Challenge of New Trends

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New emphasis

Context and global trends in government

- Globalization
- Aging population
- Growing income inequality
- Evolution of new public management
- Governments moving toward more collaborative partnerships
- Impact of technology on program delivery and communication with citizenry
- Demand for greater transparency/accountability
- Greater expectations of citizenry re: service quality
- Increased media interest/"gotcha politics"
- Economic pressures
- Growing distrust and citizen apathy
Putting it all together: Political acuity exercises

What is the role of Council?
Role of Council

- Making policy
- Setting direction
- Representing the public interest

Council – Making policy

- Ensuring adequate information
- Having a good debate
- Creating and communicating policy
- Monitoring impact
- Adjust as appropriate

Council – Setting directions

- Examining social trends/conditions
- Soliciting wide range of community views
- Creating a shared vision
- Establishing action strategies
- Ensuring funding is in place
Council – Representing the public interest

- Responding to enquiries
- Advocating constituent concerns
- Representing the community
- Scrutinizing/monitoring operations
- Ensuring transparency

What are the Mayor’s responsibilities?

Mayor’s responsibilities

- The mayor has the same responsibilities as councillors. However, by virtue of their position they have considerable influence on how council conducts its business:
  - Chairperson – provides over Executive Committee meetings to ensure they follow proper rules of order, must be well informed and invite good debate.
  - Facilitator – oversees processes and efforts to help generate ideas, develop solutions and pursue partnerships to achieve council goals.
  - Spokesperson – represent council to the public and other agencies with decisions and strategies that have been approved by council.
  - Intermediary – liaises with the City Manager to provide him or her with political advisories and keep informed on operational matters that may be of council interest.
  - Mentor – guide council members to fulfill their roles and provide feedback on behaviors that reduce personal or the organization’s effectiveness.
What is the role of Administration?

Role of Administration

• **Giving policy advice** – assembles information and options for council to make decisions that fall within its delegated powers.

• **Implementing directions** – resources are organized to implement strategies, perform tasks and deliver services in accordance with council’s expectations.

• **Reflecting a body of knowledge** – staff are recruited and trained to be knowledgeable for a specific civic function or service.

Administration – policy advice

• **Providing information** for council to make decisions and create policies. Provide any internal data and conduct research for further information for council.

• **Clarifying expectations** so that research is focused. Both council and City Manager to take need to describe the information required in staff report.

• **Providing options** so that council can consider and debate alternatives. Providing only one option affects council’s confidence in staff.

• **Ensuring compliance** with legislation, policies and municipal case law. Council relies on administration to review legislative implications of pending decisions.

• **Indicating implementation requirements** by determining the funds and staff required. Council should know the longer term impact of the decision.
Administration – implementing directions

• **Providing data and information** so that council can understand external and internal factors rather than just sentiment to develop strategic directions.
• **Developing action plans** to determine the activities required to implement council directions and deliver services.
• **Allocating resources** to ensure materials and staff are in place. Council approves an overall budget; administration implements council directions.
• **Reporting on progress** to provide regular reports on activities and results. This also gives council confidence that administration is doing what council wishes.
• **Assessing performance** to ensure the operations are getting value for money. Council concerns or performance should direct them to the CAO.

Administration – reflecting body of knowledge

• **Ensuring relevance** by providing administrative rather than political advice. The role of staff is to provide facts, data and evidence regarding a matter.
• **Being objective** is a ‘must have’ characteristic for administration. That is not to say that a staff person should not have a recommendation to offer council.
• **Being thorough** is subjective. There are volumes of information, staff only has so much time, and councillors have limited time to review staff reports.
• **Being resourceful** by developing and maintaining a knowledge network. Staff should be encouraged to have peers and resources people that they can access.
• **Staying current** on new trends and information that affect their function. Learning must be considered a life-long venture for each staff person.

Role of the CAO?
Advice to the Mayor

• During the election campaign, the media is accusing the mayor of having a conflict of interest.
• The mayor asks your advice about how to handle the situation.

Hot advice at election time

• Council is considering closing a fire hall. Councillors have asked for your assessment of what impact this will have on their chances for re-election.

Strategic voting

• The mayor wants to get a proposal through council which she knows will be contentious, although it will have some support. She asks your advice about what strategy to pursue to get the item approved by council.
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Class consciousness

• Before you became CAO, you had extensive experience working in the uptown west side of your city, which is a very difficult area with homelessness, drug use, prostitution, and related problems. Your council is elected at-large and no one on your current council is from this area, and no one seems to care much about what happens there.
• You feel that you have a moral and professional obligation to make a strong case to council that it needs to pay more attention to this area and make some changes.

