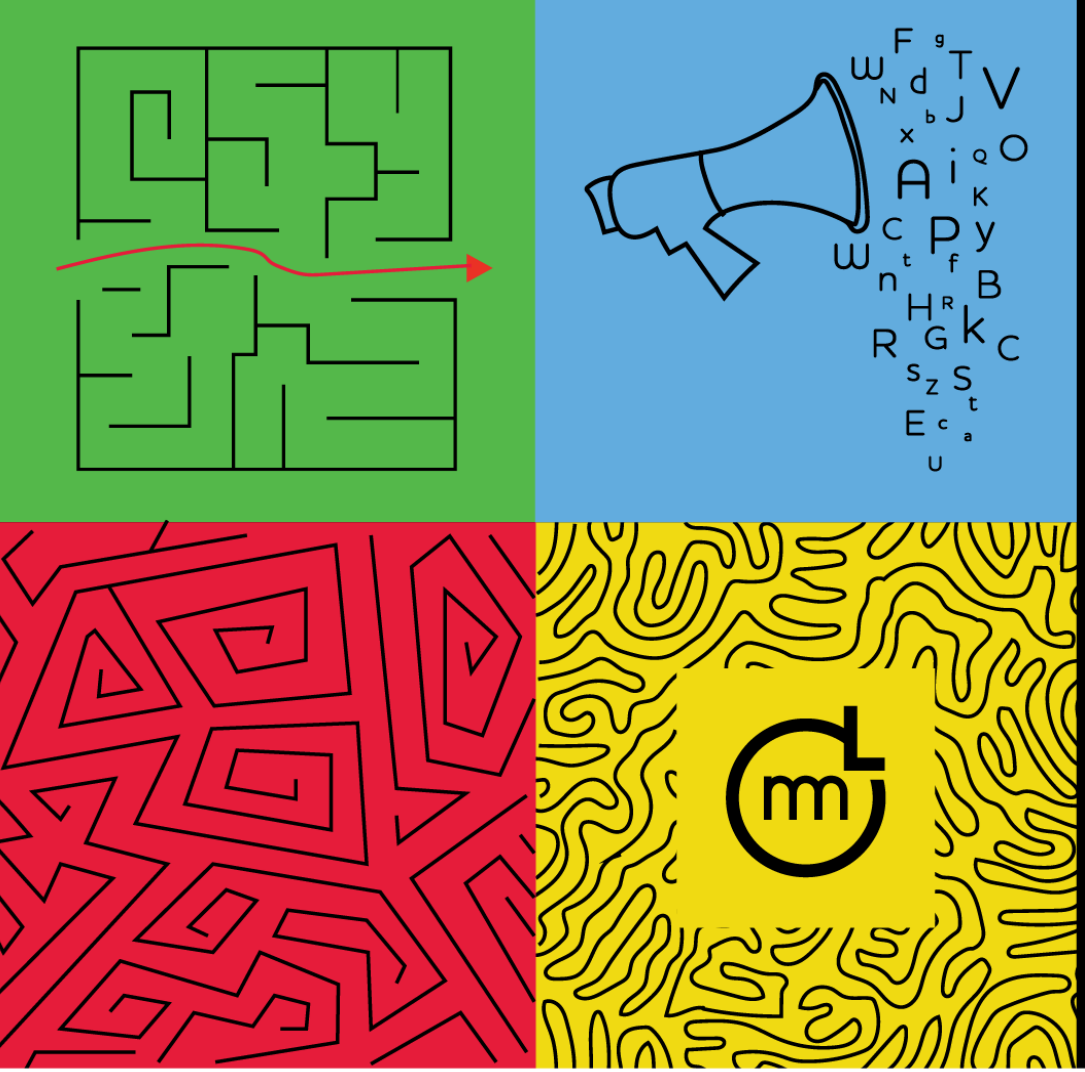


MICHIGAN MUNICIPAL LEAGUE

CONVENTION2022

MUSKEGON, MI

OCT 19-21, 2022

#MMLCONV

Working Together for the Good of Your Community

Marilynn Semonick, Chief Exploration Officer, The Success Studio

Working Together for the Good of Your Community

Creating a Culture Where Achieving Results is the Logical Outcome

Effective Leaders Intentionally Create Effective Cultures

Why This Session

1. Curious
2. Proactive/Preventative Ideas
3. Getting concerned
4. In serious need of help

Agenda

- Attributes of High-functioning Councils/Commissions
- Stages of Team Development
- Five Dysfunctions of a Team
- Focus on Intentionally Creating Culture
- The Need to Expand Center of Influence
- What Will I Do?

