

# Collaborative Leadership

Civic Engagement *Inside* the Organization

Presented by: Tim O'Donnell  
City Manager, City of Brea

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## How We Got Here: A Quick Historical Overview of Citizen/Government Relations

Time Period	Governmental Form	Public Involvement
Early History	Town Hall	Community Minded/Involved
1800's to 1930's	Political Bosses	Controlled by Bosses
1940's, 50's, 60's	City Fathers	Passive Acceptance
1970's to 2009	Vending Machine	Transactional Customer
2010 to future	Community as Partner	"Citizen Stakeholder"

*Common Sense California*

# Civic Engagement is not...

- Selling the Public on...
- Getting Votes for...
- Convincing the Public to....
- Just Getting Input
- Direct Democracy, but “Informed Democracy”
- An Unplanned, Uncontrolled Process
- Something You Do For Every Issue/Every Time:  
Management Still Exists
- Something That Happens at Council/Board  
Meetings

# Civic Engagement *Inside* the Organization

- Civic Engagement Needs to Start Internally
- Engaged Employees Promote an Engaged Community
- Brea Budget Case Study

# “Negotiated Budgeting”



# How it Works

## Facilitated Small Groups



# How it Works

- Budget Strategic Planning group (BSP)
  - ◆ City Manager Does Not Control Budget Process
  - ◆ All Departments Are Represented in Regular Meetings– All Employees Are Welcome
  - ◆ Committee Members Brief Departments and Unions on Status of Budget Development
  - ◆ Committee Members Report Progress to Council

# How it Works

## Group Develops Consensus



# How it Works

- ◆ Two Council Members Attend BSP (Periodically)
- ◆ BSP Recommends Budget to Council
- ◆ Sharepoint (Intranet) Keeps Others Informed

# Why Do This?

- 18<sup>th</sup> Century Structures Don't Work Well
- Technology Allows High Level Sharing
- Given All the Information, Stakeholder Group Will Make Good Decisions

# Why Do This?

- Process Identifies and Develops Up-and-Coming Employees
- Problem Solving Capacity of Organization is Enhanced
- People Tend to Support That Which They Help Create
- Changes Organizational Culture to Actively Manage Constant Change

# Learnings

- Preparing the Council is Challenging
- It's Not a Program With a Checklist; It's a Different Way of Behaving
- Does not Eliminate Management

# Learnings

- Much Slower Than You Think It Should Be, but “Trust the Process”
- Expect and Be OK With Ambiguity
- We Are Learners/Practitioners

# 21<sup>st</sup> Century Leadership

**Leadership** is an *influence* relationship among *collaborators* who intend *real changes* that reflect their *mutual purposes*. (Rost, 1995)

This is a change model that promotes engagement and involvement. (In an Organization *or* a Community)