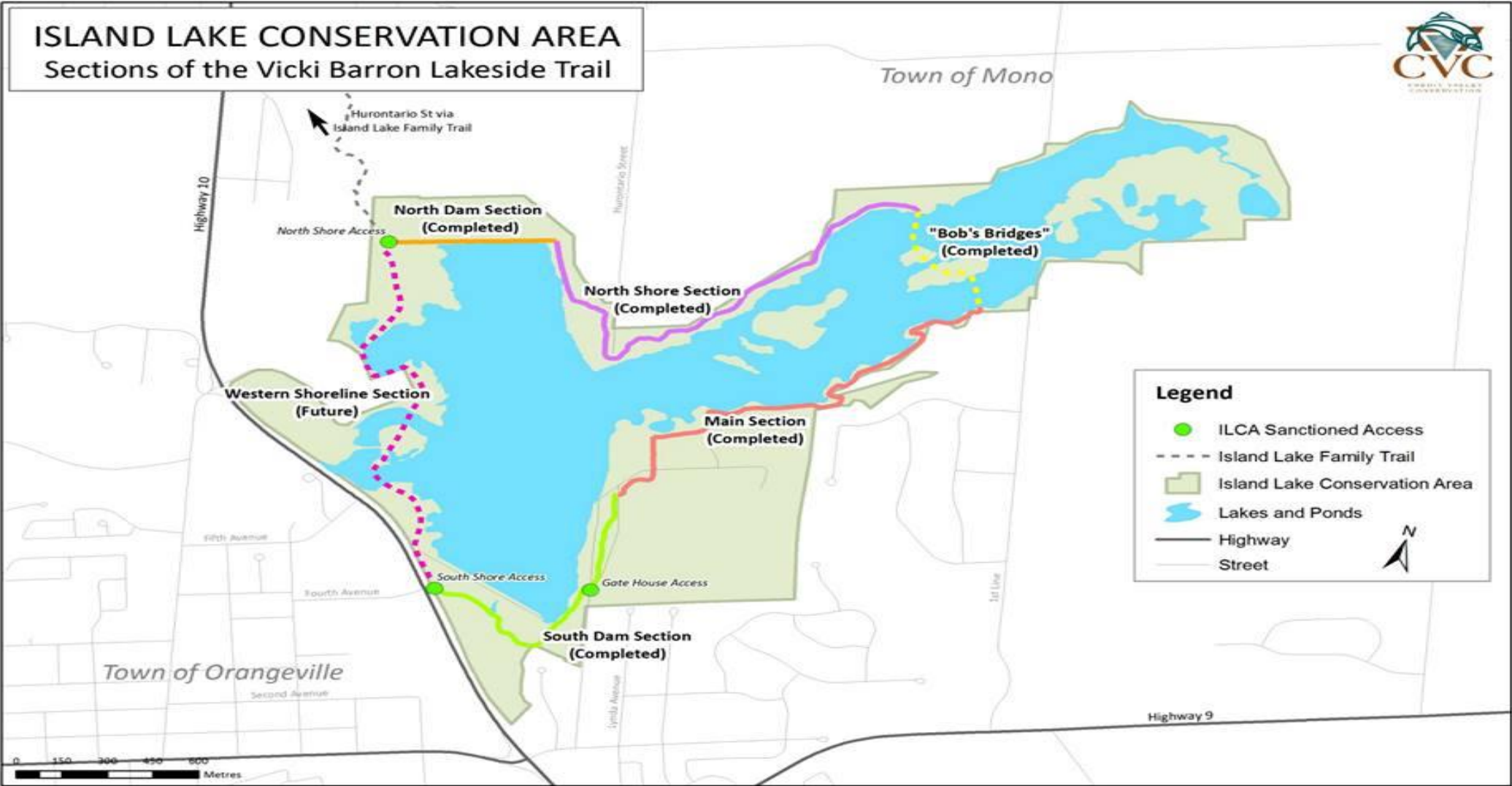


Purchased the railway from Miss. to Orangeville



**Manage & operate Orangeville's
Credit Valley Explorer**

Island Lake Trail System



Revitalized the downtown





Orangeville's Broadway wins top street in Canada



Warren G Bennis

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



What's your BHAG?

Individual agendas are set aside & the best interests of the whole community are placed at the top of any discussion.





Tail wagging the Dog

Remember a decision or issue when staff's report made a great recommendation, and you knew what the right decision was, but because of people in the audience you changed your vote or delayed a decision.



What are your goals
to make
your municipality Better?

