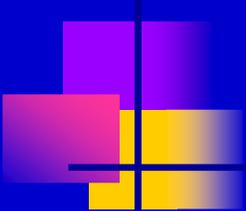




# High Performance Government

## Governing Body and Staff in Partnership

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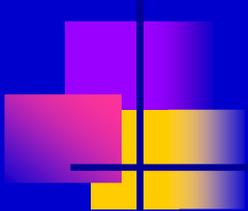
# Objectives

- Describe community building as goal of governance
- Discuss politics as choices among conflicting values
- Compare political and administrative values and perspectives
- Identify translating and aligning roles for chief administrative officers



# The High Performance Governing Body

- Addresses difficult policy problems
- Builds capacity to work effectively together
- Develops productive relationship with staff

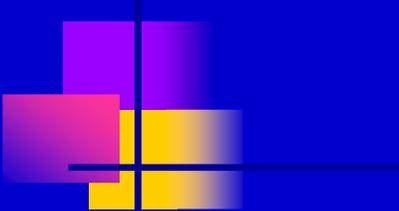
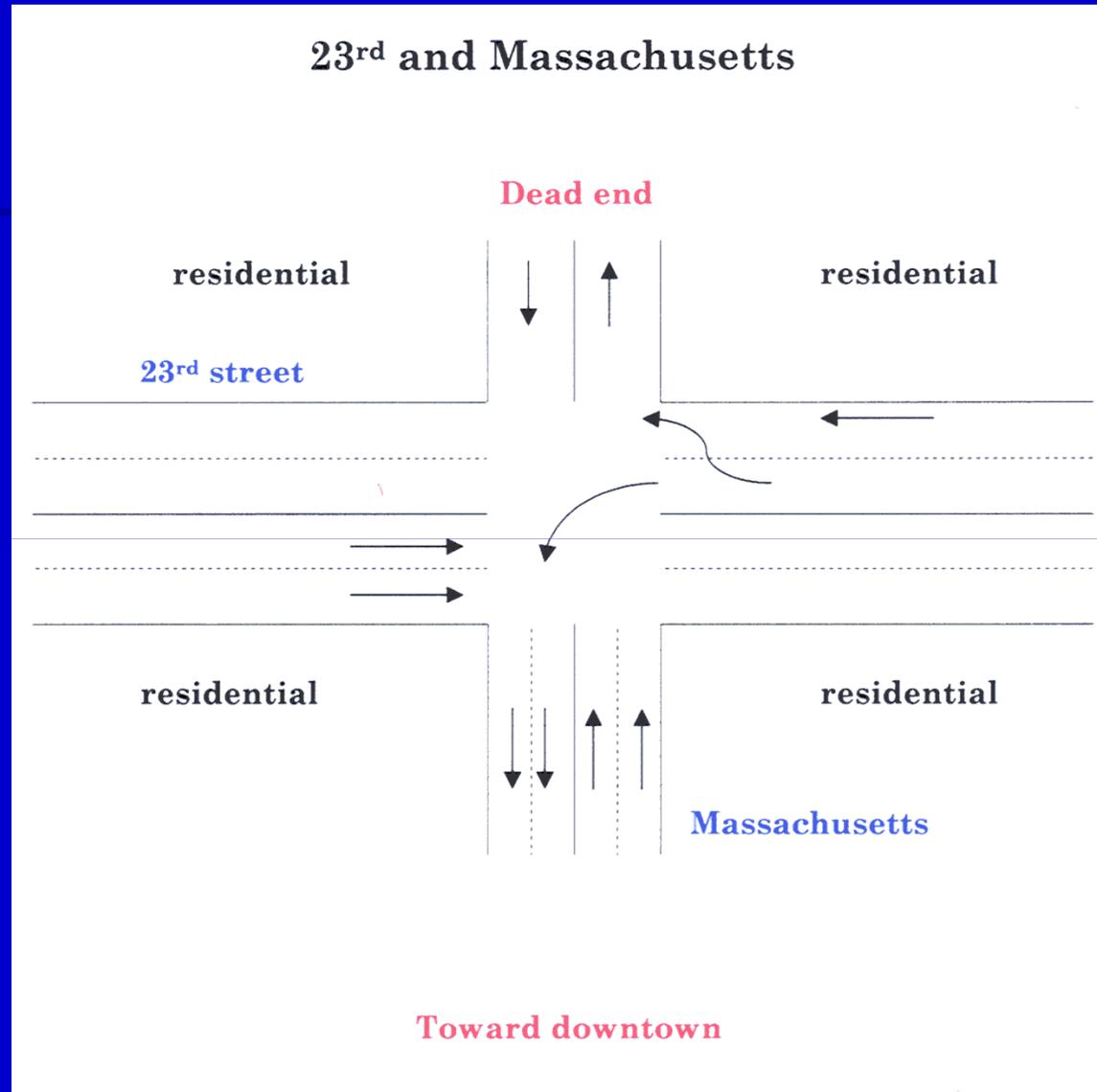


