



Contemporary Trends and Leadership Challenges in Local Government

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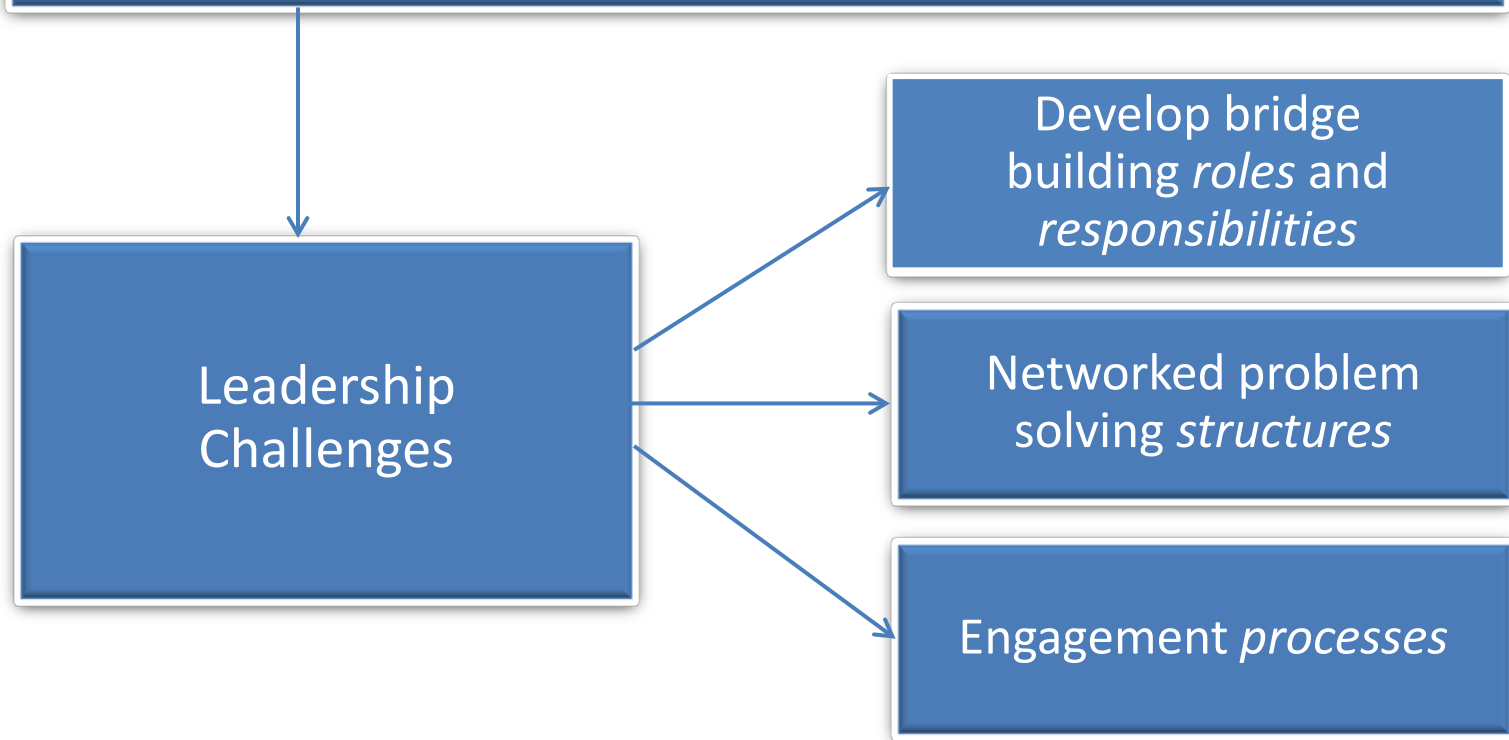
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Effective governance bridges the gap between

