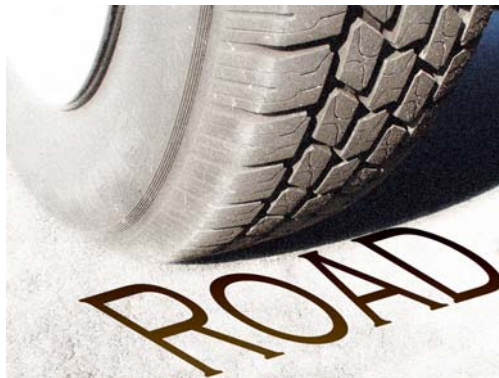


Building Consensus Inside Councils

Director Dan Clark, M.Ed.
Local Government Center Director
Montana State University

Thank you for your service!

Local Government is where the
rubber meets the road.





Motivation for Service

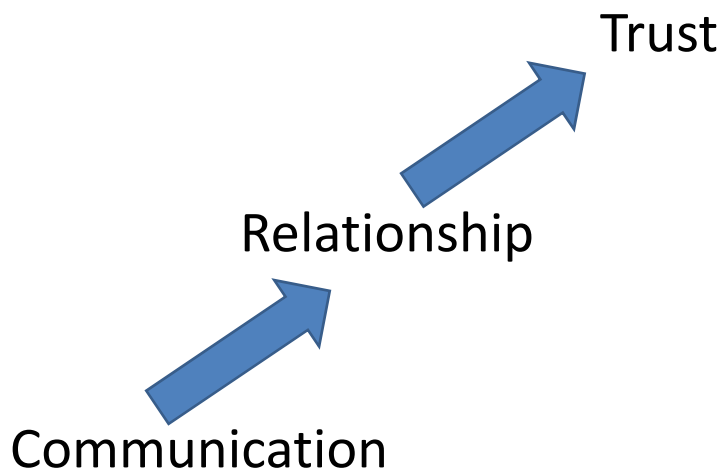
- Single Issue Candidate
- Ran for office on a bet
- Didn't like the incumbent
- Need extra cash
- No one else would run
- Enjoy notoriety of serving in elected position
- Don't like government
- Enjoy solving complex multi-faceted problems
- Committed to the community

Representative Government is
designed to have *tension*.

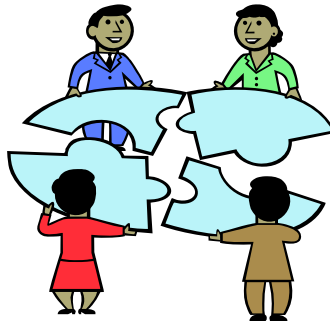
The challenge is making the
tension *productive* and **NOT**
destructive!

Discuss the following

- Describe a conflict within the City or community that turned out negatively.
- Describe a conflict within the City or community that turned out positively.



Building Relationships = Building Trust



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Difficult conversations, critical questions, internal controls

Understanding Elements of Conflict

My favorite simple conflict definition:

Perceived goal interference among interdependent parties.

Adapted from materials developed by
Dr. Steve Daniels, USU Extension



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Why I like this definition so much...

- Understand the goal interference....
- Understand the accuracy of perceptions....
- Understand the nature of the interdependence, and
- You have gone a long way in understanding the situation.

Conflict Sources

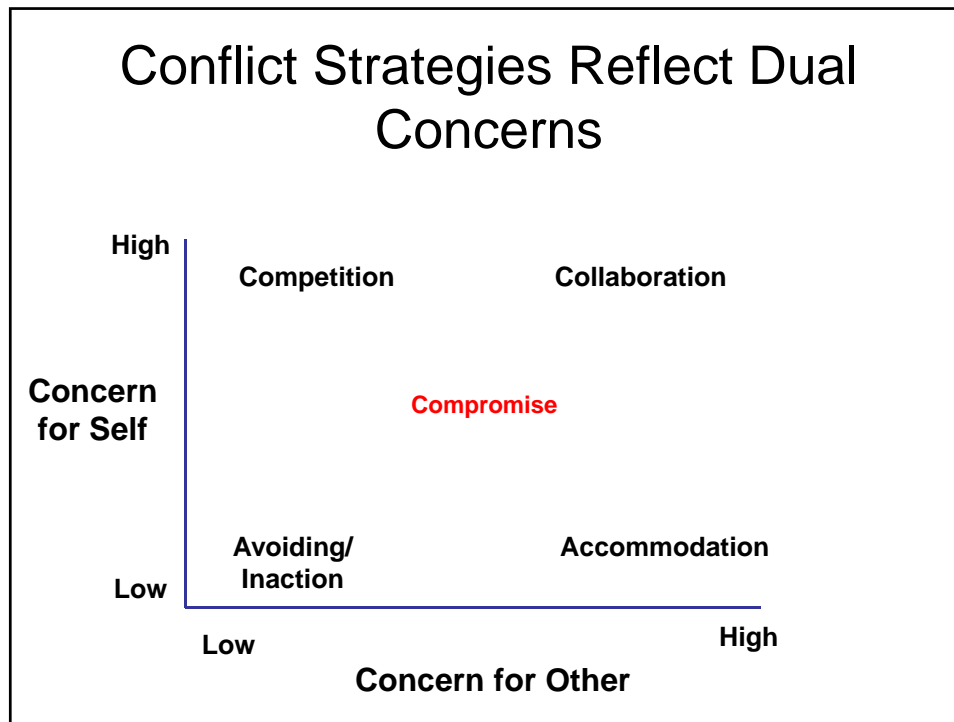
- Miscommunication/misinformation
- Real or perceived differences in needs and priorities
- Real or perceived differences in values, perceptions, beliefs, attitudes and culture
- Structural Conditions

