Resiliency and Renewal -- nurturing yourself and your organization

Webinar 1:00 – 2:30 p.m. PT, Wednesday, April 24, 2013

Cal-ICMA Coaching Program in partnership with
Arizona, Colorado, Illinois, Michigan, Minnesota, Oklahoma, and Oregon
ICMA State Associations

*** Advance registration required for this no-charge webinar:
https://www1.gotomeeting.com/register/593048992

Presenters:
* Sharon Landers, Assistant City Manager, Irvine, CA
* Andrea Lueker, City Manager, Morro Bay, CA
* Rocky Rogers, City Manager, Sand Springs, OK

Panel Discussion Topics:
1. How are changes in local government affecting the workforce?
2. What are strategies for personal and organizational renewal?
3. What can people at various levels in the organization do to thrive in this environment?
4. What are evolving best practices for keeping a sense of balance in the "new normal"?
5. What resources can local government professionals tap?

Audience: all employees

1. Register in advance for the webinar:
There is no charge for participating in the webinars, but each requires advance registration.
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2. Connect with the webinar and audio:
Use your logon information from the email confirmation you receive via email from GoToWebinar. We recommend the telephone option dial-in number provided by GoToWebinar for sound quality. Depending upon your internet connection, VOIP option for audio (computer speakers) can have delays or sound quality issues.

3. Ask questions:
You may submit questions anonymously via email to Cal-ICMA@DonMaruska.com in advance or via the webinar during the panel discussion. As moderator for the session, Don Maruska will pose the questions.

4. Presenters’ presentation materials:
We post these with the agenda at “Live Audio & Archives” tab of www.cal-icma.org/coaching. The PPT will be available about 2 hours before the webinar.
After a webinar occurs, a digital recording along with the PowerPoint materials and results of the polling questions will be available after 24 hours at the "Live Audio & Archives" tab of www.cal-icma.org/coaching.

Post-Webinar Group Discussions

Many agencies are organizing groups to participate in the webinars (live or recorded) and discuss the topics among themselves after the webinars. Some are summarizing their discussions and distributing them to managers throughout their organizations. Use the Cal-ICMA Coaching Program as an effective way to enhance professional development in your agency. Here are some discussion starters for this session.

a. What issues and challenges are affecting our workforce?
b. What ideas and examples from the webinar might help us cope and thrive?
c. What can we begin to do now to experience the resiliency and renewal that we’d like to enjoy?

MORE RESOURCES--See the "Coaching Corner" at www.cal-icma.org/coaching for valuable resources to boost your career. Sign up for the complimentary email list to keep informed of future sessions and resources at www.cal-icma.org/coachingList.

We appreciate the sponsors for the Cal-ICMA Coaching Program. They include:
Platinum Sponsors: CA Communities Joint Powers Authority, Chevron, and Pacific Gas and Electric Company
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Enjoy the resources and support to thrive in local government.

Don Maruska, MBA, JD, Master Certified Coach
Director, Cal-ICMA Coaching Program
Author of “Take Charge of Your Talent” www.TakeChargeofYourTalent.com
Sharon Landers, Assistant City Manager, Irvine, CA

Sharon Landers has been Assistant City Manager with the City of Irvine for 7 years. In this capacity, she assists the City Manager in all aspects of city management and operations, and oversees Community Development, Community Services, Public Works, Finance and Administration, and the close-out of the City’s redevelopment activities.

In addition to her ACM responsibilities, she served as Interim CEO to the Orange County Great Park Corporation for a period of a year beginning in July 2007. Positions she held before joining the City of Irvine include:
- Assistant Chief Executive Officer of the San Jose Redevelopment Agency,
- Principal of her own management consulting company,
- Deputy Chief Executive Officer of the Los Angeles County Metropolitan Transportation Authority,
- Deputy Commissioner of the Department of Transportation for the State of New Jersey,
- Advisor to the Mayor of the City of New York on transit and air quality issues, and
- General Counsel for the New York City Department of Transportation.

Sharon has a Juris Doctorate from Albany Law School, Union University, and is admitted to the Bar of the State of New York and the US Supreme Court. She has a Bachelor of Science Degree in Computer Science and Psychology. Sharon has been recognized by her alma mater, Albany Law School, with an Excellence in Government Award. While serving as Assistant CEO of the San Jose Redevelopment Agency, Sharon was the recipient of the Silicon Valley Business Journal’s Influential Woman in Business Award.