In Groups of 3 - 4

1. INTRO: Name – Municipality – Position – Length of Service

2. High-Functioning…Dysfunctional

    1. Front third of the room: See

    2. Middle third: Hear

    3. Back third: Feel

Force Field Analysis

Identify & Understand Your Constraints!

Supporting Forces

Opposing Forces

STATUS QUO

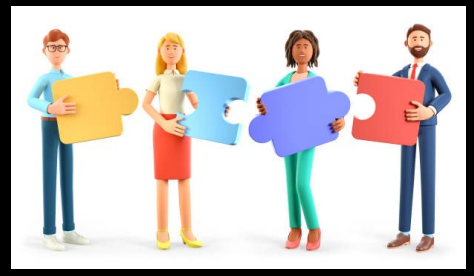
A Model for Change

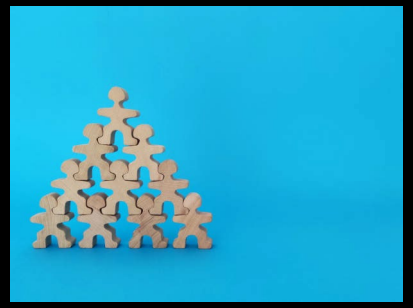
D x V x F > R

Dissatisfaction x Vision x First Steps
MUST be greater than Resistance

In Groups of 3 - 4

Words to describe the CULTURE of a High-Functioning Organization . . .





Culture

A word for the ‘way of life’ of groups of people. The way we do things.

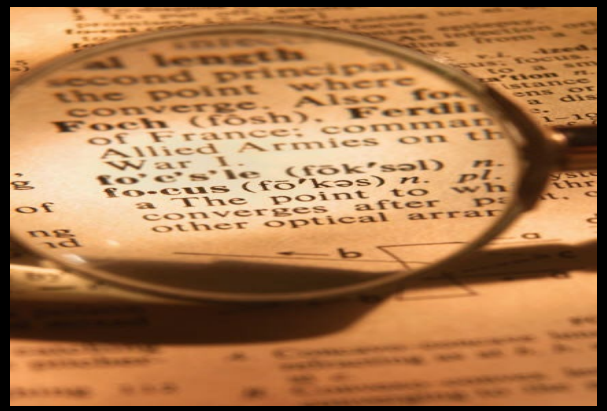
Integrated patterns of human knowledge, belief, and behavior.

Set of attitudes, values, morels, goals, and practices people share that can be used to define them as a collective.

Ask Yourself and Your Board

1. How would your citizens describe the culture of your board?

2. How would you prefer your citizens describe you?

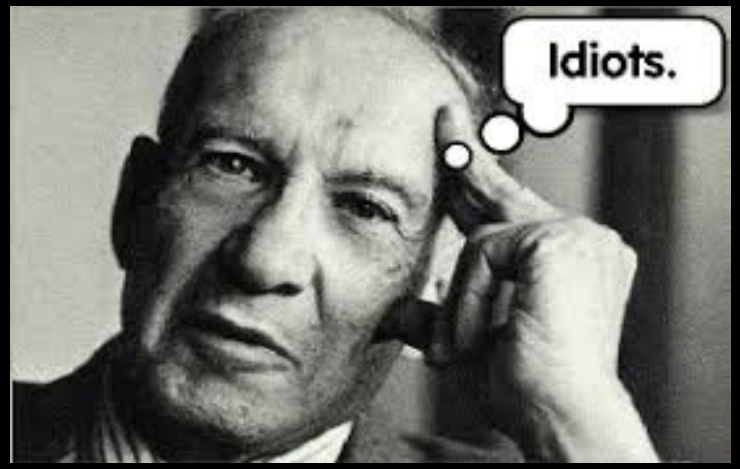


The question IS NOT: Do we have a culture?

The question is: Do we have the culture we want?

