


The PELA Perspective: Adaptive Change & Community Leadership


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1

I. The Dynamic World of Local Managers

Challenges That Are Rocking Your World




2

Great Recession Recovery

The "New Normal"

- + Reduced service scope and level
- + Unrestored cutbacks
- + Stressed workforce
- + More contracting & privatization (PPPs)
- + Reduced local government footprint

Conventional not innovative responses



3



4

Then and Now

Then

- + Find efficiencies and "low hanging fruit" to save money
- + Politics precludes "tough trade-offs"
- + Service separation and "silos" not sharing is the norm
- + Working with others is optional
- + Cooperation is an "unnatural act committed by nonconsenting adults"
- + Transparency means open meetings
- + Citizen engagement means public hearings
- + Meeting public needs is the exclusive job of government
- + Changes in government will be slow and incremental

Now ?????

5


Perfect Storm Arrival

- Pandemic – Who Does What?
- The Great Revealer – Division & Disparity
- Racial Tensions
- Local Workforce Frustration
- Citizen Anger – Breakdown of Trust
- Budget Gaps & Uncertainties
- Intergovernmental Friction

6

Adaptive Change Needs


Technical & Incremental Change vs. Adaptive Realignments & Transformative Strategies



7

A PELA Perspective on Adaptive Change

- + No longer "local" problems
- + "Wicked" problems ignore local boundaries
- + Authority is fragmented and shared
- + Solutions require navigating networks of government/non-profit organizations, and citizens who are the many faces of the "web" of governance
- + Local professionals need to engage and include stakeholders to launch and anchor change
- + "Fend-for-Yourself" and "The New" Localism lie ahead



8

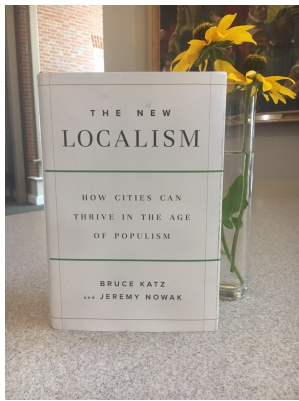


9

Where is the Cavalry?



10



11

II. Changing Manager Roles


From Reformer to Community Change Agent: A 100 + Year Perspective



12

1.The Manager as Reformer / Transformer

- + Progressive Era Reform Agenda
- + Run Government “Like a Business”
- + The CEO of Local Government
- + Civil Engineering/Public Works Training
- + Management Systems -- POSDCORB (Planning, Organizing, Staffing, Directing, Coordinating, Reporting, Budgeting)




13

2.The Manager as Problem-Solver & Organizational Capacity-BUILDER

Building a Modern Organization:
The Manager’s “Toolbox”


- + Executive Budget
- + Human Resources Management
- + Strategic Planning
- + Performance Measurement
- + Benchmarking
- + Program Evaluation
- + Evidence-Based Decision-Making



14

3. The Manager as Gap-Closer
Manager-Governing Body Competing Views & Values

- + Professional Staff / Citizen Legislator
- + Full-Time / Part-Time
- + Long-Term / Short Term
- + Strategic / Incremental
- + Visionary / Parochial
- + Community / Constituents
- + Big Picture / Micromanagement
- + Neutral / Advocate
- + Responsiveness / Representation
- + Administrative Feasibility / Political Acceptance



15

4. The Manager as Community Leader

At your table discuss:

1. What does "community leadership" mean to you?

2. What roles do local managers play as community leaders?



16



17

III. The PELA Model: Leadership Involves Relationships

1. Existing Relationships

- + Appointed local executives are given authority and responsibility for improving public life in their communities
- + Power, authority, and responsibility for improving public life are widely dispersed



18

Leadership Involves Relationships

2. New Relationships
 Managers use their positions and skills to help elected officials, staff, citizens, and others:

- + Communicate more effectively, build better working relationships, and deal with conflict
- + Confront issues calling for adaptive change
- + Understand and reconcile competing values

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19

Community Leadership Roles


- + Barometer
- + Engager & Includer
- + Communicator & Educator
- + Convener, Interest Broker & Catalyst
- + Boundary-Spanner
- + Intergovernmental Relationship Builder
- + Diversity, Equity & Justice Advocate
- + “Comforter-in-Chief”

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20

IV. Governing is About Public Values

- The task of government is to secure the “good society” for its citizens
- Governing for a good society starts with understanding public values



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21

1. Public Issues are Value Conflicts

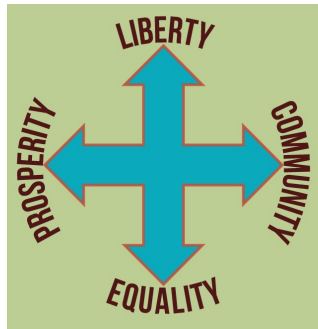


- Public issues cannot be resolved with just one value
- Conflicts arise when we want more of one value than another
- All values are important



22

2. Public Values Compass



23



24

Asphalt Company Asks For Zoning Rule Change



25

V. The Manager as Leader: Key PELA Competencies I

- Personal Leadership
 - + Ethics/ICMA Code of Ethics
 - + Team-Builder
 - + Creativity
 - + Listener
 - + Communicator
 - + Consensus-Builder, Negotiator & Conflict Manager



26

The Manager as Leader: Key PELA Competencies II



- Organizational Capacity-Builder
 - +Traditional and Transformed Values
 - The "5 E's:" Economy, Efficiency Effectiveness, Equity, Engagement
 - + Workforce/Succession Planner
 - + Facilitative Leadership (Process & Problem-solving)



27

The Manager as Leader: Key PELA Competencies III



- Community Catalyst & Change Agent
 - + Non-Profit/For-Profit/Local Government “Intersection” Networking
 - + Citizen Engagement & Inclusion
 - + Regional/State Collaboration
 - + Disparity Remediation
 - + Political Astuteness

28

Welcome to PELA!

Questions and Comments

29