- Political acceptability
- Administrative sustainability



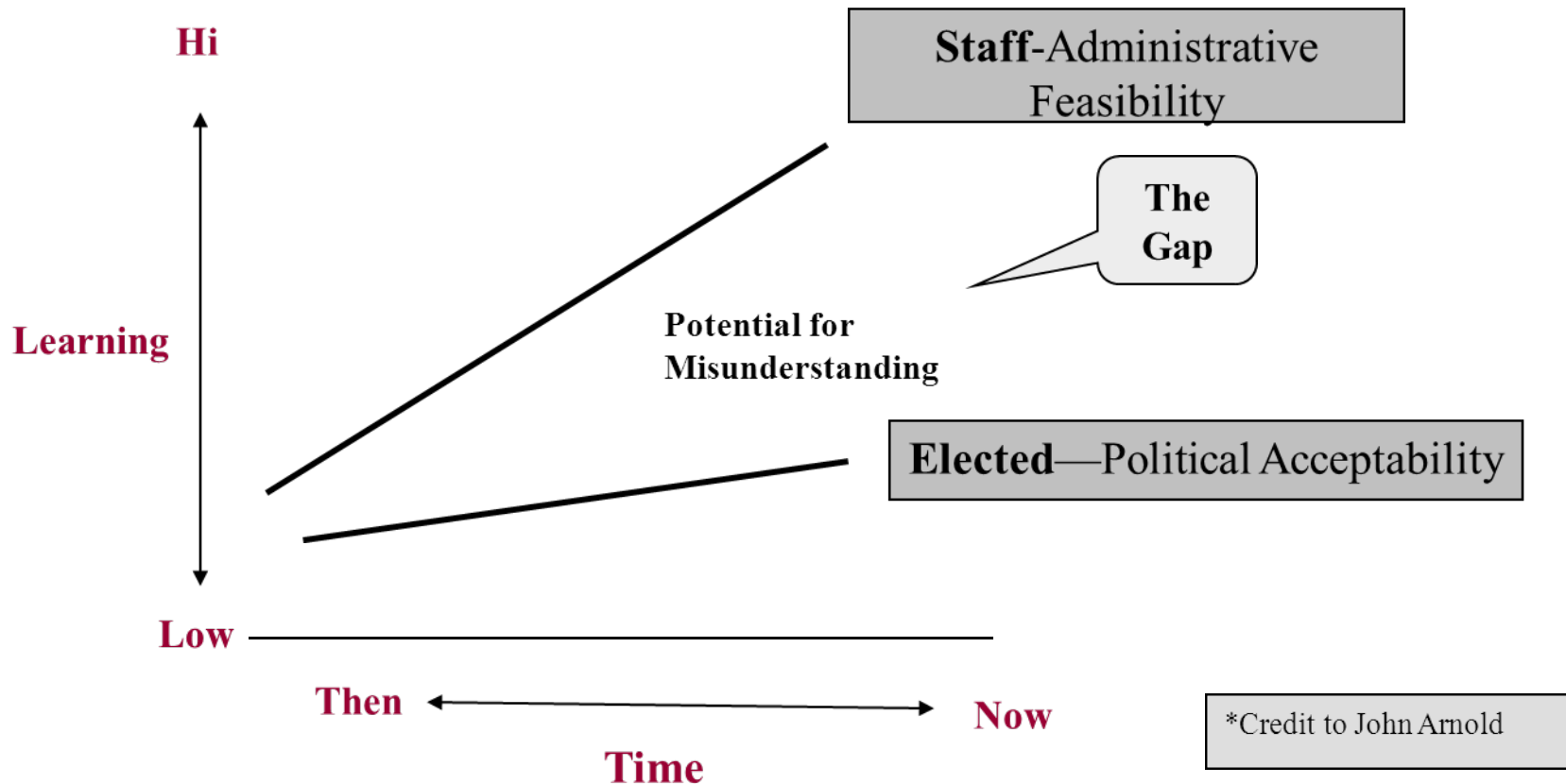
Examples of the Gap between “Administrative Sustainability” and “Political Acceptability”

- As a way of reducing costs, why are Post Office closings more difficult than stopping Saturday delivery?

What are the consequences of failing to bridge the gap?