Some Terms to Consider

- **Conflict** – perceived goal interference among interdependent parties.
- **Dispute** – an episode of contentious/escalated behaviors.
- “*Conflict management*” makes sense
- “*Dispute resolution*” makes sense
- “*Conflict resolution*” doesn't make sense

“Conflict is inevitable, but combat is optional”

-Max Lucado



Comparing Collaborative and Competitive Strategies

Factor	Collaborative	Competitive
• Goal	• Mutual Gain	• Self Benefit
• Resource View	• Expandable	• Fixed-Pie
• Issue Focus	• Interests	• Positions
• Relationship	• Valued	• Unimportant
• View of Other	• Partner	• Adversary
• Communication	• Open	• Controlled
• Information	• Exchange	• Protected
• Trust	• High	• Limited
• Power	• Shared	• Coveted
• Metaphor	• Partnership	• Game

Pick and Choose Your Battles!

A city councilman in Utah, Mark Easton, had a beautiful view of the east mountains, until a new neighbor purchased the lot below his house and built a new home. The new home was 18 inches higher than the ordinances would allow, so Mark Easton, mad about his lost view, went to the city to make sure they enforced the lower roof line ordinance. The new neighbor had to drop the roof line, at great expense.

Recently, Mark Easton called the city, and informed them that his new neighbor had installed some vents on the side of his home. Mark didn't like the look of these vents and asked the city to investigate. When they went to Mark's home to see what the vents looked like, this is what they found...



Strategies For Improving Council Relations

- Communication
- Build Relationships of Trust
- Manage Conflict Effectively
- Other Strategies (if we have time)
 - Governing Philosophy
 - Strategic Planning
 - Rules of Procedure

Transparent
Inclusive
Diverse

Governing Philosophy

- Proactive
- Assets
- Educate
- Plan
- Invest in future
- Reactive
- Deficits
- Enforce
- Respond
- Meet today's needs

Handout on Good Governance Principles; Adapted from Graham, Amos and Plumptre (2003)

Good Governance Principle	Application and Description
Legitimacy and Voice	<p>Participation: individuals should have a voice in decision-making, either directly or through legitimate intermediate institutions that represent their intention. Such broad participation is built on freedom of association and speech, as well as capacities to participate constructively.</p> <p>Consensus Orientation: good governance mediates differing interests to reach a broad consensus on what is in the best interest of the group and, where possible, on policies and procedures.</p>
Direction	<p>Strategic Vision: leaders and the public have a broad and long-term perspective on good governance and human development, along with a sense of what is needed for such development. There is also an understanding of the historical, cultural and social complexities in which that perspective is grounded.</p>
Performance	<p>Responsiveness: institutions and processes try to serve all stakeholders.</p> <p>Effectiveness and Efficiency: processes and institutions produce results that meet needs while making the best use of resources.</p>
Accountability	<p>Accountability: decision-makers in government, the private sector and civil society organizations are answerable and responsible to the public, as well as to institutional stakeholders. Accountability differs depending on the organizations and whether the decision is internal or external.</p> <p>Transparency: built on the free flow of information with processes, institutions and information directly accessible, and sufficient and applicable information provided.</p>
Fairness	<p>Equity: all have opportunities to improve or maintain their well-being.</p> <p>Rule of Law: legal frameworks are fair and enforced impartially.</p>

Theory of Change

- Complex problems call for many kinds of solutions
- When all kinds of people develop relationships, new ideas emerge
- When people consider an issue from different points of view, they uncover common ground and find better solutions
- When people have a voice they are more likely to participate in carrying out ideas for change
- Change is more likely to last when individual and collective actions are tied together

Processionary Caterpillars



They were following:

Instinct	Precedent
Habit	Past experience
Custom	Standard practice
Tradition	

They mistook activity for accomplishment.