Peter Drucker on Culture

Culture eat strategy for breakfast



~ Peter Drucker - philosophical & practical foundations of the modern business corporation

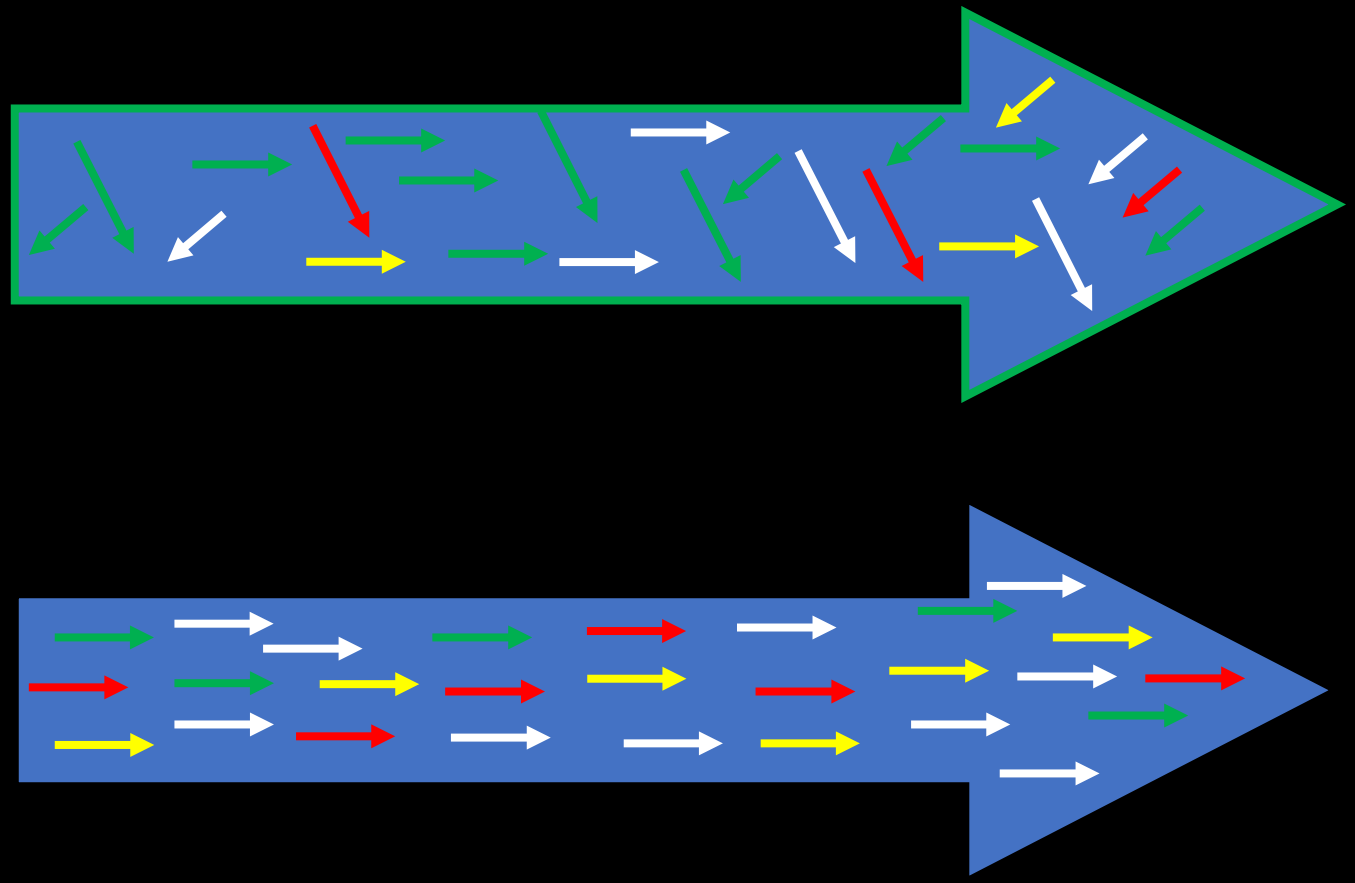
Back to Your Groups

Be prepared to report out:

1. List the dangers/risks of a non-productive, ineffective, dysfunctional work culture

2. List the benefits of a productive, effective, high-functioning work culture

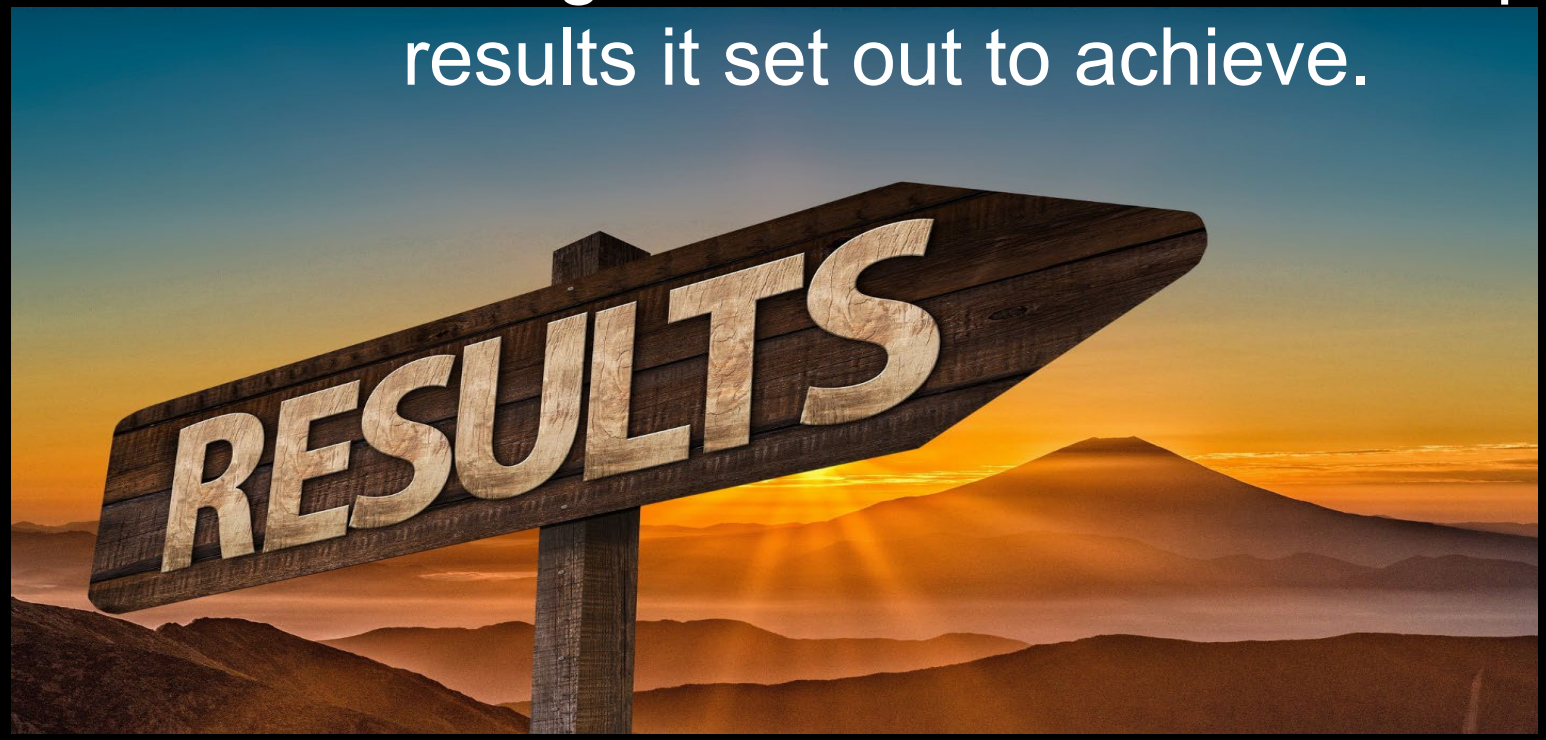
Culture & Strategy Alignment



The True Measure

of a great team is that it accomplishes the results it set out to achieve.

