



City Council Dynamics in Implementing Our Strategic Plan

Using the Level 10 Meeting to Produce a Culture and System of Excellence

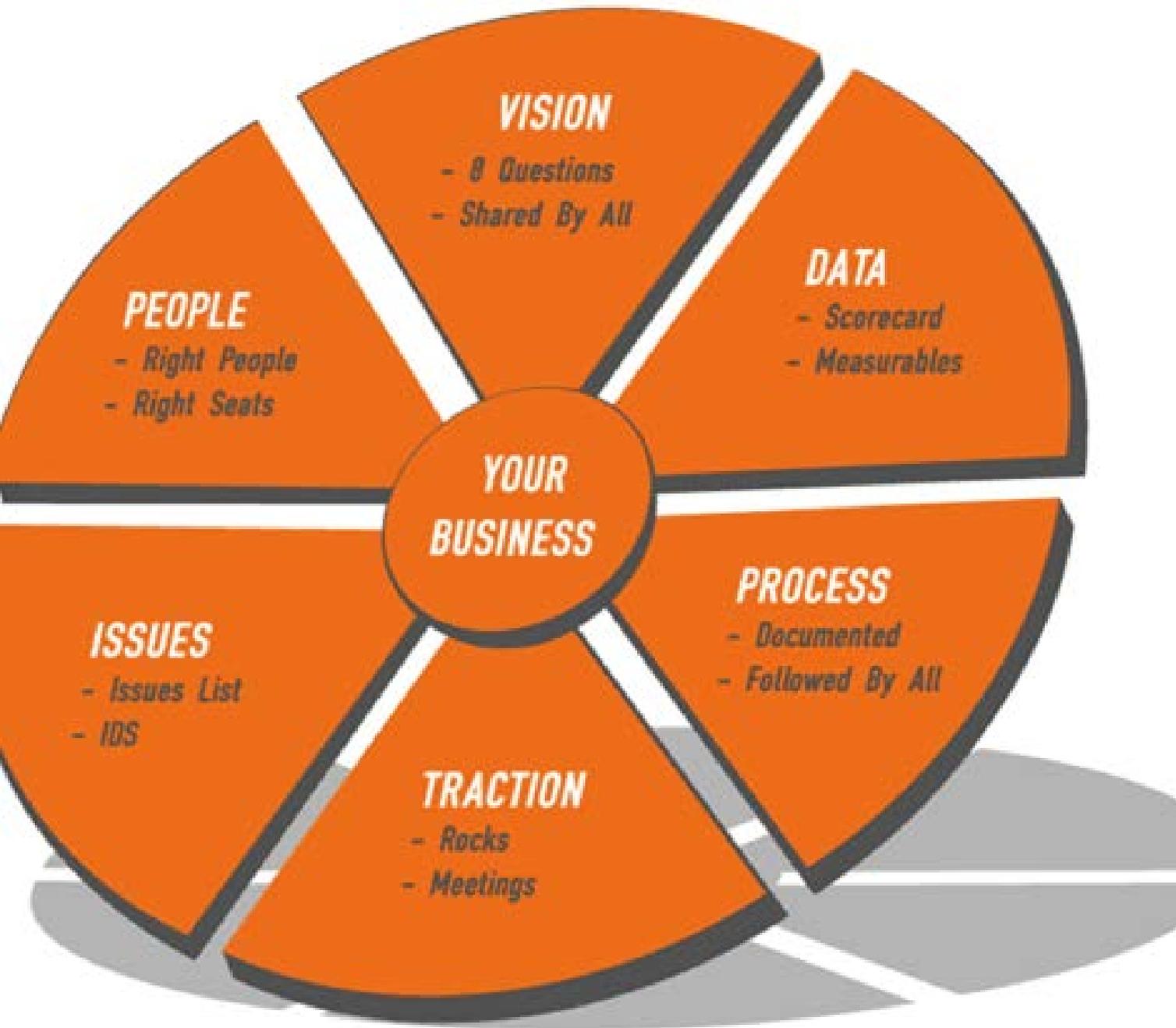
What Outcomes are We Trying to Achieve?