Andrea Lueker, City Manager, Morro Bay, CA

Andrea has been in municipal government for over 26 years with the last six being the most fascinating as the City Manager for the City of Morro Bay. She is an optimist and has a healthy sense of humor, both of which have proven to be very important in the role of City Manager. Andrea enjoys working in a small coastal community as it provides a different adventure each day with a wide variety of experiences. Andrea has a Bachelor’s degree from Colorado State University (GO RAMS) and a Master’s Degree from Cal Poly. She is active in the League of California Cities, a credentialed City
Manager through ICMA and president of the Central Coast Area City Manager group as well as a member of a number of other organizations.

On the personal side, Andrea is married, has one daughter, Catalina, who attends college in Santa Cruz. One dog, two cats and her husband Richard reside with her in Los Osos, California. When not working Andrea is a competitive triathlete, has a green thumb and for purposes of sanity takes herself on a yearly solo surf trip to places like Mexico, Nicaragua, or Costa Rica.

Rocky Rogers, City Manager, Sand Springs, OK

Rocky is married to his wife Kathy of nearly 27 years. He enjoys scenic walks, reading and visits with family. He served in the US Air Force on Active Duty for 11 years and afterwards served 11 more years with the Air National Guard for a total of 22 years military service.

Rocky received his bachelor’s degree from NSU, Tahlequah and his MBA from the University of LaVerne in LaVerne, California. He also holds a Certificate in Advanced Management from Cal Poly in San Luis Obispo, California.

Rocky has served in local government since 1986 and as a City Manager since 2008. He is currently the City Manager of Sand Springs serving in this position for the past 22 months.
Resiliency and Renewal

April 24, 2013

Cal-ICMA
California Consortium
A State Affiliate of ICMA
Coaching Program: 10\textsuperscript{th} year

Preparing the Next Generation Committee

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                Northern California, Municipal Management Association of Southern California,
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                 Association (CPAAC), Davenport Institute for Public Engagement at Pepperdine, Liebert
                 Cassidy Whitmore, and Stone and Youngberg
Overview of Session

1. How are changes in local government affecting the workforce?
2. What are strategies for personal and organizational renewal?
3. What can people at various levels in the organization do to thrive in this environment?
4. What are evolving best practices for keeping a sense of balance in the "new normal"?
5. What resources can local government professionals tap?

Sharon Landers, Assistant City Manager, Irvine, CA
Andrea Lueker, City Manager, Morro Bay, CA
Rocky Rogers, City Manager, Sand Springs, OK

Don Maruska, Director, Cal-ICMA Coaching Program

...and polls and questions along the way.
Resources and Feedback

Go to “Live Audio & Archives” tab at [www.cal-icma.org/coaching](http://www.cal-icma.org/coaching) for recordings of this webinar and other professional development resources.

Sign up for the complimentary email list to get immediate notices of registration details for future webinars. [www.cal-icma.org/coachingList](http://www.cal-icma.org/coachingList)

1-2:30 p.m., PT, Wed., September 11

Follow us online [Facebook](http://facebook.com)  [Twitter](http://twitter.com)
Polling Question #1

How many people are participating at your location?
How are changes in local government affecting the workforce?
The Great Recession
I DON'T KNOW WHY, BUT GAS IS DROPPING LIKE A STONE! I CAN AFFORD TO DRIVE TO MY JOB AGAIN!

YOU STILL HAVE A JOB?
Salaries, pensions, and budget woes
Pensions could be credit problem for cities

Municipalities face spiraling outlays for pensions, health care for retirees.

Headlines

The real bubble is the pension crisis
Editorial: The state's pension-spiking crisis is about to burst.

Squeeze tightens in San Bernardino bankruptcy.

City's post shocker pay data:
Transparent, or incendiary?
Paying for pensions, or police

Reamed by retirements
Story Highlights: Municipalities face spiraling outlays for pensions, health care for retirees.

Pension funds still in denial
More realistic investment estimates would reveal the true size of looming funding gap

Pensions in play at Stockton bankruptcy trial
- City wants pension liabilities untouched; others want pain shared
"The salary is excellent and the benefits are outstanding. So... which would you prefer?"
Transparency

Records Responsive to
Request No. 2008-358-77
FOIA Requests Nos. 2009-15
and 2010-282
“If we do applaud transparency, will anyone see it?”
Bad publicity can be long-lasting
Recipe for Shifting Politics

Ingredients:
Economic Downturn
Financial Woes
Layoffs/Furloughs
Service Reductions

Directions:
• Stir ingredients over stove until just below a boil.
• Slowly add in Term Limits & turn heat up.
• Bake on HIGH for 5+ years until electeds turn-over.
• You will be done when you see CHANGE.
Change

• It’s out of your control?