~ Patrick Lencioni



At any given moment, all should know their collective highest goals

Team Development

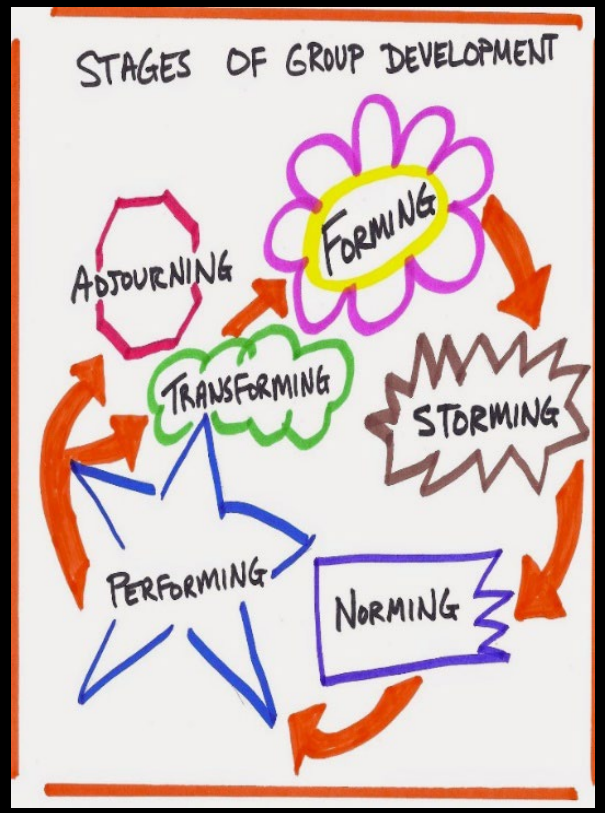
Five Stages of a Team

5. ADJOURN
4. PERFORM
3. NORM
2. STORM
1. FORM

Five Dysfunctions of a Team

~ Patrick Lencioni

Five Stage of Team Development



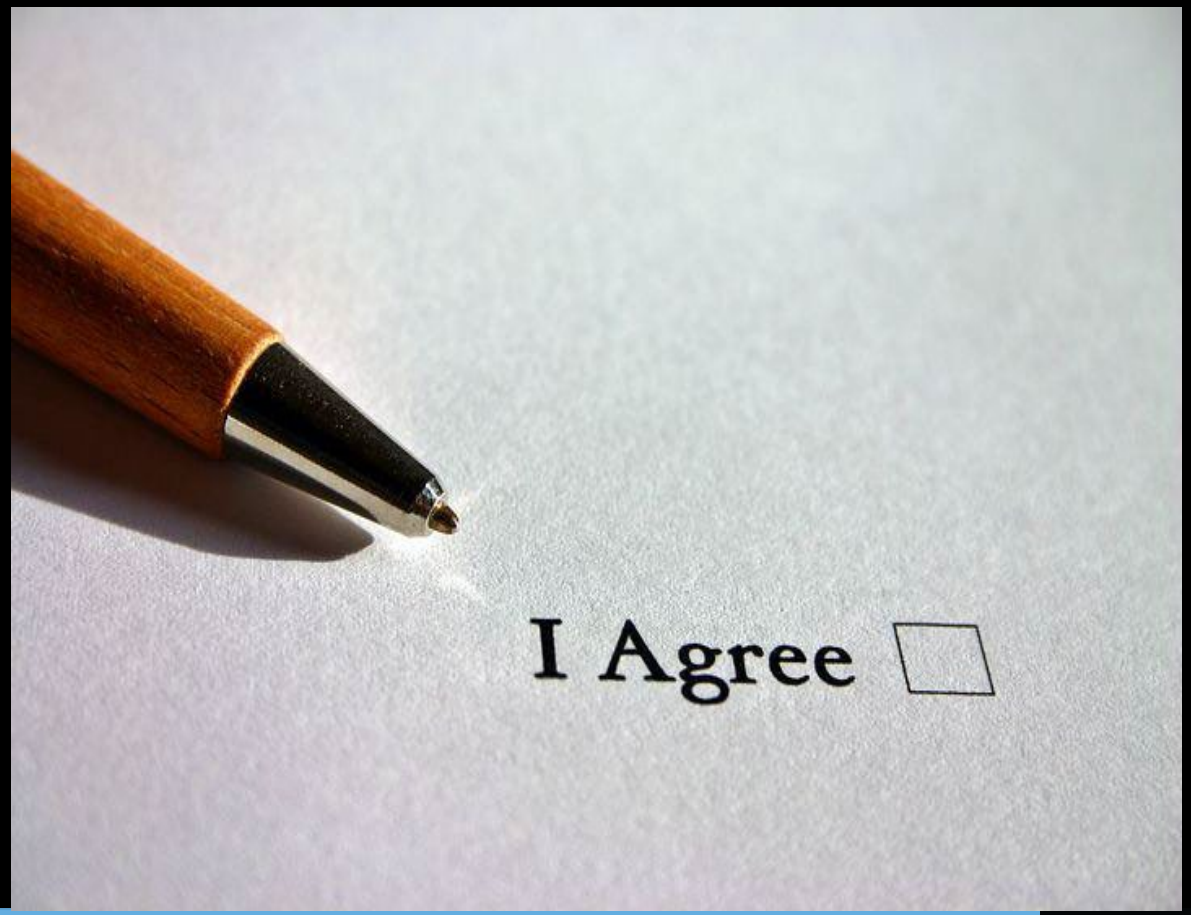
5. Adjourning: Completion, Evaluation
4. Performing: Work Together Meeting Goals
3. Norming: Resolutions Creating Norms
2. Storming: Disagreement & Resolution
1. Forming: Polite & Cordial