- **FOCUSING OUR DELIBERATIONS, WORK AND DECISIONS IN A WAY THAT EFFECTIVELY ADVANCES OUR STRATEGIC PLAN AND OUR ANNUAL GOALS THAT ARE ESTABLISHED FROM THE STRATEGIC PLAN.**
- **CREATING A HIGH FUNCTIONING TEAM THAT SOLVES PROBLEMS EFFECTIVELY WITH HIGH TOPIC TENSION AND LOW INTERPERSONAL TENSION**
- **SOUND AND EFFECTIVE PROBLEM SOLVING FOR COMPLEX PROBLEMS**
- **ACCOUNTABILITY FOR ACTIONS TO MOVE TOWARDS SOLUTIONS**
- **PROVIDING UNIFIED LEADERSHIP FOR THE CITY MANAGER AND FOR THE CITY THAT ALSO TAKES INTO ACCOUNT THE DIVERSE VIEWS OF COUNCIL MEMBERS**
- **PROVIDE A STRUCTURE THAT ENABLES FOR CONSISTENT, SUPERIOR GOVERNANCE EVEN WITH CHANGING COUNCIL MEMBERS**



Purpose

What outcomes are we trying to achieve?



Traction | The EOS Model

Building the Machine to Produce Excellence in Governance

The EOS Model™ provides a visual illustration of the Six Key Components™ of any organization that must be managed and strengthened to be a great organization. This model applies to big and small organizations alike, in any industry.

The Vision Component

You cannot have a learning organization without a shared vision...A shared vision provides a compass to keep learning on course when stress develops.

Peter Senge

Strengthening this component means getting everyone in the organization 100 percent on the same page with where you're going and how you're going to get there.



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The People Component

First Put The Right People in the Right Seats- Great vision without great people is irrelevant. – Jim Collins

Simply put, we can't do it without great people. This means surrounding ourselves with great people, top to bottom, because you can't achieve a great vision without a great team.



The Data Component | Scorecards and Measurables



You may create an inspirational and visually resplendent strategy map, but without accountability its value is specious. -Paul R. Nevin

This means cutting through all the feelings, personalities, opinions and egos and boiling your organization down to a handful of objective numbers that give you an absolute pulse on where things are.

With the Vision, People, and Data Components strong, you start to create a lucid, transparent, open and honest organization where everything becomes more visible and you start to “smoke out all the issues,” which leads to...

The Issues Component



Master Issues List | The Identify, Discuss Solve Organizational Practice

Strengthening this component means becoming great at solving problems throughout the organization – setting them up, knocking them down and making them go away forever.

