



Building an Effective County Team

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Leadership for the Public Good

“A serious meddling in the
lives of others.”

Max DePree

What we'll be discussing ...

- Civility
- Conflict
- Personality Types
- Group Dynamics
- Roles of Elected Officials and Staff

A Civility Lesson from Ben Franklin

We are sent here to *consult*, not to *contend*, with each other; and declarations of a fixed opinion, and of determined resolution, never to change it, neither enlighten nor convince us.

Positiveness and warmth on one side, naturally beget their like on the other ... harmony and union are extremely necessary to give weight to our Councils, and render them effectual in promoting and securing the common good.

- Public policy development is aimed at solving critical public issues
- How can we do that if we can't even talk to one another civilly?



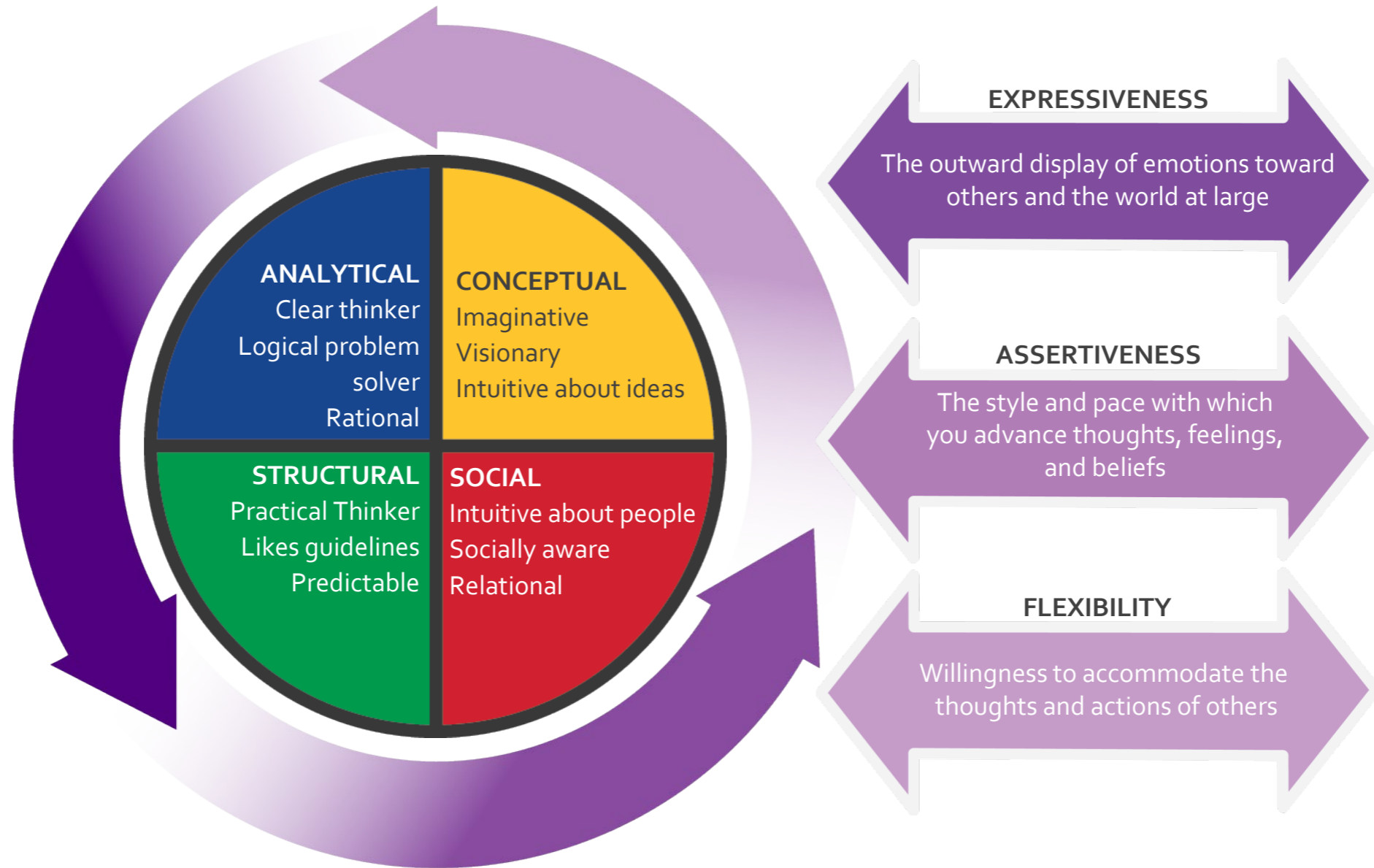
What do you see?



It depends on your perspective!



Personality Types



More info at emergenetics.com

What Causes Conflict?