To advise or not to advise...

• The mayor is about to make a decision that will provoke a strong negative reaction in the community, although he seems unaware of this. He has not asked for your advice; he has simply told you what he is planning to do. Do you offer your advice?

He shoots, he scores!

• Your city is gearing up to holding a major sporting event in about four years. In preparation for this, substantial construction is taking place. You are aware that there is a relatively small problem with one of the venues that you feel that you will be able to control.
• A municipal election campaign is in progress, and the media and the opposition to the existing mayor and council have blown this issue out of proportion and presented some incorrect information which reflects poorly on both the current council and your administration. You are contemplating how to handle this issue.
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Ethics

What happens when they players don’t get along?
Examples and discussion

Definition (Merriam-Webster)

Main Entry: *ethics*  
pronunciation: ethˈiks  
function: noun

1. the discipline dealing with what is good and bad and with moral duty and obligation
2. a set of moral principles

Examples: a theory or system of moral values that governs behavior.

Additional information: ethics is a guiding philosophy...
Definition of ethics

- A general pattern or “way of life”
- A set of rules of conduct or “moral code”
- Inquiry about ways of life and rules of conduct

Definition of morality

- Beliefs about the nature of man
- Beliefs about ideals, about what is good or desirable or worth of pursuit for its own sake
- Rules laying down what ought to be done and what ought not to be done
- Motives that incline us to choose the right or the wrong course

Why study ethics?
Why are we talking about this?

- Environmental concerns
- Moral sensitivity (fairness)
- Poor judgment (training, ethics)
- Stakeholder activism
- Economic pressure to survive (slippery slope)
- Greed, scandals
- Transparency
- Regulatory changes – new laws

Reputation?

- Highly intangible
- When you have it, you have it, but when you lose it, it’s gone and hard to get back

Determinants of reputation
“Brand”

- A "Name, term, design, symbol, or any other feature that identifies one seller's good or service as distinct from those of other sellers."
- A brand can take many forms, including a name, sign, symbol, color combination or slogan.
- For example, Coca Cola is the name of a brand made by a particular company.
- The word branding began simply as a way to tell one person's cattle from another by means of a hot iron stamp.
- The word brand has continued to evolve to encompass identity — it affects the personality of a product, company or service.
- It is defined by a perception, good or bad, that your customers or prospects have about you.
Reputation

- An opinion about an entity, typically a result of social evaluation on a set of criteria.
- Reputation may be considered as a component of the identity as defined by others.
- Reputation is known to be an ubiquitous, spontaneous and highly efficient mechanism of social control in natural societies.
- Its influence ranges from competitive settings, like markets, to cooperative ones, like firms, organizations, institutions and communities.
- Hard to build and easy to lose.
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Crisis

- Unstable situation of extreme danger or difficulty
- Indicates a turning-point, usually a deterioration of a situation.
- It arises when systems on which people depend are overwhelmed and cannot or do not respond to the demands or needs.
- Crisis is an imprecise term
- It can also stand for failures in communication that cause a crisis.
What guides your decision making?

- Religion – God’s laws
- Our relationship with others
- Our perception of ourselves
- Corporate values and policies
- Government rules and regulations

Sniff test

- Would I be comfortable if this action or decision appeared on the front page of the paper
- Will I be proud of this decision?
- Will my mother or grandmother be proud?
- Is this action or decision consistent with the mission and values of my organization
- Does this feel right to me?
Duck test

- Does it look like a duck?
- Does it quack like a duck?
- Does it walk like a duck?

Then it is probably a duck!

EDM steps

- Determine the facts – who, what, when, where, and how
- Define the ethical issue(s)
- Identify major principles, rules and values
- Specify the alternatives
- Compare values and alternatives, and see if a clear decision emerges
- Assess the consequences
- Make your decision

Module 5: Ethics case studies
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Johnson & Johnson and Tylenol

Classic Case in Crisis Management

• Here’s a classic model of how a crisis can be turned into an opportunity for good PR:
  – In 1986 someone put capsules poisoned with lethal amounts of cyanide in Johnson and Johnson bottles of Tylenol on store shelves. Before anyone could do anything, seven people died from the poisoned medicine.
  – The company met the crisis head-on. First, they spent $300 million recalling all samples of the medicine bottles.
  – Then the company introduced new tamper-proof medicine containers that changed the entire industry. But most importantly, the company was prepared; it acted coolly; they answered the tough questions, and in the end maintained their dominance in the market.
  – They used the media to demonstrate their concern and their determination to resolve the crisis. It was a message of courage and leadership through effective public relations.
The Story