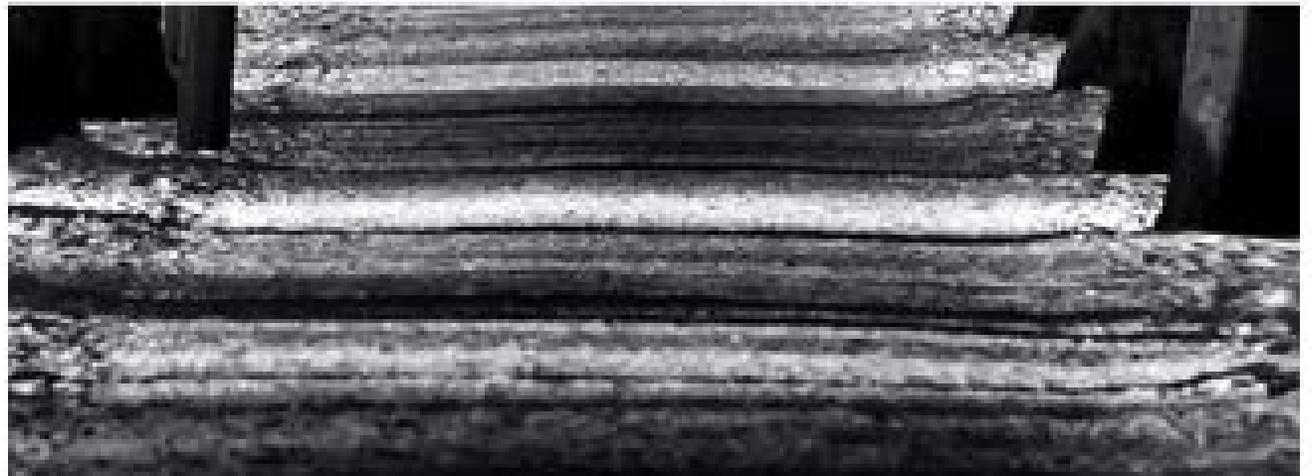
The Process Component

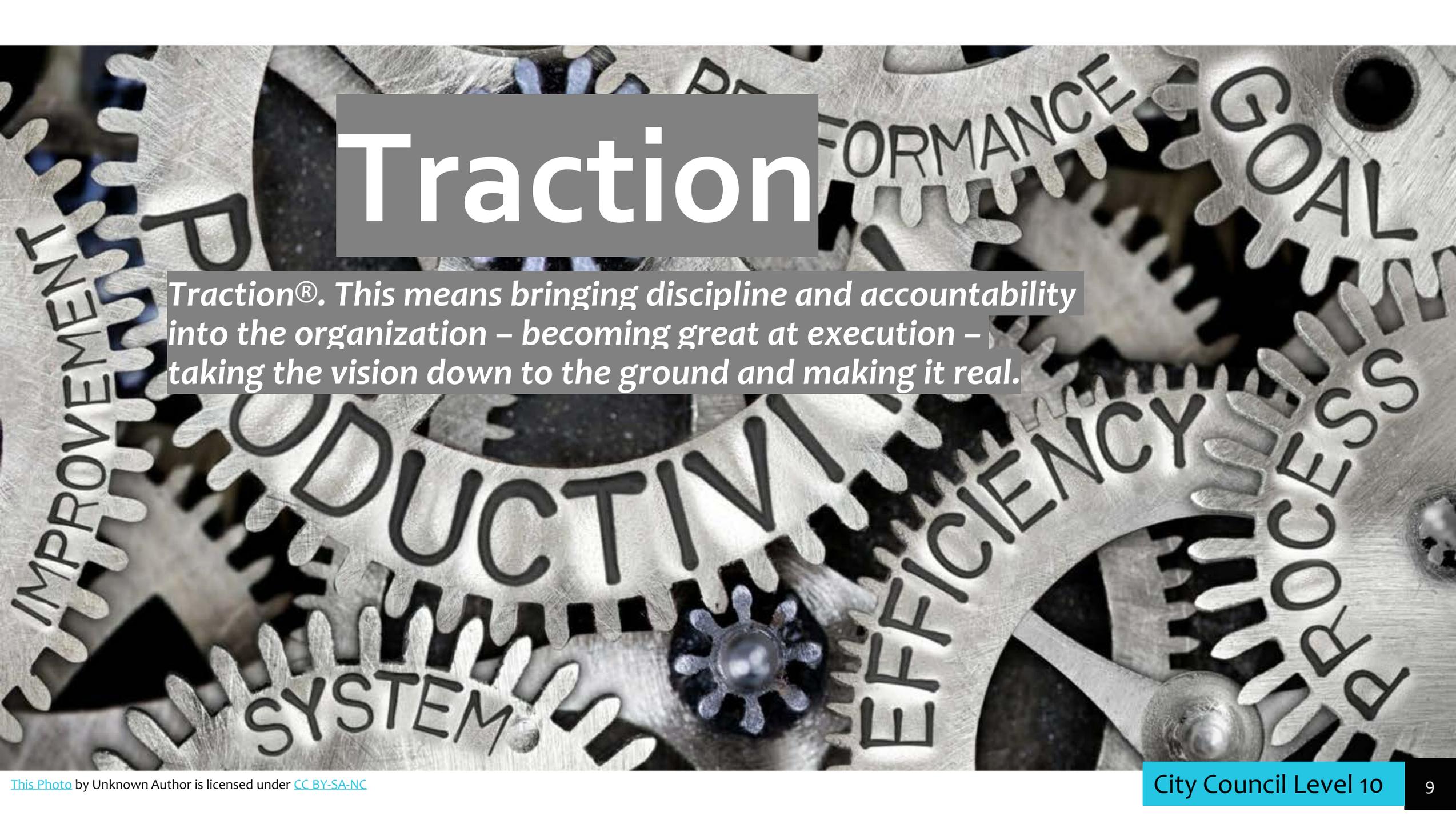
**Ordinary things consistently done produce extraordinary results-
Keith Cunningham**