- Our perspective leads us to try to solve issues differently
- We have different views of the same issues
 - Facts
 - Goals
 - Values

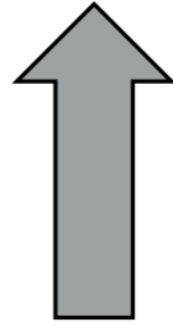
Conflict & Public Policy

- What makes an issue public?
- It's not private ...
 - Some would have you frame the question as “You have to figure out how to be good with money or good to people”
 - Its really “How can you be good with money and good to people”
 - And, the issues are complex

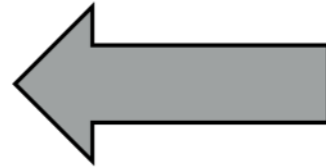
Simple and Complex Decisions

- Simple decisions choose between dualities
 - Pretty clear cut contrast between two concepts
- Complex decisions can be viewed in different ways
 - Not simply right or wrong
- For example ...
 - We're all honest people, right?
 - Then, when is it okay to lie?

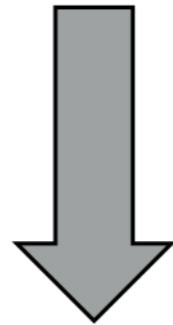
Liberty



Community



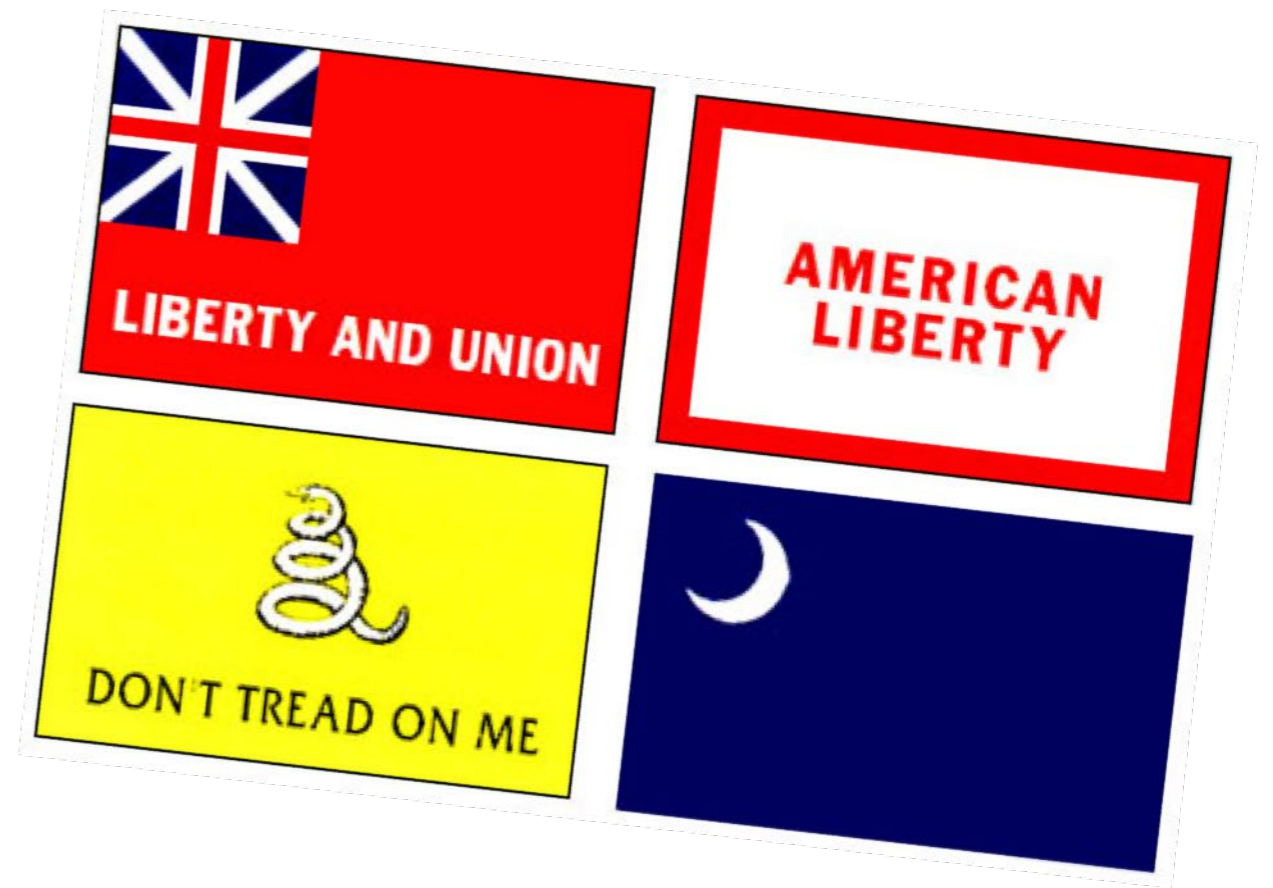
Prosperity



Equality

Liberty

- Freedom
- Choice
- Opportunity
- Independence
- Due Process
- Individual Rights