• March, 2007
• One of the largest manufacturers of pet food in North America

The Story

• Specialize in private-label brands for retailers such as Loblaw’s President’s Choice and Sobey’s
• Supplier to brand food manufacturers such as Proctor & Gamble’s Iams

The Problem

• Tainted wheat gluten from a Chinese supplier gets in the supply chain
• Poisons pet food manufactured by Menu Foods
• Cats and dogs become ill - die as a result of ingesting tainted pet food
• Menu Foods unaware of problem initially
The Recall

• Menu Foods announces initial recall of 93 brands of “wet” pet food produced under license
• Menu Foods sets up customer info hotline
• Customers asked to check product “bar codes” and return to store for full refund
• Stores asked to remove affected products, wet and dry

Results

• Confusion in the marketplace
• Confusion at retail stores
• Hesitant, expanded recall designed to limit potential losses

Menu Foods Response

• We are a victim, just like you
• We were not aware of the tainted product
• No regulatory environment in pet food industry
• Agree to compensate pet owners for losses
What is Your Pet Worth?

Could they have done better?

• The initial response...
• Actions...
• Preventative actions...
• Compensation...

MAPLE LEAF®
The Story

- Maple Leaf Foods Ltd.
- One of the largest producers of meat products in North America
- Products include cold meats, wieners, sausages
- Over 23,000 employees
- Brands include Maple Leaf, Schneider's

The Problem

- August, 2008
- Listeria present in meat products produced in Maple Leaf plant near Toronto
- Tainted product linked to deaths in seniors

The Recall

- Plant shut down
- All products recalled from stores, distributors
- All plants undergo “deep cleaning”
- And......the commercials.....
Results

- Consumer response...
- Distributor and retail response...
- Lawsuits...
- Settlements between $28 - 30 million

Influence

What does the word “influence” mean to you?
The gentle art of influence

- Influence is not:
  - Power alone
  - Just communication
  - Manipulation
- What is influence?
- Write your definition here:

Definitions of influence

- Getting someone to do what you want, without exerting authority
- Ability to achieve an end result
- Soliciting the cooperation of others to help you
- Changing a person’s attitudes or behaviour
What influences you?

Influence Exercise #1

- As you remember a time when you were influenced, try to capture the key components or elements of what that person said or did.
- What words or phrases influenced you? Write down as many as you can.

Influence exercise #1

1. The person who influenced me was:___________________________________
2. I was influenced to (do, think, change, believe)________________________________________________________________________
3. The key reason I was influenced were (for example, to maintain the status quo, to face reality, to take the practical course, to accept the person’s future vision, financial reward, fear of loss, prospect of good relationship, etc.)___________________________________________
4. The words and phrases that influenced me were:________________________________________________________________________

Influence exercise #2: Influence factor checklist

<table>
<thead>
<tr>
<th>Influence factor</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Moral or ethical arguments</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Authority or power in another person</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Threatening the status quo</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A consensus among others</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Social support</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The chance to help others or society</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Practical considerations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Competence or efficiency</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
What influences others?

Influence Exercise #3

• As you remember a time when you influenced someone else, try to capture the key components or elements of what you said or did.
• What words or phrases influenced him/her? Write down as many as you can.

Influence exercise #3

Recall the details of when you used influence successfully

• What did you do and how did you do it?
__________________________________________________________
__________________________________________________________
__________________________________________________________
__________________________________________________________

3. What lessons can we draw from that experience?
__________________________________________________________
__________________________________________________________
__________________________________________________________
__________________________________________________________

4. The words and phrases that helped influence were:
__________________________________________________________
__________________________________________________________
__________________________________________________________
__________________________________________________________

Cannot control

Influence

Control
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Building relationships based on trust

- Positive relationships are based on trust
- But where does trust come from?
  - Small steps
  - Reciprocation
  - Bigger steps

Building Relationships Based on Trust (1)

- Listen to others: what can you learn from them?
- Look for ways to help others, rather than immediately asking them to help you.
- Find ways to put people together who might benefit from knowing each other.
- Inventory your existing network. How many people on your list are mere acquaintances? How many would immediately take your phone call? How can you deepen relationships with people where cooperation might be mutually beneficial?