Gap between Political Acceptability and Administrative Sustainability*



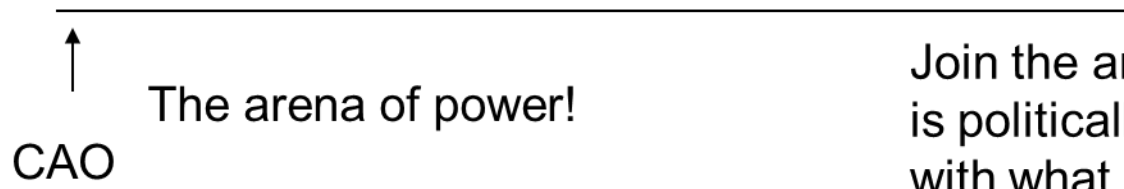
Administrative Challenge in Roles and Responsibilities

- How to create and reinforce “bridge building” administrative roles and problem oriented approaches
...without becoming politically aligned or administratively compromised
- Importance of political astuteness
 - Values
 - Political/administrative logic



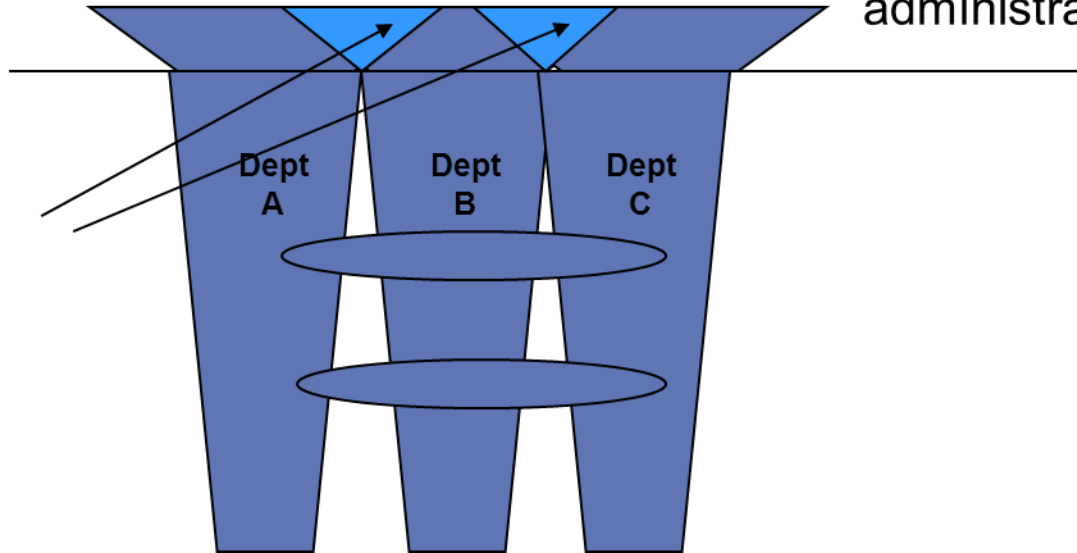
Working in the Gap

Politics



Join the arenas of what is politically acceptable with what is administratively feasible

Administration



Interdepartmental policy arenas



Structural Challenge

- Realization that problems extend beyond established boundaries contributing to the gap, e.g. water in western KS; eco devo in KC metro
- How to synchronize government jurisdiction and third party players (structures of authority) with problems to be solved,

Leadership/management considerations:

- Existing boundaries come into question
- Imperative for collaborative relationships and skills
- Managing in networks as well as hierarchy
- Managing boundaries (silos) becomes a new concept
- Minneapolis/St. Paul example; [OneBayArea](#) example



Issues Related to Process Challenge

- Invitation to third parties
- Creates possibilities for comprehensive approaches (e.g. land-use, transportation, eco-devo, environment)
- More avenues for political expression emerge
- Lack of hierarchy and legitimacy creates Imperative for planned engagement
 - (www.iap2.org) look for the “spectrum”
 - o Inform, consult, involve, collaborate, empower



Process Challenge

How to incorporate engagement (planned and spontaneous, including social media) into traditional government structures and processes

Why: To promote deliberation and consideration of range of public values

- Private sector is profit driven
- Non-profit sector is mission driven
- Public Sector is values driven



Summary Challenges

- A. Roles and Responsibilities: Administrative staff moving into the gap (without political alignment or administrative compromise)
- B. Structures: Developing skills/mindset where the problems to be solved drive pol/admin work and jurisdictional and/or departmental boundaries adjust
- C. Processes: Imperative for engagement as a decision making approach