Prosperity

- Economy
- Efficiency
- Effectiveness
- Productivity
- Performance Measurement
- Quality of Life





- Equity
- Fairness
- Justice
- Representation
- Equal Opportunity
- Equal Access

Equality

- Safety
- Security
- Social Order
- Collective Action
- Sense of Place
- Culture



Community

Five Ways of Dealing with Conflict



Forcing

Collaborating

Self

Compromising

Avoiding

Accommodating

Others

Getting to Yes

- Don't argue over positions!
 - Produces unwise agreements
 - Small concessions are inefficient
 - Endangers ongoing relationships
 - Even worse when there are many parties
 - But ... being nice is not the answer

Getting to Yes

- The Method
 - Separate the People from the Problem
 - Focus on Interests, not Positions
 - Invent Options of Mutual Gain
 - Insist on Using Objective Criteria

Getting to Yes ... Yeah, but ...

- What if they're more powerful?
 - Try collaboration
 - Determine what you would take if an agreement can't be reached ... compromise
- What if they won't play?
 - Don't attack position ... look behind it
- What if they use dirty tricks?
 - Deliberate deception
 - Phony facts
 - Ambiguous Authority
 - Stressful situations
 - Refusal to negotiate

Tuckman's Stages of Group Development

- Forming
 - Breaking the ice, social interchanges
- Storming
 - Conflict, disagreement, participation
- Norming
 - Establish order, build cohesion, clarify norms & values
- Performing
 - Cooperation, problem solving, task accomplishment



Tuckman, Bruce W (1965). "Developmental sequence in small groups". *Psychological Bulletin*. **63** (6): 384–399.



Five Dysfunctions of a Team

Lencioni, P. 2003. "The Trouble with Teamwork." *Leader to Leader* (Summer, 2003). 35-40.

Traditional Idea



- Like unto a cruise line ...
- Council owns the ships
- Council hires professional staff to run it