Building Relationships Based on Trust (2)

- When you identify someone you need to meet, consider whether a third-party could introduce you.
- Attending meetings, serving on committees and speaking at conferences are all ways to expand your sphere of contacts.
- Write memory-jogging hints on the backs of the business cards you collect. Reconnect with promising contacts as soon as possible.
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April 21, 2017

Anchor arguments
Williams-Sonoma case
Real estate agents

Narrative can be a very powerful influence technique

Key political acuity skill is the ability to read body language
Great leaders actively observe the world around them and process and test what they see.

Nonverbal Communication
- Active listening
- Voice
- Eye contact
- Attentiveness
- Facial expressions
- Silence
- Body language
- Position and movement
- Distracting habits
- Enthusiasm
- Dress
Simple but powerful technique

DSW - Setting up “the ask”

- Define “the ask”
- Situate on their priority agenda
- Winners and losers/friends and foes

Key questions
- What?
- So what?
- Now what?
Challenge exercise

- Think about some thing you want, either in your work or personal life
- Strategize about how you would structure your request
- Craft your ask
- One or two sentences only

ASK Template:

<table>
<thead>
<tr>
<th>What I want to know</th>
<th>What I hope to learn</th>
<th>What I’m asking you to do</th>
<th>Tag(s) for analysis procedure</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

Your Ask
(script for what you will actually say – one or two sentences)

Discussion
Active Listening

Module 4: Political Acuity

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April 21, 2017
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April 21, 2017

Policy making in government

Input ➔ Politics ➔ Output

Adapted from: Easton

Politics

He just doesn’t get it.
Political acuity is...

- a way of thinking and behaving; putting information and skills together to better guide choices and behaviour to accomplish your goals and objectives

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Central to finding and implementing effective and efficient solutions for organisational problems is developing "political acuity". This requires a combination of many skills including understanding the role of leadership, the management of change, and the ability to deal with competing interests from different stakeholders. The ability to "read the political environment" is also crucial in order to create opportunities that will benefit the organisation and the community. This is why a deep understanding of political acuity is important for any organisation to achieve its strategic goals.

Adapted from Hartley, et al., 2013

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Political antennae

- Astuteness
- Practical intelligence
- Awareness
- Savvy
- People skills
- Knowing
- Political skills

Political Acuity

Socio-political intelligence

Acumen

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Political factors/underlying issues

Personalities & organizational politics

Environmental factors & organizational politics

Informal processes

Understand formal processes

Political Blind Spot

Not consciously seeing the extent to which informal influence and external factors shapes the decision-making process

PBS – PADD - CLM
Understanding and dealing with optics

Red light, green light, yellow light

Read each of the following scenarios, then make a determination:

Red light - do not proceed
Green light - no problem
Yellow light - proceed with caution

Email ethics

You receive an e-mail at the office which contains a series of "dumb blonde" jokes. They strike you as pretty funny, so you forward the message to the department heads and about a dozen friends outside your organization.
Optics

- You have been travelling for your work using a city vehicle and after a long road trip you want to stop on your way home to pick up a couple of things at the LCBO. It’s on the way.

Reference ethics

A former employee of the finance department sets up a consulting business and approaches you for a letter of reference. He submits a draft document, which makes mention of several projects he is taking credit for. You know he was a minor player in one of these and feel uncomfortable with his suggestion that the letter be on city letterhead, "just to make it more official."

Procurement ethics

Your college pal has just moved to town and established his IT consulting business. Although your municipality has no RFP yet, Council has authorized a new financial accounting system for the next budget cycle. You arrange for a behind-the-scenes tour, knowing he is interested in bidding on the contract.
Ethics cases for Finance Directors

The Mayor submits a series of large and unusual monthly expenditure reimbursement requests, and your accounts payable staff raises questions about the appropriateness of the expenditures and the lack of documentation. The CAO’s office is supportive, but suggests that you do "what ever needs to be done" to satisfy reporting requirements.

Invitation ethics

You are invited to the Durham Dodgers NHL playoff game by a construction company executive, who says he has an extra ticket - no charge. You're surprised to find yourself in a box with executives from many of the companies that supply goods and services to City Hall. More than 50 percent of the time is spent talking about the up-coming refurbishment of the Council Chambers, and you miss the one Dodger goal of the evening.

Timbit ethics

The Tim Horton's across from City Hall offers a free Timbit to all city employees when they purchase coffee. You learn they do the same for police officers.
Summary

• A short re-cap
• Next steps