This is the secret ingredient in your organization. This means “systemizing” your organization by identifying and documenting the core processes that define the way to run your organization effectively. You'll need to get everyone on the same page with what the essential procedural steps are, and then get everyone to follow them to create consistency in your organization.



THE 20 MILE MARCH





Traction

Traction®. This means bringing discipline and accountability into the organization – becoming great at execution – taking the vision down to the ground and making it real.

First Step | Retooling the City Council Level 10 Meeting

Newly Defined Process

- (1) Council and Executive Team interviews to collect quality data
- (2) Interview results evaluated to formulate a Master Issues list specifically focused on solving City Council specific issues and opportunities for improvement
- (3) Implement Monthly Level 10s IDSing new Master Issues List
- (4) Repeat process quarterly



First Step | Retooling the City Council Level 10 Meeting

A tool focused on creating an optimally functioning City Council | Building the Machine of Excellence in Local Governance

Collecting the Data

- Interviews | One on One Interview with each City Councilor and each member of the Executive Team produce high quality data.
- Interview questions include a SWOT evaluation of the Council to reveal current Council Strengths, Weaknesses, Opportunities and Threats
- Share the vision of what an optimally functioning City Council looks like
- How do we know if we are successful?

Formulating the Master Issues List

- Results are evaluated to extrapolate the common threads among the interviews to formulate this quarters Master Issues List for the City Council.