1. Forming

Prevention Rather Than Intervention

- Orientation; Introductions
- Municipality charter
- Values, Culture & Problem Solving
- Effective meetings – parliamentary procedure
- Strategic Planning – Blueprint
- ROLES & RESPONSIBILITIES

WHAT ELSE?



1. Forming

Council / Commission Roles & Responsibilities

2. Storming

Disagreements are a part of life

Conflict Hurts; Differing Opinions Help!

Conflicting opinions/ideas are the opportunity to gather a variety of facts & opinions before making decisions

Dealing with conflict in non-productive ways destroys trust & confidence between each other & with citizens

Civility & respectful communication are key attributes of effective relationships, able to achieve results

2. Storming

The challenge:

Most people are not skilled in effective storming!

2. Storming

Difficult Behaviors in Meetings

Share what you have experienced or observed that WORKS to avoid / to deal with challenging behaviors in meetings

Conversation Intelligence

To get to the next level of greatness depends on the quality of our culture, which depends on the quality of our relationships, which depends on the quality of our conversations. ~ Judith Glaser

Everything happens through conversation

Conversations are the social rituals that hold us together, the fabric of culture and society

3. Norming

Work Sessions

- Posted
- Open Meetings Act
- Vehicle for addressing major issues effectively
- Decisions are made in regular meeting **ONLY**

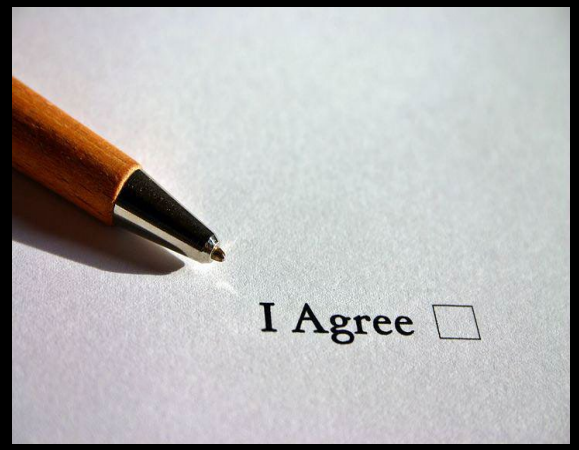
3. Norming

RULES OF ENGAGEMENT

The Way We Do Business

Team Operating Guidelines

Productive	Non-productive
+	–



3. Norming

Problem Solving Model

Move From Conflict to Problem Solving:

1. DEFINE the REAL problem
2. Brainstorm possible solutions
3. Test the options against the yardstick
4. Build consensus around the best possible option (BPO)
5. Debrief & evaluation

4. Performing

TRUST

On a scale of 1 – 10, where is your board:

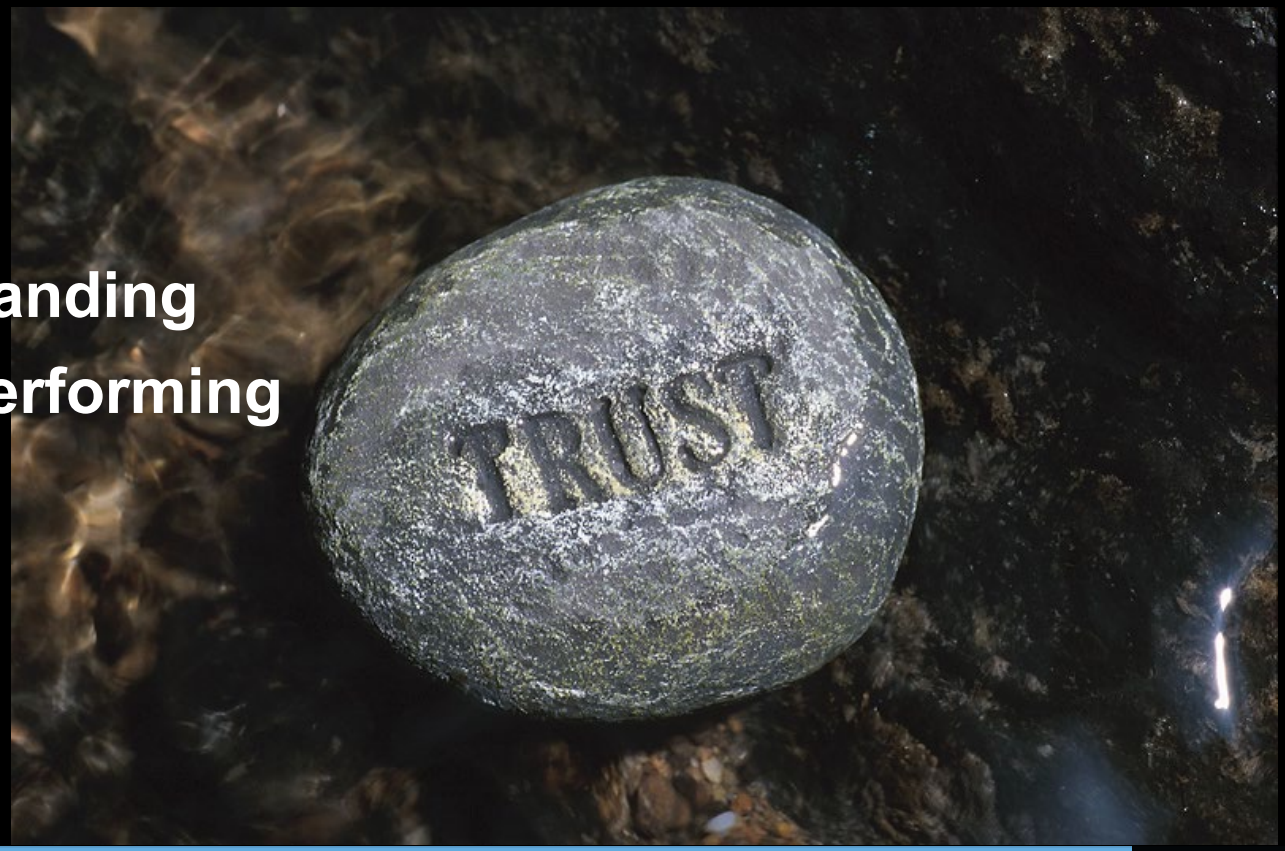
1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

Lack of Trust

What are the results of deteriorating trust?

Trust

- Is vital to building relationships
- Develops over time
- Is based on respect, truth, understanding
- Is the foundation of a solid, high-performing team



How Does Team Trust Evolve?

- **T**alking with team members
- **R**espect for individual members
- **U**nderstanding the common purpose
- **S**haring information with others
- **T**ime for relationships to develop

How About You?

What behaviors do you CONSISTENTLY use that cause people to trust you?

Trustworthy behavior = Personal Standardization

Behaving the same way, every single time,
regardless of the external circumstances

Trustworthy behavior . . . Are you PREDICTABLE?

Leadership Application

What to Improve?