• You can’t predict what will change!

• You don’t like change!!

“Remember, Higgins, for you my door is always open.”
Prepare for Change?

- NYS Governor: Hugh Carey to Mario Cuomo
- NYC Mayor: Ed Koch to David Dinkins
Polling Question #2

What’s your experience with change in local government?
Take Control

- Update Resume
- Strengthen Skills
- Build your Network
- Join Professional Organizations
- Test the Market
Learn Your Environment!

- Stay on top of your game!
- Follow the campaigns, listen to the rhetoric.
- Learn all you can about the newcomers.
- Understand how their interests differ from predecessors.
- Prepare yourself to make adjustments
  ✓ Requires change in mind set
Master Your Environment!

- Consistently provide accurate information
  - Be a great resource

- Don’t be a cheerleader for previous policies
  - Stick to the facts

- Answer the questions
  - Don’t try to tell all you know

- Communicate up and down well
Thrive in Your Environment

- Embrace change
- Look forward, not back
- Stay positive, Stay focused
Renewal

- *Eat well*
- *Exercise*
- *Sleep*
- *Relax*
- *Find the balance*
Conclusion

• Be prepared for change
• Learn & adjust to your environment
• Keep your focus
• Stay balanced
Materials You May Find Helpful

- *Thought Leaders, Essays From Urban Innovators*, Edited by Simon Willis
- *Leadership Made Simple, Practical Solutions to your Greatest Management Challenges*, Ed Oakley & Doug Krug
- *Enlightened Leadership, Getting to the Heart of Change*, Ed Oakley & Doug Krug
- *Overcoming The Five Dysfunctions of a Team*, Patrick Lencioni
- *Islamic Imperialism, A History*, Efraim Karsh
- *Democracy at the Doorstep, Too!*, Mike Conduff & Melissa Byrne Vossmer
- *Pop! Stand Out in Any Crowd*, Sam Horn
Polling Question #3

Which of the following change strategies have you implemented?
“Life is either a daring adventure or nothing at all.”

Helen Keller
Congratulations!

You are now a proud member of the

New Normal
Best Practices for the New Normal

- Have an attitude
- Have a system
- Avoid the experience trap
- Consider every position as your own
Best Practices for the New Normal

- Conflict often is a prerequisite to solution
- Permanent vs. Band-Aid
- Agreement and Commitment or Love and Happiness
The New Normal in Your Professional Life

=

The New Normal in Your Personal Life
“You were once wild here. Don’t let them tame you!”

Isadora Duncan
Rejuvenation/Renewal Helper

Humor
Build Confidence
Laugh
Reach Out
Don’t Let Perfect Ruin Good
Comb Your Hair
Center Your Zen
Rejuvenation/Renewal Helper

R.E.S.P.C.T
Challenge Yourself
Practice Optimism
Don’t take things personally
Just say yes
In Closing

Our lives are not determined by what happens to us but by how we react to what happens, not by what life brings to us, but by the attitude we bring to life. A positive attitude causes a chain reaction of positive thoughts, events and outcomes. It is a catalyst, a spark that creates extraordinary results.
Anonymous
Great Reading

**Lean In** by Sheryl Sandberg

**Tuesdays with Morrie** by Mitch Albom

**Oh, The Places You’ll Go** by Dr. Seuss

**The 5 Dysfunctions of a Team** by Patrick Lencioni

**The 5 Temptations of a CEO** by Patrick Lencioni

**The Radical Leap** by Steve Farber
Polling Question #4

Which of these practices fit for you?
Resiliency & Renewal
Nurturing Yourself and Your Organization
So What Makes a City Resilient?

The People

RIGHT!
HANG ON A MINUTE

What if there is Apathy or Laziness?

What if Cities Experience Disasters?
OK...So What Makes A City Resilient?