Vision

Elected
Officials

Mission



Goals & Objectives

Staff

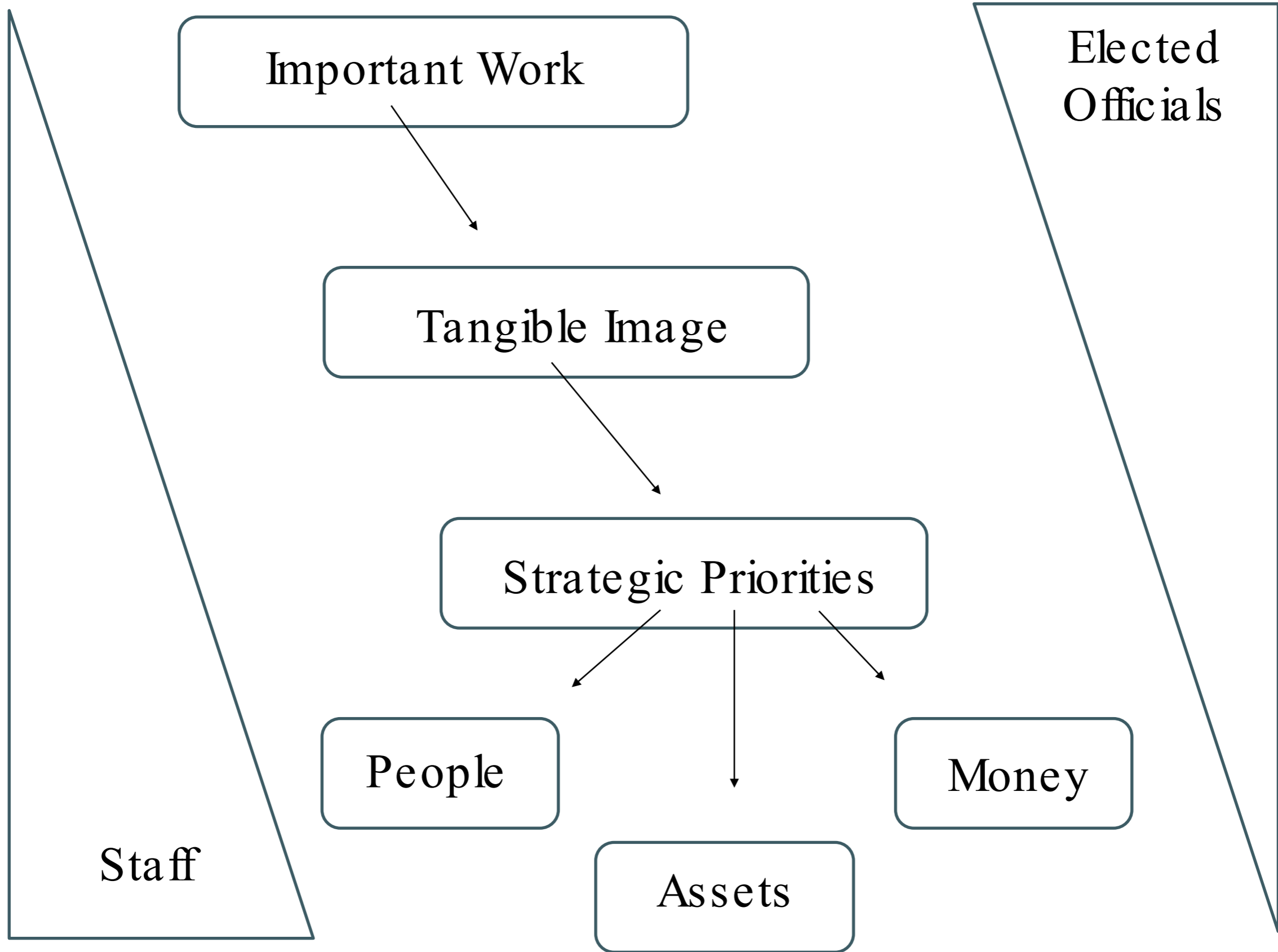
Action Items



More Modern Idea



- More like being in a boat paddling together
- Staff participates more in determining direction and actually helps to steer



Important Work

Elected
Officials

Tangible Image

Strategic Priorities

People

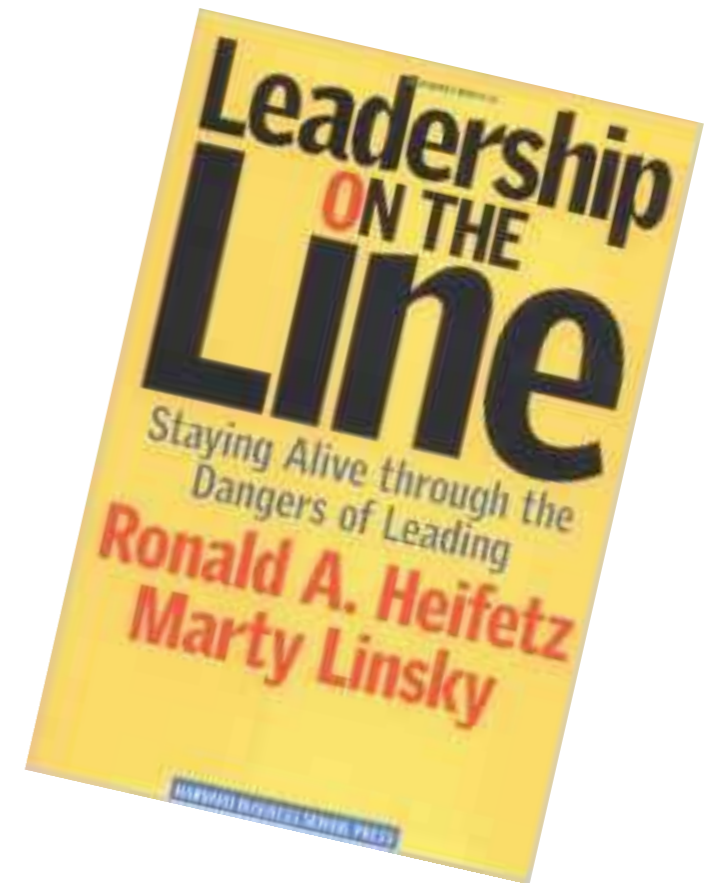
Money

Assets

Staff

Leadership on the Line

- “The lone warrior myth of leadership is a sure route to heroic suicide.”
- Six Aspects of Thinking Politically
 - One for dealing with those who are with you, one for those in opposition, four for those who are uncommitted



Find Partners

- Be mindful that they may push their own agenda; they have other commitments they will be unwilling to give up
- They provide protection to maneuver
- They help you create alliances with other factions
- Partners from another faction can provide “key intelligence” necessary to improve ideas - and positions - by incorporating other viewpoints

Keep the Opposition Close

- To survive and succeed, you must work closely with your opposition
- People opposed are usually those with the most to lose
- However, opposition also includes those in the middle
 - resist simply because it may disrupt their lives
 - or, make future uncertain

For those who are uncommitted ...

- Own your piece of the mess
- Acknowledge their loss
- Model the behavior
- Accept casualties

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