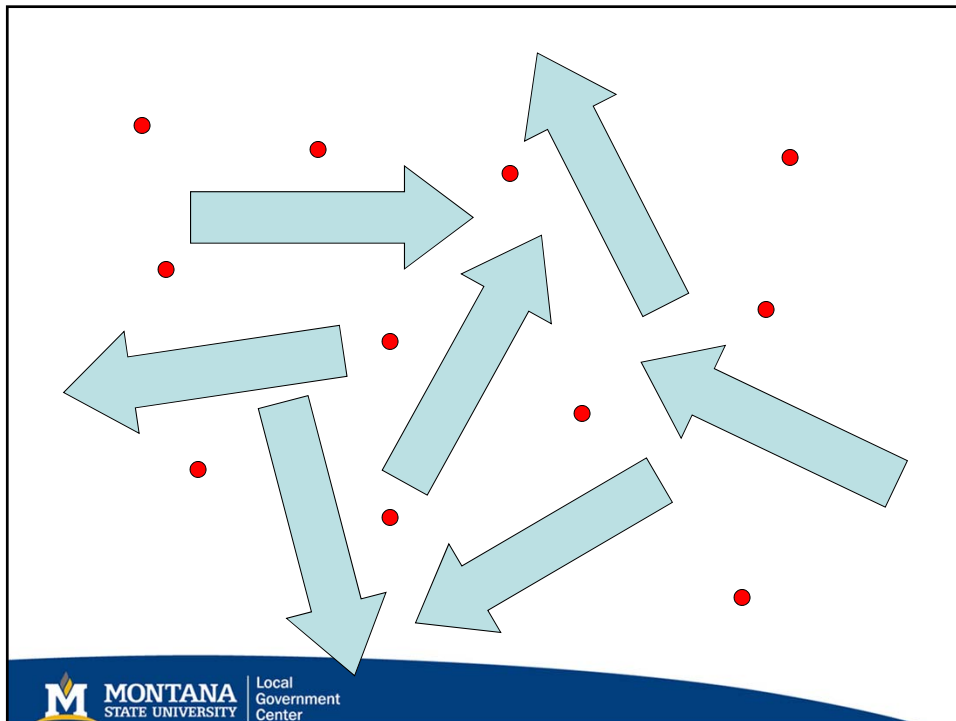
They meant well—but got no place.