# Obstacles

- Examine conflicting values that drive policymaking
- Identify conditions that make public policymaking difficult
- Describe perspectives of elected officials and staff



## 23<sup>rd</sup> and Massachusetts





# Values

- **RESPONSIVENESS =**
  - Representation/Participation +
  - Efficiency/Professionalism +
  - Social Equity +
  - Individual Rights



# Efficiency and Politics

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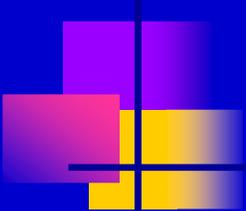
↓

*Low*

• **Representation**

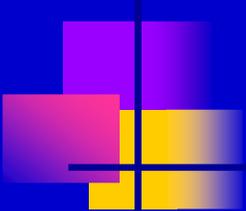
• **Social Equity**

• **Individual Rights**



# Governing Body Working Conditions

- No Hierarchy
- Vague Task Definition
- No Specialization
- Little Feedback
- Open Meetings



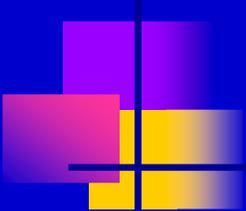
# Create productive working conditions



- Facilitative leadership
- Know the policy making role
- Goals setting—know council priorities
- Establish council protocol and stick to it
- Team building—know and respect each other and other styles
- Work with staff in partnership

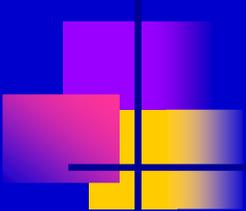


# Characteristics of Politics and Administration



Characteristics	Politics	Administration
Activity	Game/allocation of values	Problem Solving
Players	Representatives	Experts
Conversation	"What do you hear?" <ul style="list-style-type: none"> <li>■ Passion</li> <li>■ Dreams</li> <li>■ Stories</li> </ul>	"What do you know?" <ul style="list-style-type: none"> <li>■ Data</li> <li>■ Plans</li> <li>■ Reports</li> </ul>
Pieces	Intangible: Interests and symbols	Tangible: Information; money, people, equipment
Currency	Power (stories)	Knowledge (deeds)
Dynamics	Conflict, compromise, change	Predictability, cooperation, continuity

← CAO and Senior Staff →



# Facilitating Roles

- Translate politics and administration
- Align
  - Staff priorities with governing body goals
  - Governing body and staff expectations
- Convene conversations that matter
  - Engage the public square



# Summary

- Role of governing body is community building
- Good politics is about values not right answers
- Value conflicts require compromise and negotiation if "cups" matter
- Do not ignore any value over a period of time
- Democratic process is "messy"
- Politics/administration=ways of thinking
- Role of translator is critical
- Alignment is crucial