"Presenting Your Ideas Effectively" -- webinar

2:00 – 3:30 p.m. PT, Wednesday, May 11, 2011

Cal-ICMA Coaching Program

*** Advance registration required for this no-charge webinar: https://www1.gotomeeting.com/register/323177592

Panel Topics:
1. What’s key to planning an effective presentation?
2. How can you tailor your presentation to different audiences (community groups, elected officials, and others) and yet remain true to your message?
3. What are concrete examples of winning ways to present ideas?
4. What are some key things to avoid so that you don’t undercut your results?
5. What are take-away points that you can apply in making the next presentation of your ideas more compelling?
6. What resources can help you in honing your skills?

Panelists:
- Kip Harkness, Director of Strong Neighborhoods, San Jose
- Cathy Standiford, Senior Manager, Management Partners
- Don Maruska, Master Certified Coach, Director of Cal-ICMA Coaching Program

Target audience: all employees and managers

1. Register in advance for the webinar:
   There is no charge for participating in the webinars, but each requires advance registration.
   *** Advance registration required for this no-charge webinar: https://www1.gotomeeting.com/register/323177592

2. Pick your audio option:
a. dial (646) 519-5883 [callers’ PIN 7592#] to participate. You will pay whatever your regular telephone carrier charges are for this call. OR
b. access live audio via the web [powered by Granicus]--As an alternative to the dial-in number, you can now listen to live audio at the "Live Audio and Archives" tab of www.cal-icma.org/coaching or www.csmfo.org/coaching.

3. Ask questions:
   If you prefer, you may submit questions anonymously via email to cal-icma@donmaruska.com either in advance or via the webinar during the panel discussion. As moderator for the session, Don Maruska will pose the emailed questions.
After a webinar occurs, a digital recording along with the PowerPoint materials and results of the polling questions will be available within 24 hours at the "Live Audio & Archives" tab of www.cal-icma.org/coaching.

Post-Webinar Group Discussions

Many agencies are organizing groups to listen to the calls (live or recorded) and discuss the topics among themselves after the calls. 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.

1. What are some situations where we need to present our ideas effectively?
2. What has been successful and what hasn’t been in our experience?
3. How can some of the approaches discussed in this webinar help us?
4. What would we like to do to boost our presentation skills personally and organizationally?

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 Sponsor: CA Communities Joint Powers Authority
- Gold Sponsors: CA City Mgmt. Foundation, Public Agency Retirement Services, County Administrative Officers Assn., Granicus
- Silver Sponsors: California Redevelopment Assn., Common Sense California, Keenan and Associates, Municipal Management Assn. of Northern CA

Enjoy the resources and support to thrive in local government.

Don Maruska, Master Certified Coach
Director, Cal-ICMA Coaching Program
See "Coaching Corner" at www.cal-icma.org/coaching
Kip Harkness, Director, Strong Neighborhoods Initiative

For 20 years Kip’s professional work has been driven by the proposition that people should be involved in the decisions that affect their lives. This drive took him from Tallahassee, to Timbuktu, to San Jose’s neighborhoods. Along the way Kip tried his hand at milling corn in the mountains of North Carolina, advising tomato farmers on the edge of the Sahara, training Peace Corps Volunteers in a Kasbah in Morocco, and leading the innovative Strong Neighborhoods Initiative in San Jose. In the process he has facilitated countless public meetings, and listened individually to the perspective and concerns of hundreds of community leaders. In college his signature trick was juggling flaming torches while balancing on a slack rope.

Cathy Standiford, Senior Manager, Management Partners

Cathy Standiford, Senior Manager at Management Partners, has more than 27 years of public sector experience, including executive management roles in small, medium and large communities. She is a skilled facilitator and trainer in the areas of strategic planning, public sector leadership, effective communication and conflict resolution, and ethics.

Cathy began her career with the University of California, Irvine, where she served in several positions, including assistant university editor. Her local government experience began with the City of Garden Grove, California, where she held a variety of professional and management positions over a 13-year period, including development services director and deputy city manager. Cathy subsequently served for five years as the city manager for the City of La Palma. Before joining Management Partners, Cathy was the assistant city manager (the chief operating officer role) for the City of Santa Ana.