Invest in your community



Warren Buffett

“Someone’s sitting in the shade today because someone planted a tree a long time ago.”

Lesson 11

The Tools you need

Tools to Building Strong Relations and Good Communication



Tools to Build Strong Relations and Good Communications

- Council-Staff orientation
 - Council team building and team dynamics
 - Leadership training
 - Values and character training
-
- Social events to interact and build relationships as people
 - Regular communication
 - Rules of etiquette



NATIONAL BESTSELLER

“Profound...Engaging...and packed with insights. I couldn’t recommend it more highly.”

—Stephen R. Covey

LEADERSHIP *and* SELF- DECEPTION

Getting Out of the Box

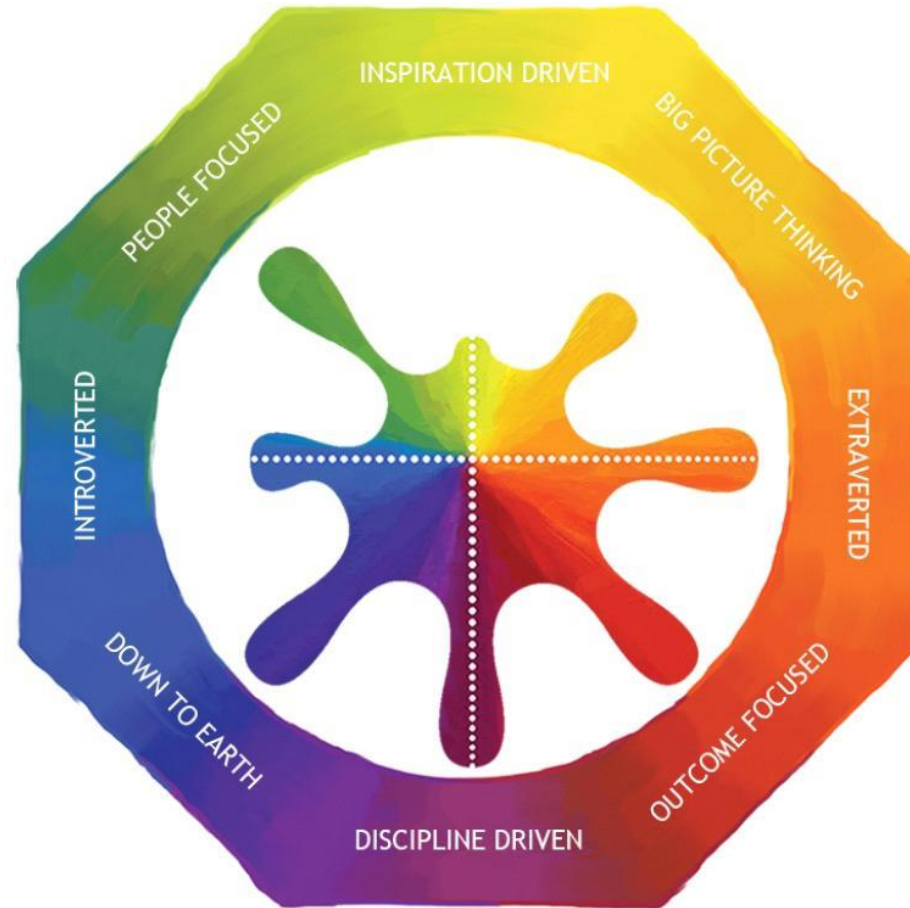
The Arbinger Institute

READ BY WILLIAM DUFRIS | UNABRIDGED

Speed Dating



Lumina Leadership training



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.”



“A municipal council is a collection of diverse individuals applying their variant opinions to a multiplicity of complex problems.”



The power of Strategic Plans

Yogi Berra

“The future ain’t what it
used to be.”

The seal of Orange County, California, is positioned above the word "Orangeville". It features a blue and white striped sail, a yellow and orange building, and a green field with a tree.