The Spirit of the People

What’s Inside Them

Let’s Talk about it
Nurturing Yourself

• The Way I WORK
  • My Expectations
    • What I have Influence and Control Over
    • What I Don’t
  • My Relationships
    • How I approach each one
    • How I leave each one

• The Way I LIVE
  • My Expectations
    • Balance
  • My Relationships
    • Communication
  • My Health
    • What I eat
    • What I do

• The Way I THINK
  • My Mindset
    • Positive, Negative, Realistic, Fantasy, Global, Local, Blank
Tale of Two California Cities

Pismo Beach, Ca.
- Organization
- Community
- Council
- City
- Business Vs. Government
- Business Owners Agenda vs. City Management
- Large Turn over of Management

Reedley, Ca.
- Organization
- Community
- Council
- City
- Struggling Class vs. Government
- City Struggling with Who They Are
Then Comes Sand Springs

• Organization
• Community
• Council
• City

• Living in the Shadow of Tulsa
• Struggling with identity; its past
• Controlling Land Owners
Nurturing The City of Sand Springs, Oklahoma

• The First Year - Establishing Relationships
  • Council
  • Assessing The City
    • Budget
    • Morale
    • Community
    • Expectations
  • Engaged the Employees
  • Introduced New Ideas
  • Made small but substantive changes
  • Met with Community Leaders, organizations, various government agencies and surrounding City Managers/Leaders

• Going Forward - Growing Relationships
  • Staying Approachable
  • Staying Humble
A Resilient Sand Springs

- Good Reserves and Reserves Policy
- Stable Council and Commissions
- A Cohesive and Informed Staff
- Informed and Well Trained Employees
- Competitive Pay and Benefits
- Well Thought out Comprehensive Plans
- The Political Will to Act
- Good Economic Policies
- Efficient and Reasonable Development Policies
- Efficient Purchasing Policies
- Open and Healthy Relationships with Collective Bargaining Units
- A Legacy Statement and Legacy Mentality
- Ethical and Moral Acumen
- Established Relationships with Others
A Renewed Sand Springs

- Better Policies
- Renewed Hope
- Renewed Trust
- Renewed Vision
- Strengthened Relationships
- Improved Health
- Excitement

July 22, 2012
To Conclude

What If?
What Do You Do To Make Your City Resilient To Renew It?

You Provide the Proper Environment

Then Nurture
The Rest is up to them!
SUGGESTED MATERIAL FOR CONSIDERATION

• ICMA CAREER COMPASS NO. 29: Forget Work-life Balance..Re-Energize at Work and at Home

• Margins by Richard A. Swenson M.D.

• Isaiah 40:31.. They that wait upon the Lord shall renew their strength....... 

• The Holstee Manifesto: This is Your LIFE
Polling Question #5

What steps do you think will help your community become more resilient?
Contacts for Today’s Session

- Sharon Landers, Assistant City Manager, Irvine, CA, slanders@ci.irvine.ca.us
- Andrea Lueker, City Manager, Morro Bay, CA, ALueker@morro-bay.ca.us
- Rocky Rogers, City Manager, Sand Springs, OK, rdrogers@sandspringsok.org
- Don Maruska, Director, Cal-ICMA Coaching, Cal-ICMA@DonMaruska.com

A PDF of the PPT, results from polling questions, and a digital audio recording will be available in 24 hours. Go to www.cal-icma.org/coaching and click on “Live Audio & Archives” tab.
Polling Question #6

How was the webinar of value to you?
Other states: Are you interested in an ICMA Coaching Partnership?

**Some opportunities for State Associations:**
1. Plug into proven infrastructure to serve you.
2. Suggest topics and invite volunteer presenters for participation in co-sponsored webinars.
3. Use template for state Coaches Gallery.
4. Use template for speed coaching at association and area managers’ meetings.
5. Customize with your own YouTube channel.

*share your thoughts on the post-webinar survey.*
Post-Webinar Discussion Questions

- What issues and challenges are affecting our workforce?
- What ideas and examples from the webinar might help us cope and thrive?
- What can we begin to do now to experience the resiliency and renewal that we’d like to enjoy?
Career Compass No. 9: Bouncing Back From Defeat

In this installment of Career Compass, Dr. Benest offers suggestions for how to “bounce-back” from work-related defeats and maintain your enthusiasm for public service.

- I was just involved in an effort to get the governing board’s approval for a major new land use plan that would promote economic vitality and enliven a part of our community. I was not the official leader of the project team but did much of the staff work and was involved in the presentation to the board. While the project was somewhat controversial, we did good staff work, provided solid analysis and sound recommendations. After some neighborhood and business criticism of the proposal as well as some support, the governing board rejected our recommendations. I feel very disappointed and the experience has sapped my enthusiasm for my local government work. I thought that this was a great career for me. What do I do? Where do I go from here?