Cathy’s experience in strategic management, organizational development, team building, operations analysis, and problem solving has come from her involvement in just about every facet of municipal government, including
operational and capital budgeting, fire and police services, labor relations, intergovernmental relations, capital improvement planning and water and sanitation enterprise operations. She also coordinated a comprehensive study of the impacts of adult businesses in Garden Grove in 1992. This study continues to be referenced by cities throughout the United States today.


Cathy serves as a member of the Cal-ICMA Preparing the Next Generation Task Force and Women Leading Government. Other professional service includes a term on the Board of Directors for the California City Management Foundation, where she helped design an in-depth seminar for first-time City Managers. Cathy was the 2009-2010 President of Soroptimist International of the Americas, an organization working to improve the lives of women and girls locally and globally.

An ICMA Credentialed Manager since 2004, Cathy holds a Bachelor of Arts degree from Whittier College majoring in “Perspectives of Human Behavior,” and a Master’s degree in Business and Public Administration from the University of California, Irvine.

**Don Maruska, Director of Cal-ICMA Coaching Program**

Throughout his career, Don Maruska has helped nonprofit and government organizations achieve important objectives. As the first in his family’s history to have the opportunity to attend college, he earned a B.A., magna cum laude, in Government from Harvard University in 1972. Thereafter, Don worked as a legislative assistant in the U.S. House of Representatives and the U.S. Senate. He also led a team that developed the management procedures to implement a new national housing program successfully. Don advanced his training with completion of MBA and JD degrees from Stanford University, receiving a special certificate in Public Management.
A national management-recruiting firm tapped Don in 1986 to become CEO of a Silicon Valley health care start up company that nonprofit hospitals created to pursue new opportunities. In 1988, the firm earned the National Innovators Award.

Don and his family moved to the Central Coast of California in 1993. Since that time, he has served as a business coach and facilitator to clients throughout the U.S. in both the public and private sectors. He is a Master Certified Coach, the highest credential in the coaching profession. Don developed and directs highly successful coaching programs on behalf of Cal-ICMA and the California Society of Municipal Finance Officers. Over four thousand attendees hone their knowledge and skills through these programs each year.

More than 40 nonprofit and government clients have benefited from Don’s expertise. His book, *How Great Decisions Get Made—10 Easy Steps for Reaching Agreement on Even the Toughest Issues* (AMACOM 2004) has been an Amazon bestseller. Don has appeared on radio and TV stations across the United States and is a popular speaker at professional conferences. His forthcoming book is *Wellsprings of Talent—How to Tap Your Amazing Talent and Enjoy Lasting Results*. 
Coaching Program: 8th year
Preparing the Next Generation Committee

Platinum Sponsor: CA Communities Joint Powers Authority

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Overview of Session

1. What’s key to planning an effective presentation?
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Cathy Standiford, Senior Manager, Management Partners
Kip Harkness, Director, Strong Neighborhoods Initiative
Don Maruska, Director, Cal-ICMA Coaching Program

…and polls and questions along the way.
Our audience today

From 169 locations registered as of May 10:
- 100 from cities in CA
- 23 from counties in CA
- 14 from special districts in CA
- 1 from State of California
- 18 from other cities in US (13 states, AK to FL)
- 2 from other counties in US
- 3 from other special districts in US
- 8 from other organizations (including 1 Canada)
Presenting Your Ideas Effectively

Cathy Standiford, ICMA-CM
Senior Manager
Management Partners, Inc.
Preparation Matters

- 60% is preparation
- 40% is delivery
Know Thy Audience
How Government Works

• Youth in Government Institute
• City of Santa Ana
• Audience: High School Students
What City Services Do You Use?
Examples of City Services

- Library
- Parks
- Recreation classes
- Water, sewer
- Sidewalks, traffic signals
- Youth employment
- Housing assistance
- Emergency response
- Crime investigation
- Elections
- Animal control
- Utility Bills
- Tax and fee collection
- Access to computers
Who Ya Gonna Call?
• You want to report that someone has sprayed graffiti in your neighborhood.