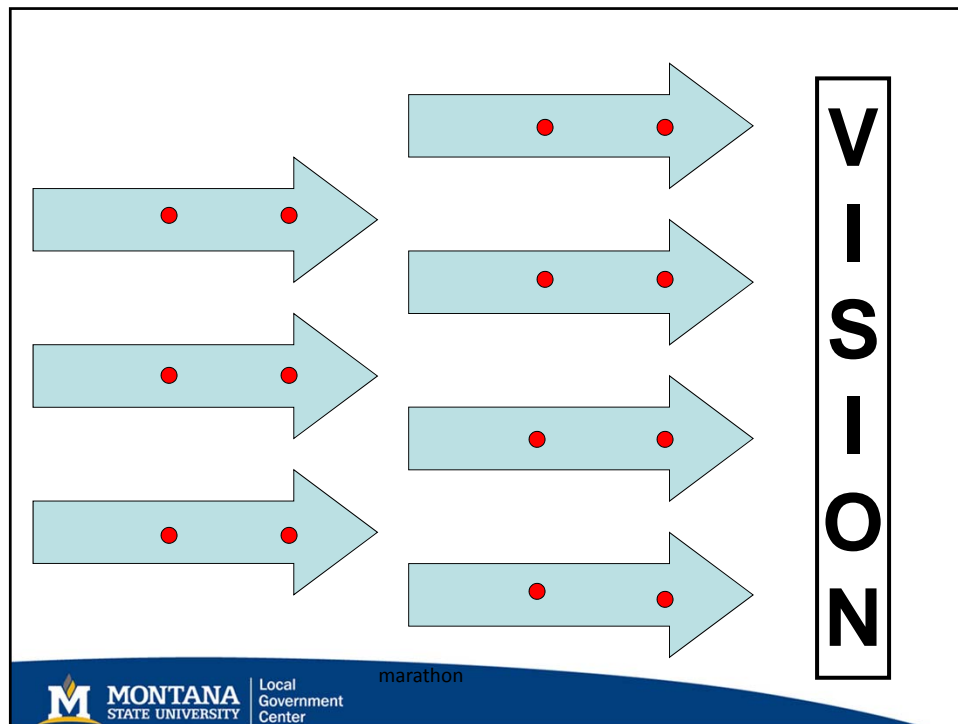
Need for Leadership

Investment Follows Vision

“If you want to move people, it has to be toward a vision that’s positive for them, that taps important values, that gets them something they desire, and it has to be presented in a way that they feel compelled to follow.”

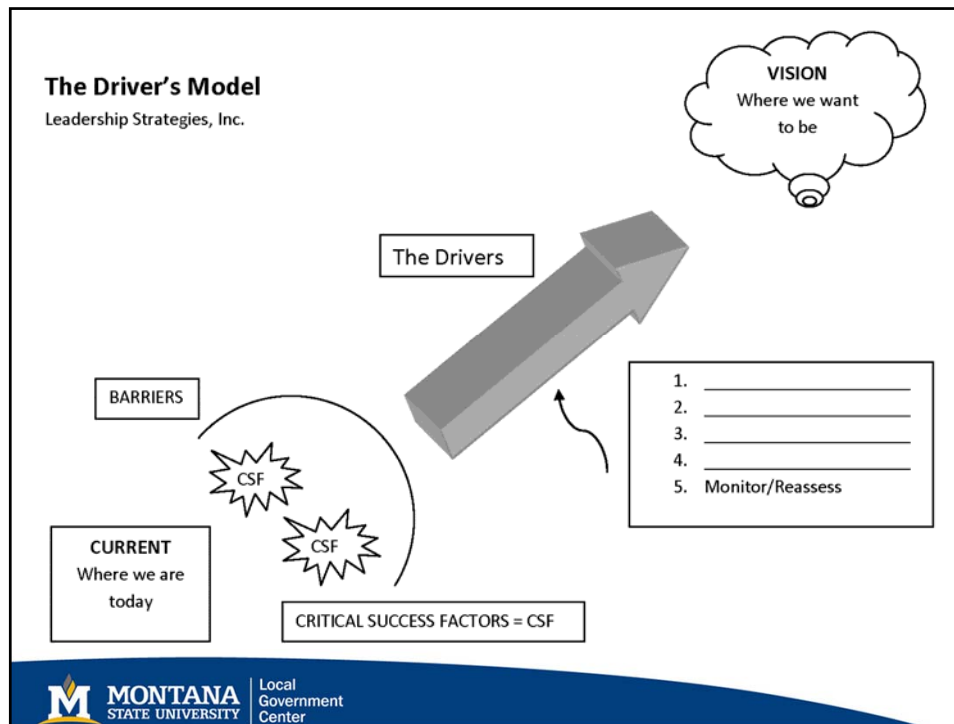
– Martin Luther King, Jr.





Finding the Bright Spots

- Communities change in the direction they inquire
- Inquire into problems = keep finding problems
- Discover that which is good
- Discoveries - build a new future where the best becomes more common!
- Engage the entire community: What is working well?



Driver's Model

- The Drivers Model applies anytime there is a difference between where you are and where you want to be.
- **Strategic Questions:**
Where are we now?
Where do we want to be?
What do we do to get there?
How will we monitor our progress?
- **Critical Success Factors (CFS)**
- **Barriers**

Montana State University – College of Nursing

VISION of College of Nursing:

MSU College of Nursing will be internationally recognized for innovation, discovery, excellence and leadership in education, research and practice.

MISSION of College of Nursing

Our mission is to enhance the health of the people of Montana, our nation, and the global community by providing leadership for professional nursing through excellence in education, research, practice and service.

GOAL 1: TEACHING/LEADERSHIP: LEADERS IN NURSING PRACTICE

To inspire baccalaureate and graduate students, within a diverse, challenging, and engaging learning environment, to become leaders in the practice of professional nursing.

STRATEGY	ACTION/TACTICS	MEASUREMENT	RESOURCES	OVERSIGHT	PRIORITY

1

Rules of Procedures

- It is strongly encouraged that every local government, board or committee develop and adopt Rules of Procedures.
 - Defines roles and responsibilities
 - Useful training tool for newly elected/appointed officials

THANK YOU!!

Please contact us with any questions:

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Director

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