Orangeville
Historic Charm Dynamic Future





Strategic Planning

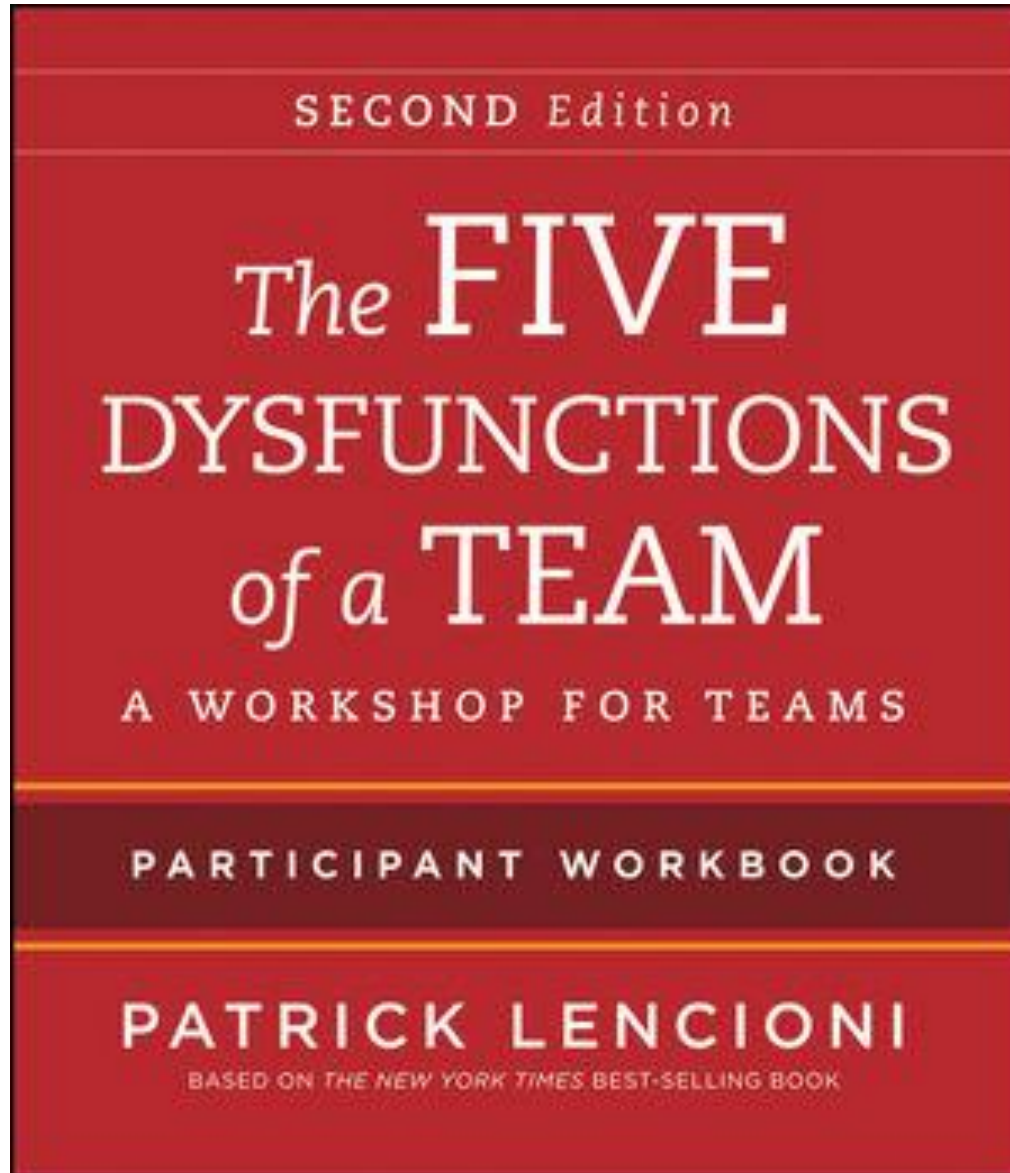
Conversion of the initiatives into financials