Who ya gonna call?
Graffiti Reporting

A. The Police Department
B. The Public Works Department (Graffiti Task Force)
C. Community Development (Neighborhood Improvement Division)
Graffiti Reporting

A. The Police Department
B. The Public Works Department (Graffiti Task Force)
C. Community Development (neighborhood improvement division)
Know Where to Be and When
Know How Much Time You Have

- How many words do you speak in one minute?
Know the Desired Outcome

- Educate
- Report/Inform
- Engage
- Inspire
Keep the Main Thing the Main Thing

- What is most important point for the audience to understand or remember?
Write and Rehearse

• Write it
• Edit it
• Improve it
• Rehearse it
• Edit some more
• Rehearse well
• Stop editing and leave it alone
Use Slides to Add Value, Not Distract

• The 4 by 4 rule:
  – Up to four lines
  – Four words per line

• Use graphics when appropriate
City of Santa Ana

BUDGET OVERVIEW

FY 08-09 City Manager’s Proposed Budget
ENHANCE PUBLIC SAFETY

• Continue funding for 11 Police Officers added last year
• Civilianize some administrative positions to put more sworn officers on the street
• Pursue federal grant funding for additional officers
• Train 20 Gang Recognition Specialists
City of Santa Ana

IMPROVE TRANSPORTATION INFRASTRUCTURE

- Project Restore: $100m investment in residential streets
- Continuation of the $225 million Bristol Street widening Project; other arterial improvements
- City’s “Go Local” Transit Project
FY 08-09 City Manager’s Proposed Budget

ADDRESS PARK DEFERRED MAINTENANCE

- Improved contract administration and park inspection
- Funding for minor deferred maintenance
- Capital Improvement Program includes $3.3 million for park improvements
When Slides Are Less Effective

- Nothing visual to show
- Very short presentations
- Won’t be readable due to distance or language
Presentation to Citizens of Bell

• Town Hall Meeting
• Topic: How government is supposed to work
• Goal: Explain City budgets in 10 minutes or less
What Is A City Budget?

• City’s financial plan for the fiscal year
• Shows where the public’s money comes from and how the money will be spent on services to the community
• Helps elected officials make financial decisions during the year
  – “Is this in the budget or not?”
What to Pay Attention To

• **Introduction or Executive Summary**
  – Summarizes important budget elements
  – Tells the Council and community what to expect in terms of money coming in and planned expenditures
  – Shows impact of the economy on revenues and expenditures
  – Alerts the Council and the public to significant issues such as changes in services to be provided, future trends
  – Gives a short progress report on how well the City is meeting community goals and priorities
What to Pay Attention To

• Revenues and Expenditures
  – Are they growing? Declining?
  – What are the significant changes from last year?
  – Why have the changes occurred?
  – Is enough money coming in to pay for all of the planned expenditures?

• Look for charts showing where City’s money comes from, how it will be spent
Practice Makes Perfect (Almost)

“That which we persist in doing becomes easier – not that the nature of the task has changed, but our ability to do it has increased.”

--Ralph Waldo Emerson
Presenting Ideas Effectively
Japantown Case Study
Work Journal – Framing the Issue

Fundamental Assumptions (to be proved or disproved)

1. The City’s main Corporation Yard can be successfully renamed as the heart of Japantown.
2. The General Services current master plan is fundamentally seriously flawed and is overblown in both scope and cost.
3. The funds that can be made available for this project (ie land & General Services Bond) can provide for the complete project or with creativity sufficient funds can be made available.
4. This is the right thing to do.

Context
The key project problem is how to prepare the City’s Japantown Corporation Yard site for redevelopment by relocating the existing uses. The Japantown community has long identified the redevelopment of the site as a top priority. Though many competing visions for the development of that property exist, all agree that the Yard, which was historically Chinatown and Japantown should once again be part of the neighborhood and business district fabric. The Specific Plan for the area has helped spark tremendous growth in housing in the neighborhood (4,700 units in the last 7 years) that now leaves the Yard in the...
Presentation Tip #1

If you can’t understand your own ideas, how can anyone else?

Try keeping a work journal, allow yourself regular time and space to write and reflect.
Listened to 75 community leaders (yes 75) in one-on-one and small group meetings.