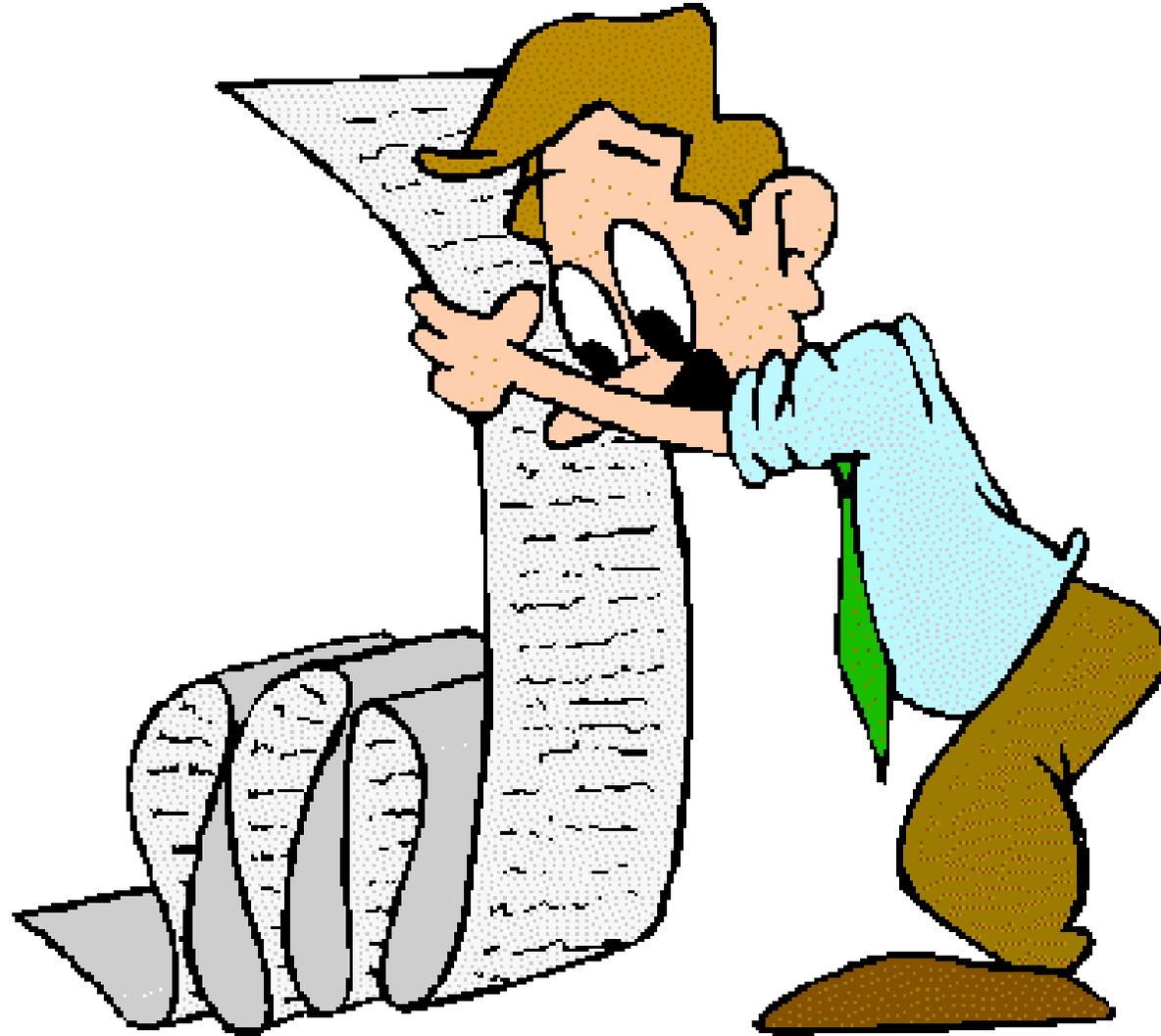
The New Level 10 Meeting

Solving our most critical issues



The Master Issues List

- The City Council will vote on the topic from the newly formulated Master Issues List for each monthly Level 10 Meeting



IDENTIFY

Strengthening our Ability to Identify the Root Causes of Issues

- Don't move forward until we clearly identify the real issue - the root cause of the issue, not a symptom
- Once you have identified the real issue, then move to discuss and stay laser focused on the real issue until it is solved (no tangents).



Discuss (IDS)

Practice Communicating as a High Functioning Team- High Topic Tension, Low Interpersonal Tension



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Building Trust, Respect and Open, Honest Communication

- • In an open and honest environment, everyone must share their thoughts, ideas, concerns, and solutions regarding the real issue.
- • Discuss and debate.
- • Everyone needs to get it all out on the table, but only say it once. If you say it more than once, you are politicking.
- • Once everything is on the table and things are getting redundant, it's time for the solution.
- • With the greater good in mind, the solution is always simple, though sometimes not easy and sometimes very difficult.

SOLVE

Practice coming to consensus around innovative solutions and holding ourselves accountable for taking actions and producing results.