The plan dovetails nicely with the annual budget

Strategic plans become the budget's descriptive front end



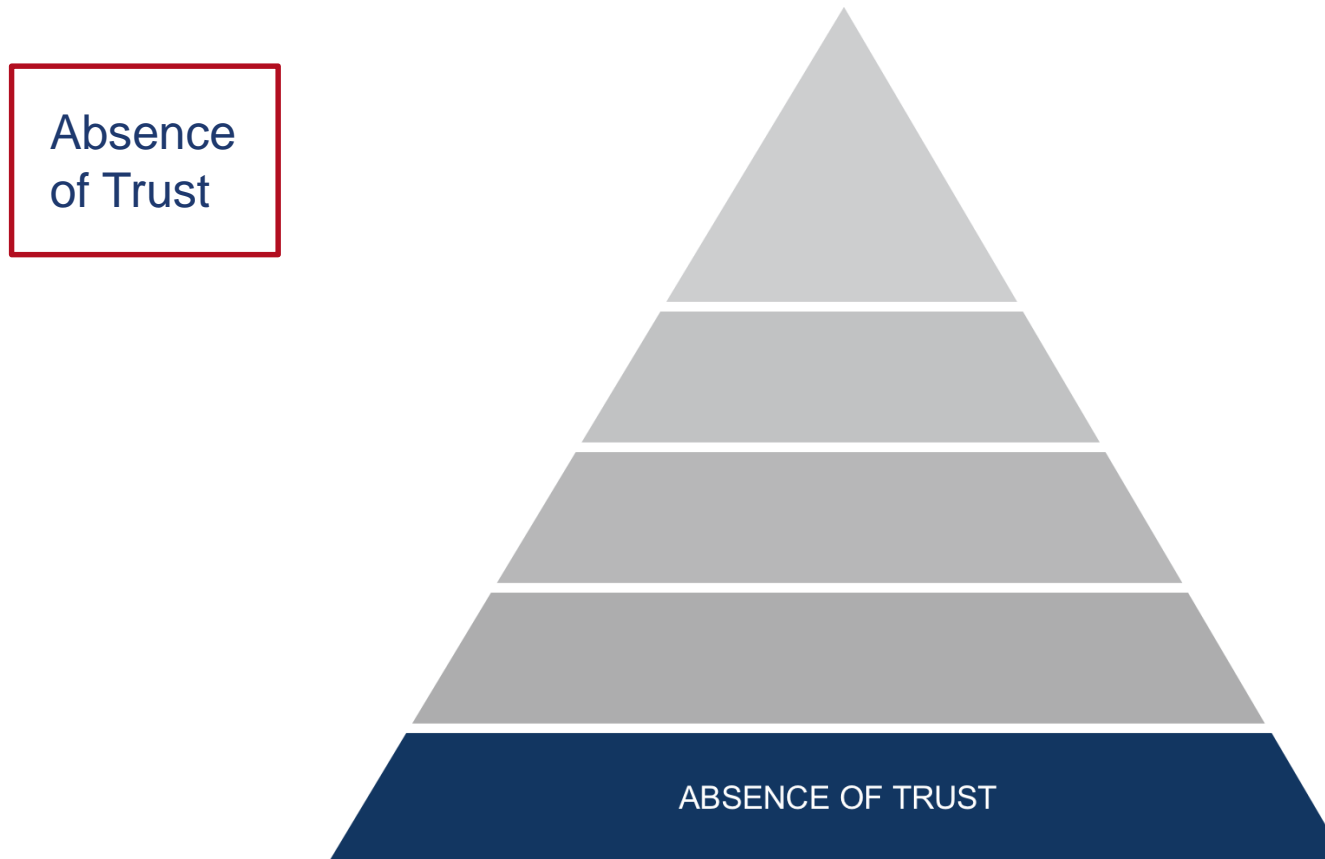
Gamify Your Most Important Tasks
Monopoly night for Strategic planning



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

	Trust	Conflict	Commitment	Accountability	Results
<u>Combined Average</u>	3.2	3.6	3.7	3.0	3.1
<u>Scoring Interpretation</u>					
<u>Low 3.24 & below</u>	3.2			3.0	3.1
<u>Medium 3.25 to 3.74</u>		3.6	3.7		
<u>High 3.75 & above</u>					