Helen Hayashi
Community Leader
RFQ Panelist

Joe Yasutake
Japanese American Museum of San Jose
RFQ Panelist

... an amazing power to work with. The first one who came up to me, at my first town hall meeting where the various possible “gateway” designs we were deployed... we had, with good will, developed all those decisions of potential gateways... one had all of thoseprotective symbols: plans, birds, etc. including apparent ever the emperor's cypress, which only the emperor is allowed to display (arch!) then there was the artistic rendition of cranes that looked as one community member put it, as if they were hands... so Helen came up to me and very quietly, very softly, (as she always is) and asked "can we change this?" my answer, a simple "yes!" and we did change it (doing the direction) signs instead) and that was the beginning of trust, the beginning of everything.

So much to learn from Joe, his wisdom, and leadership backed up by decades of experience with complex department of defense contracts... in some ways a late cameo to his identity as a Japanese American... not until after he retired did he really begin to explore his own personal history. His father's story captivates me. A second released translator... (This is the 1930s!) what on 8 December 1941 was one of the first to be rounded up and arrested... disappeared and was finally reappeared... interred with his family in an internment camp... after the war he worked as a gardener... he was a terrible gardener and did not love the work, it was the only work he could get...... with a Stanford degree...
The Request for Proposals in Their Own Words

- Create a “Great Good Place” in the heart of Japantown
- Honor seniors
- Attract young people and families
- Activate the Site with retail
- Weave in cultural space and activities
Presentation Tip #2

Sometimes listening is the best way to present your idea.

Make a habit of listening deeply and including the ideas of others in your writing and presentations.
But what does it mean to “Weave in cultural space and activities”? 
So we pulled a group together...

**JAPANTOWN CORPORATION YARD - COMMUNITY FOCUS GROUP**

<table>
<thead>
<tr>
<th>#</th>
<th>Organization</th>
<th>Representative</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Japantown Community Congress - President</td>
<td>Jerry Hiura</td>
</tr>
<tr>
<td>2</td>
<td>Japantown Community Congress - Vice President</td>
<td>John Ristow</td>
</tr>
<tr>
<td>3</td>
<td>Japantown Community Congress - ENA Panelist</td>
<td>Helen Hayashi</td>
</tr>
<tr>
<td>4</td>
<td>Japantown Community Congress - JFACT</td>
<td>Tamon Norimoto</td>
</tr>
<tr>
<td>5</td>
<td>Japantown Neighborhood Association</td>
<td>William Lamson</td>
</tr>
<tr>
<td>6</td>
<td>Japantown Neighborhood Association</td>
<td>Victoria Taketa</td>
</tr>
<tr>
<td>7</td>
<td>Hensley Neighborhood Association</td>
<td>Jonathan Miller</td>
</tr>
<tr>
<td>8</td>
<td>Vendome Neighborhood Association</td>
<td>Mark Gerhardt</td>
</tr>
<tr>
<td>9</td>
<td>Japanese American Museum of San Jose</td>
<td>Joe Yasutake</td>
</tr>
<tr>
<td>10</td>
<td>San Jose Taiko</td>
<td>Roy Hirabayashi</td>
</tr>
<tr>
<td>11</td>
<td>Contemporary Asian Theatre Scene</td>
<td>Neil Kozuma</td>
</tr>
<tr>
<td>12</td>
<td>Nikkel Matsuri</td>
<td>Warren Hayashi</td>
</tr>
<tr>
<td>13</td>
<td>Fuji Towers</td>
<td>Jimi Yamaichi</td>
</tr>
<tr>
<td>14</td>
<td>Yu-Ai Kai</td>
<td>Wes Mukoyama</td>
</tr>
<tr>
<td>15</td>
<td>C.A.S.L.</td>
<td>Stan Satake</td>
</tr>
<tr>
<td>16</td>
<td>Community Youth Services</td>
<td>Stu Nakashima / Elvia Hashimoto</td>
</tr>
<tr>
<td>17</td>
<td>Japantown Business Association</td>
<td>Kathy Sakamoto</td>
</tr>
<tr>
<td>18</td>
<td>Japanese American Citizens League</td>
<td>Leon Kimura</td>
</tr>
<tr>
<td>19</td>
<td>Prayer Garden Church</td>
<td>Pastor Bates</td>
</tr>
<tr>
<td>20</td>
<td>San Jose Buddhist Church Betsuin</td>
<td>Gail Sueki / Tom Nishikawa</td>
</tr>
<tr>
<td>21</td>
<td>Wesley Methodist Church</td>
<td>Roy Takeuchi</td>
</tr>
<tr>
<td>22</td>
<td>Chinese Historical and Cultural Project</td>
<td>Dr. Rodney Lum</td>
</tr>
</tbody>
</table>
And we talked it through....