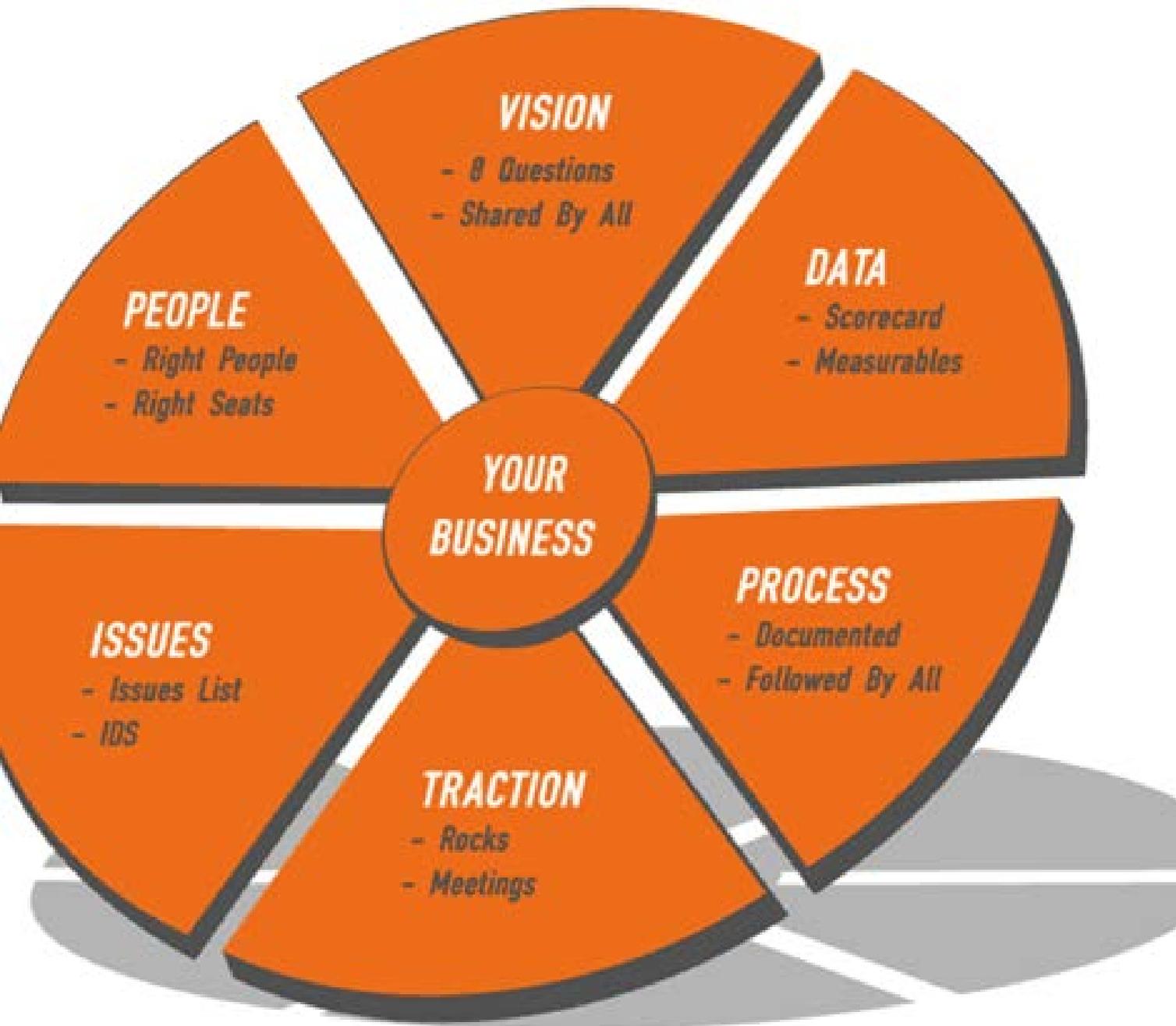


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- • It's more important that you decide than it is what you decide ... so decide!
- • The solution needs to be stated by someone until you hear the sweet sound of agreement.
- • Sometimes you will have to go back to the discussion step after the solution is stated because you haven't truly solved it.
- • Once everyone agrees, or at least can live with the decision, the action step(s) must be owned by someone and put on the To-Do List, which then are confirmed complete in next month's meeting.
- We will use a process of Plan, Do, Check, Act to verify that our solutions are producing the results that we want to see.

Traction | The EOS Model

Building the Machine to Produce Excellence in Governance



- This new Level 10 model will enable us to start work on many of the components of this Traction Model, including Vision, Data, Issues, Traction and Process.
- The solutions and action items created in our IDS sessions will likely begin to build our strength in still other areas where we identify we are weak.
- The Level 10 meeting, when effectively implemented, is an extremely powerful tool for positive organizational change that can produce dramatic results for us and for the future leadership of McMinnville.



IT DOESN'T GET EASIER, WE GET BETTER.