Let me start off by saying that the local government system worked. Staff did its work, hopefully engaging the community and various stakeholders in the process. Given the lack of consensus, the governing body simply did not agree to go forward. The big issues of the day in local government involve differing views and tension between different stakeholders with often conflicting interests. You win some and lose some.

You and your team should be congratulated for taking on a controversial project. There is no progress without some calculated risk-taking by local government and their professional staff. Moreover, just because the board said “no” does not mean that the local government and community cannot address the key issues in another way or even return in the future with a different approach or revised plan.

Finally, failures or defeats are great opportunities to reflect and enhance your practice and skills and grow as a professional. In the aftermath of a major disappointment or “defeat,” here are some suggestions on how you can respond in meaningful and tangible ways:

1) Use a colleague or friend or family member to vent a bit

It is okay to vent and express some frustration. After all, you put a lot of good work into the effort and the project was not approved. It is in fact disappointing.

2) Reflect and be self-critical

After you vent a little, you need to turn to constructive reflection. In terms of your individual work and the team’s effort, what went well and what did not? Where could you have provided more value or contribution? Were there opportunities to gain more community support that were not fully explored? Did your proposal fail to adequately address some legitimate concerns?

3) Reach out to a senior manager and request feedback

You can show great initiative, self-confidence and a willingness to learn if you informally reach out to the chief executive, department director or other senior manager and request feedback on your performance and the team’s effort. Over a cup of coffee, you can gain some valuable insights and also seek advice on how to build on this experience.

4) De-brief with the team and re-engage

After any significant experience, a team should de-brief:
* What went right?
* What did not go well?
* What are some future opportunities to address the key issues or concerns that generated the plan?
* Where do we go from here?
* What are some lessons learned for our future practice?

Your team can still exert leadership in addressing the underlying issues and problems, maybe in different ways.

5) Get involved in professional organizations

Professional involvements can help you get some perspective, provide support, and re-energize you. I could not have survived as a local government
manager without the ongoing support and encouragement of my colleagues locally, statewide and nationally.

6) Find a new project to energize you

In the aftermath of this experience, you should look around for a new project. As part of this search, you can talk to colleagues and supervisors about a new assignment that can engage your skills, interests, "gifts," and passions; energize you; and promote new learning. One disappointment should not sour you on a fulfilling career. Get back on the horse.

7) Understand how you can become more resilient over time

Research from the Hardiness Institute has identified three key factors that are exhibited by resilient leaders who tend to successfully bounce back. Resilient people have three key beliefs known as the 3 C's:

- Commitment: Resilient people strive to be involved in events rather than feeling isolated.
- Control: They tend to control or try to shape outcomes, rather than lapse into passivity or powerlessness.
- Challenge: They view stressful changes (whether positive or negative) as opportunities for new learning.

In addition, resilient leaders take comfort (my 4th "C") from others and benefit from social support systems so they can better deal with disappointments. Part of your network of family, friends and colleagues (see Career Compass #8—How to Develop a "Dream Team" of Advisors) should include people who can listen and provide support and encouragement as well as advise, expertise, and contacts.

In summary, local government is a great career, not only because it provides ample opportunities to contribute and serve, but it will stimulate new growth and learning even amidst our "failures."

Career Compass is a monthly column from ICMA focused on career issues for local government professional staff. Dr. Frank Benest is ICMA's senior advisor for Next Generation Initiatives and resides in Palo Alto, California. If you have a career question you would like addressed in a future Career Compass, e-mail careers@icma.org or contact Frank directly at frank@frankbenest.com.

Related News Stories

- Career Compass No. 8: Leading From the Middle
- Career Compass No. 7: How Do I Create a "Dream Team" of Advisors?
- Career Compass No. 6: The Multigenerational Workplace
- Career Compass No. 5: Developing Leadership Skills When You Have No Formal Authority
- Career Compass No. 4: Spot That Opening, and Take It!
- Career Compass No. 3: Getting Ready for the Next Opportunity
- Career Compass No. 2: Defining Your Value In Uncertain Times
- Career Compass No. 1: What Skills Are Most Important for a Manager (And How Do I Develop Them)?

For related news, information, and resources, visit Career Resources in ICMA's Resource Center.

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Polling Results from “Resiliency and Renewal” – webinar

April 24, 2013

201 locations; estimated 480 participants in live audience