<table>
<thead>
<tr>
<th>2006</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sept. 19th</td>
<td>Amenities priorities Board Meeting</td>
</tr>
<tr>
<td>August 23rd</td>
<td>Community meeting at Northside</td>
</tr>
<tr>
<td>August 9th</td>
<td>Focus Group meeting</td>
</tr>
<tr>
<td>July 25th</td>
<td>Focus Group meeting</td>
</tr>
<tr>
<td>July 15th</td>
<td>Town Hall Meeting at Northsite</td>
</tr>
<tr>
<td>July 11th</td>
<td>Retail workshop</td>
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<tr>
<td>June 29th</td>
<td>Senior affordable housing workshop</td>
</tr>
<tr>
<td>June 28th</td>
<td>Focus Group meeting</td>
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<tr>
<td>June 13th</td>
<td>Focus Group meeting</td>
</tr>
<tr>
<td>May 17th</td>
<td>Parking workshop</td>
</tr>
<tr>
<td>April 26th</td>
<td>Focus Group meeting</td>
</tr>
<tr>
<td>April 5th</td>
<td>Focus Group Kick-off meeting</td>
</tr>
<tr>
<td>March 19th</td>
<td>Development 101 workshop</td>
</tr>
<tr>
<td>Feb 25th</td>
<td>Town Hall Meeting</td>
</tr>
<tr>
<td>Jan 31st</td>
<td>Exclusive Negotiating Agreement (Olson)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2005</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>December 14th</td>
<td>Community Meeting</td>
</tr>
<tr>
<td>November 15th</td>
<td>City Service Yard Phase II Contract Award</td>
</tr>
<tr>
<td>June 28th</td>
<td>Issuance of Japantown RFQ (Council)</td>
</tr>
<tr>
<td>June 23rd</td>
<td>Community Meeting on RFQ #3</td>
</tr>
<tr>
<td>June 9th</td>
<td>Community Meeting on RFQ #2</td>
</tr>
<tr>
<td>May 26th</td>
<td>Community Meeting on RFQ #1</td>
</tr>
</tbody>
</table>
Presentation Tip #3

Completion, not perfection.

Left to itself community process will fill all available time and space like a balloon expanding.
Amenities Priorities
(It’s about the Corp. Yard)

• The Corporation Yard should be a catalyst to revitalize Japantown with
  • retail,
  • urban plaza,
  • performance/cultural space, and
  • a strong historical connection.
Amenities Priorities
(It’s NOT about the Corp. Yard)

- Secure a Japantown home for Taiko
- Establish a senior wellness and youth center at the Boys and Girls Club site
- Develop and implement a comprehensive Japantown Retail Strategy
- Develop and implement a Parking Strategy
- Historical and Cultural Preservation
- Revisit the Jackson Taylor Strategy
Presentation Tip #4

If they develop and make the presentation, they own the results.

Or sometimes it is who says it that is most important.
And then the developer changed their mind.
So we went back out to RFP, and this time had the community on the selection panel, and conducted the interviews as an open public meeting.

The community came to consensus and we selected a new developer.
And then the housing market collapsed.
If the project failed why are you talking about this as case study?

It’s about the Corporation Yard,

It’s NOT about the Corporation Yard
Presentation Tip #5

You never know which one is your final presentation.

Care deeply about the WAY the work is done and communicated throughout the process.
What happened along the way

- Established a senior wellness and youth center in an underused city building
- Recruited a Japanese grocery store to the neighborhood,
- Enhanced the pedestrian environment with “Ikoinoba” resting areas and outdoor café space.
- Created a common community vision for a great good place that will be intact when the housing market returns.
Japantown
Corporation Yard Reuse
Japantown Corporation Yard Reuse
Presentation Tip #6

Fail Forward.

Stop, BREATHE, and live.
Powerful Presentations

10 Steps to Success

Don Maruska, Director
Cal-ICMA Coaching Program
1. Do your homework on the audience.

Who are they?

What are their interests?

Are the key decision makers attending?