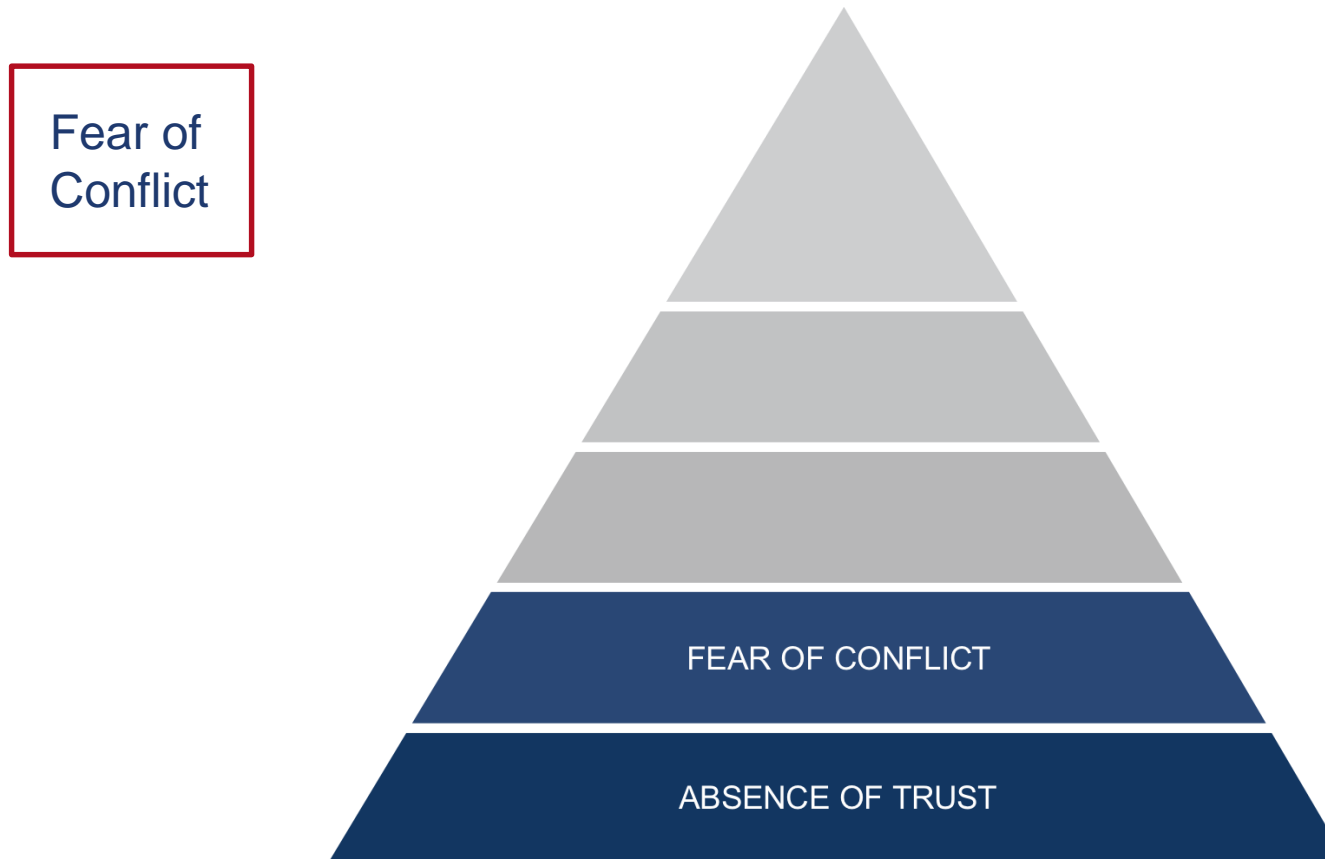
THE FIVE DYSFUNCTIONS MODEL



Trust

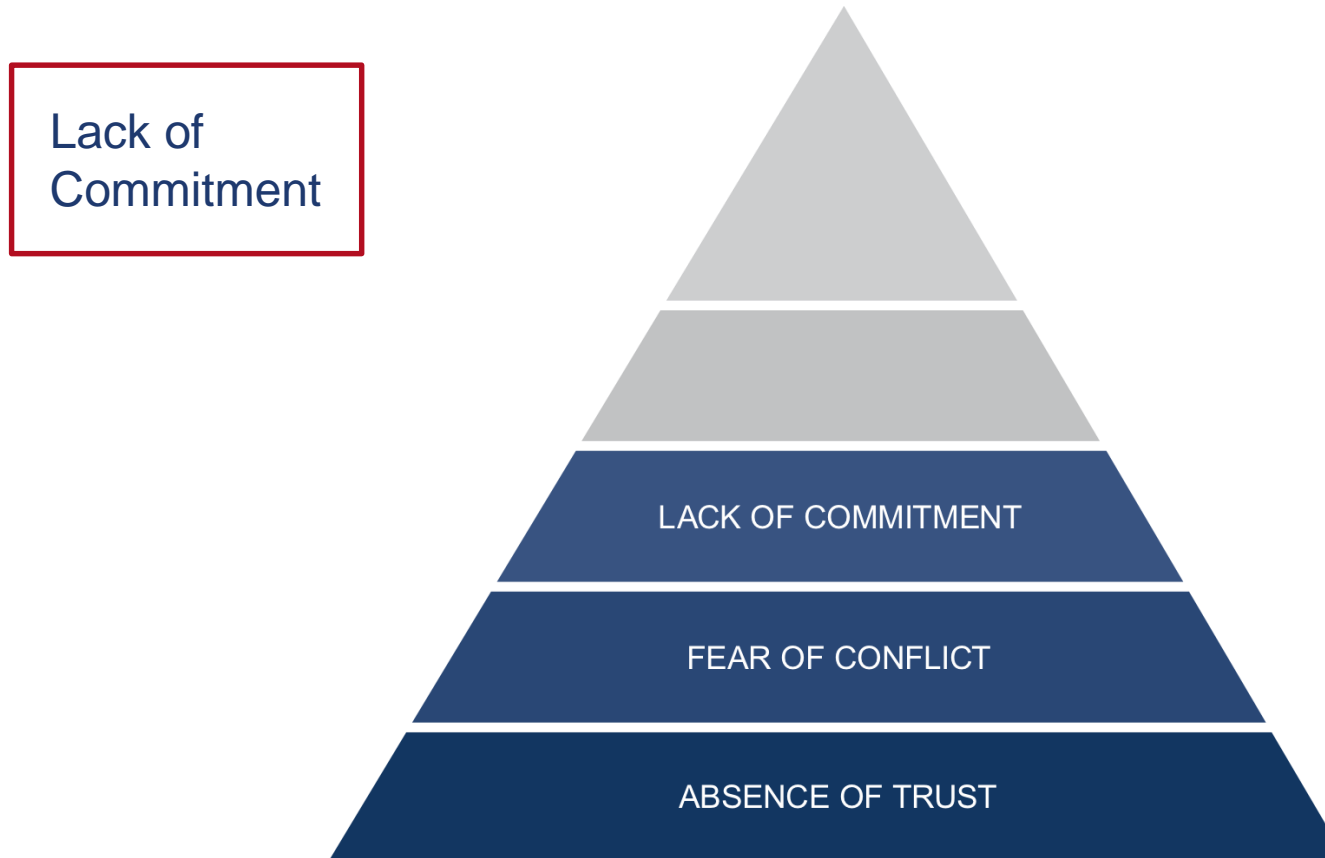


THE FIVE DYSFUNCTIONS MODEL





THE FIVE DYSFUNCTIONS MODEL



I FIND YOUR LACK OF
COMMITMENT

DISTURBING

THE FIVE DYSFUNCTIONS MODEL



A word cloud centered around the word "Accountability". The word "Accountability" is the largest and most prominent, written in white. Surrounding it are various related terms in different colors (yellow, green, blue, and white) and orientations (horizontal and vertical). The words include: Values, Morals, LIABILITY, Honest, Ethics, Job, CARE, BUSINESS, Honesty, Accountable, CORE VALUES, PRIDE, OWNERSHIP, VIRTUOUS, ACTIONS, TRUST, Integrity, RESPONSIBILITY, ACTIONS, Honorable, Diligence, ETHICAL, RESPONSIBLE, Blameworthiness, TRUST, Ethical, Reliable, Commitment, Governance, STABILITY, MORAL, Function, and Responsibility.

Values
Morals
LIABILITY
Honest
Ethics
Job
CARE
BUSINESS
Honesty
Accountable
CORE VALUES
PRIDE
OWNERSHIP
VIRTUOUS
ACTIONS
TRUST
Integrity
Accountability
RESPONSIBILITY
ACTIONS
Honorable
Diligence
ETHICAL
RESPONSIBLE
Blameworthiness
TRUST
Ethical
Reliable
Commitment
Governance
STABILITY
MORAL
Function
Responsibility

THE FIVE DYSFUNCTIONS MODEL



↑ RESULTS






Blog Scenario

- Councillor Black is a member of Council who prides herself on keeping her constituents well-informed. Because there is no local paper, Councillor Black regularly posts a blog of current Council decisions and issues.
- Recently, she learned that two of the most senior administrative staff are paid more than the stated staff salary grid shows for their job category. She approached the Mayor about this, but was told this was negotiated years ago and to leave it alone. She asked for a report on staff salaries, and was not satisfied with what was provided.
- She is starting to suspect that Council is intentionally being kept in the dark. She believes she was elected on a platform of transparency and accountability and a promise to hold tax increases close to zero. She has been frustrated by the annual budget exercise, in which Council are regularly told they need to increase the budget by 5%, largely due to salaries.
- She wants to let her constituents know she is trying to hold the line on the budget, and that she is getting the run-around from senior staff and the Mayor on senior staff salaries.
- She wants to talk about these issues in her up-coming blog. Does Councillor Black have any concerns?





What does a
high functioning
Council-Staff
relationship
look like?

~~Negative~~

THINK

Positive



Peter C.
Newman

“A leader is one with a knowledge of the past, grasp of the present, and a desire to enlarge the future.”



Thank you

Rob Adams CAO Whitchurch-Stouffville
rob.adams@townofws.ca