The attributes of an **exceptional leader**

Prioritize where to improve **FIRST**

Stay in **IMPROVEMENT MODE**

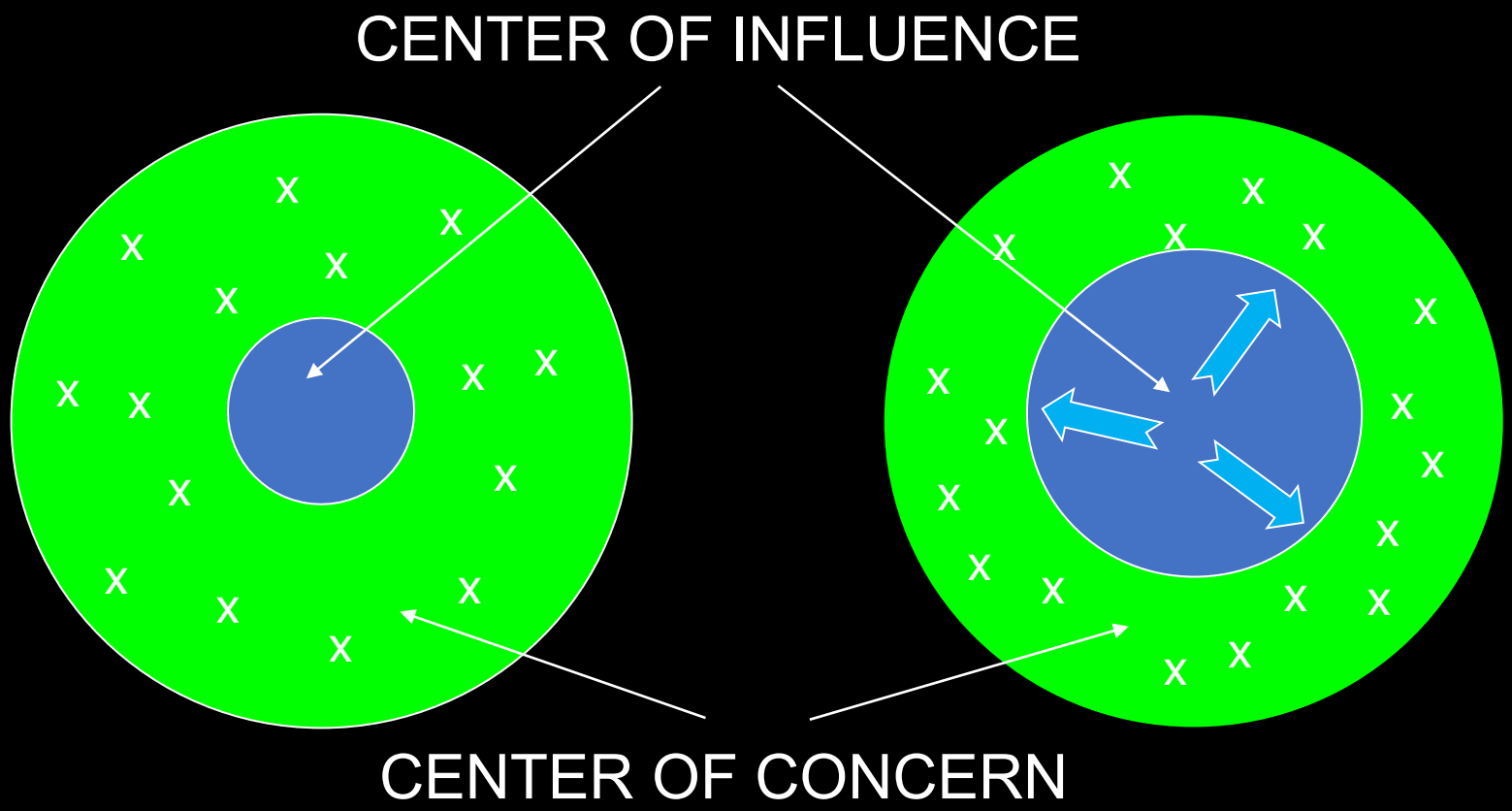
Use the Ben Franklin Approach

- What feedback do you need to hear?
- What feedback would a courageous person give you about where you could improve?

Hell is when who you are meets who you could have been. ~ Ben Franklin

Expand Influence

~ Stephen Covey, 7 Habits of Highly Effective People



5. Adjourn

Teams & their circumstances change.

When transitioning or adjourning it's beneficial to:

Review, Reflect, Celebrate, Capture & SHARE Learnings!

What Will I DO???

- What ONE thing will I do/improve as a result of this session?
- How will I hold myself accountable for my action?
- Someone here as an accountability partner?

Want Leadership Sustainability?

To expand and sustain your influence…

Interested in a Bit of Weekly Wisdom?

Learn Lavishly. Live Significantly. Leave a Legacy.

Continued

Sign up: www.marilynnsemonick.com
CLICK ONTO “BLOG”
Register on RIGHT SIDE of BLOG page “Email Subscription”

Dare to Improve

It is not because things are difficult that we do not dare;

it is because we do not dare that they are difficult.

~ Seneca