If not, ask them to attend or provide input in advance.
2. Plan the movement you seek

Your Presentation

Your audience’s current knowledge, beliefs, and perspectives.

Where you want your audience to be.
3. Start with your conclusion.

Be clear about where you are going, the key reasons why, and what you’ll be asking of your audience.

* Unless you have a hostile audience that needs warming up.
4. Chart your key points, then fill in.

Sample format:

- Current situation
- Changing circumstances
- Opportunities & options
- Recommended actions
5. Use a sounding board to develop it.

Ask for help to draw out your key points.
6. Practice before you perfect it.

Don’t perfect it before you practice it.
7. Connect first, present second.

“People have to know you care before they will care what you know.”

Dave Childs, Pres. ICMA

Use the “B” key on PPT to block your presentation until you’ve created rapport.
8. Convey passion.

Your slides are like rafts on a river. The energy and passion with which you deliver them is the current that moves them forward.
9. Outline the next steps.

What will happen after the presentation?
10. “Ask for the order.”

Don’t wimp out.

Ask

for something

Enjoy the results!
Upcoming session

Story Telling as a Leadership Skill
Cal-ICMA Coaching Program
2:00 – 3:30 p.m., PT, Wednesday, September 14
Resources and Feedback

Go to “Live Audio & Archives” tab at websites for recordings of this webinar and other professional development resources.

www.cal-icma.org/coaching

Please complete the follow up survey.
Contacts for Today’s Session

- **Cathy Standiford**, Senior Manager, Management Partners, CStandiford@ManagementPartners.com

- **Kip Harkness**, Director, Strong Neighborhoods Initiative, San Jose, Kip.Harkness@gmail.com

- **Don Maruska**, Director, Cal-ICMA Coaching Don@DonMaruska.com
Career Compass No. 14: Selling Your Ideas

by Dr. Frank Benest
1 November 2010

Even when we have a great idea, sometimes it's hard to convince the powers-that-be that a) it's workable, and b) now is the time. In this installment of Career Compass, Dr. Benest suggests some steps you can take to take your ideas from blueprint to implement.

I have a great idea. The utility department operates a small electrical substation on land located downtown. As the housing coordinator, I want to propose that the utility department consolidate this small substation with another small substation, freeing up city-owned land downtown for an affordable housing project serving low-income working families. The problem is that I've had difficulty selling my ideas in the past to top city management and other decision-makers. What do you suggest?

We can't solve the big problems facing our local governments and communities without great ideas. However, you've got to sell your great ideas or they are impotent.

So, here are my seven tips on developing support to implement good ideas:

1. **Start with the problem.** Before you propose a solution, you need to spend time talking to colleagues and outside stake-holders (including potential opponents) about their perceptions of the problem. Is the problem the lack of affordable housing for everyone or just for certain income groups or household types? Are land costs the big issue in your community or is it political opposition to affordable housing, or both?

2. **Integrate the interests and concerns of others.** Again, before proposing the solution, you need through your conversations to identify the interests and concerns of different groups.
For instance, the utilities department management may have no interest in affordable housing, but they may be concerned about the high costs of maintaining many small substations. Consolidating substations, as you propose, may decrease their costs. Top city management may not be a big advocate for affordable housing for low-income families but may be concerned about the difficulty of recruiting city employees given the high-cost of housing in the community. Or they may be concerned that many first-responders to emergencies live so far away from the city. Therefore, you may wish to incorporate some city workforce housing into your eventual proposal.

3. **Identify a group of potential supporters.** It is a good move to informally convene a group of insiders and outsiders to discuss responses to the affordable housing challenge in your community. This group should represent “referent groups” who are respected by decision-makers. In addition to providing good data about the problem and possible solutions, group members will become good ambassadors for the eventual solution because they have influence with decision-makers. They will also be able to suggest ways to market the proposal once it is unveiled.

4. **Build a broad and engaging vision.** Based on your conversations with diverse groups, you are now able to build a broad and compelling vision for your idea that resonates with many different stakeholders. For example:
   - Given the high-cost of housing in the community, will the idea help your local government attract employees to its workforce?
   - Will the idea provide housing for the working poor who have the greatest need for affordable housing?
   - Does the vision include a beautiful and well-designed complex adding value to the downtown?
   - Will the proposed housing be a “green” building?
   - Will the housing be located near transit, schools, parks, and services?

5. **Develop different “frames” for the idea.** As suggested above, you must practice “positive regard” and get into the heads of different players, acknowledging their values, goals, hopes and fears. Once you identify their goals, interests and concerns, you can frame your idea in different ways for different decision-makers and influencers.

6. **Tie your idea to larger agendas.** To better market your idea, you should tie it to the larger agendas of the governing board, top management, or other players such as the downtown business community or neighborhood groups. For example, do the governing board and neighborhood associations have a stated goal to reduce traffic congestion related to a jobs/housing imbalance? If so, by linking your idea to this agenda, your proposal becomes more powerful.

7. **Put a human face on your idea.** It is certainly necessary to provide hard data about the need for affordable housing for low-income working families. However, data is necessary but insufficient. You also must humanize the issue for everyone. Perhaps you and others
can visit some other communities that have developed projects similar to what you are proposing as a means to:

- Highlight successful case studies
- Feature profiles of several families who are being served and in turn contribute to their communities
- Identify some powerful stories supporting your idea

Stories about real-life people are the most powerful way to communicate.

In summary, great ideas do not sell themselves. You need to build a broad and engaging case including data, stories, and influential partners in order to secure support for your proposal.

Career Compass is a monthly column from ICMA focused on career issues for local government professional staff, and appears in ICMA’s JOB newsletter and online. 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.
# Polling Questions Results
from “Presenting Your Ideas Effectively” webinar
Cal-ICMA Coaching Program
May 11, 2011
[170 locations participating]

<table>
<thead>
<tr>
<th>[CLOSED] How many people are listening on your line?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Choices:</td>
</tr>
<tr>
<td>71% 1 -- just myself</td>
</tr>
<tr>
<td>14% 2-5</td>
</tr>
<tr>
<td>7% 6-10</td>
</tr>
<tr>
<td>6% 11-20</td>
</tr>
<tr>
<td>1% 21 or more</td>
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<table>
<thead>
<tr>
<th>[CLOSED] Which people are participating in this webinar at your location?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Choices:</td>
</tr>
<tr>
<td>31% Executive management</td>
</tr>
<tr>
<td>43% Mid-level management</td>
</tr>
<tr>
<td>24% First-line supervision</td>
</tr>
<tr>
<td>45% Professional staff</td>
</tr>
<tr>
<td>12% Other employees</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>[CLOSED] What’s your experience and interest in this topic?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Choices:</td>
</tr>
<tr>
<td>11% Old pro, looking for ways to be even better</td>
</tr>
<tr>
<td>57% Experienced, but wanting to take it the next level</td>
</tr>
<tr>
<td>44% Limited experience, looking for ways to break into big time</td>
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<tr>
<td>15% New to presenting, looking for some tips to get started</td>
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<thead>
<tr>
<th>[CLOSED] What kinds of presentation situations are of most interest to you?</th>
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<tbody>
<tr>
<td>Choices:</td>
</tr>
<tr>
<td>62% Community—large group, politically charged, controversial</td>
</tr>
<tr>
<td>74% Elected officials—agenda presentations, reports</td>
</tr>
<tr>
<td>67% Internal—leading within the organization</td>
</tr>
<tr>
<td>55% Small group—conveying my ideas to my boss</td>
</tr>
<tr>
<td>25% Corporations, non-profits, developers—demanding audiences</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>[CLOSED] How important do you think presentations are to a successful career?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Choices:</td>
</tr>
<tr>
<td>48% Extremely important; they can make or break effectiveness</td>
</tr>
<tr>
<td>34% Very important; they are an important factor</td>
</tr>
<tr>
<td>18% Important; one of several key skills</td>
</tr>
<tr>
<td>0% Somewhat important; overrated and not that significant</td>
</tr>
<tr>
<td>0% Not important</td>
</tr>
<tr>
<td>Resource</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Pre-meeting with stakeholders to learn issues and concerns</td>
</tr>
<tr>
<td>Work journal or reflection to keep a clear perspective</td>
</tr>
<tr>
<td>Look at other presentations that have been successful</td>
</tr>
<tr>
<td>Practice, dry run</td>
</tr>
<tr>
<td>Read old Dilbert cartoons</td>
</tr>
</tbody>
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