

Moving from Conflict to Civility and Problem Solving *webinar*

10:00 – 11:30 a.m. Pacific Time, Thursday, May 14, 2015

Cal-ICMA Coaching Program in partnership with ICMA State Association Coaching Partners: Colorado, Georgia, Illinois, Massachusetts, Michigan, Minnesota, Missouri, North Carolina, Oklahoma, Oregon, Pennsylvania, Texas, Utah, and Wisconsin

*** Advance registration required for this no-charge webinar:

<https://attendee.gotowebinar.com/register/6528097766225166338>

Webinar topics:

1. What's driving conflict in communities?
2. How have communities shifted from conflict to civility?
3. What are useful tools to strengthen communities?

Presenters:

- * Ken Pulskamp, Executive Director, California City Management Foundation
- * Dorothy Ann David, City Manager, Champaign, IL
- * Dan Johnson, City Manager, Richardson, TX

Audience: all employees

1. Register in advance for the webinar:

There is no charge for participating in the webinars, but each requires advance registration. *** Advance registration required for this no-charge webinar:

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Be sure to "white list" customer@gotowebinar.com for confirmation.

2. Connect with the webinar and audio:

Use your logon information from the email confirmation you receive via email from GoToWebinar. We recommend the telephone option dial-in number provided by GoToWebinar for sound quality. Depending upon your internet connection, VOIP option for audio (computer speakers) can have delays or sound quality issues.

3. Ask questions:

You may submit questions anonymously via email to Cal-ICMA@DonMaruska.com in advance or via the webinar during the panel discussion. As moderator for the session, Don Maruska will pose the questions.

4. Presenters' presentation materials: We post these with the Agenda at "Agendas & Archives" tab of www.cal-icma.org/coaching. A PDF of the presentation materials will be available at least 2 hours before the webinar.

After a webinar occurs, a digital recording along with a PDF of the presentation materials and results of the polling questions will be available after 24 hours at the "Agendas & Archives" tab of www.cal-icma.org/coaching.

Post-Webinar Group Discussions

Many agencies are organizing groups to participate in the webinars (live or recorded) and discuss the topics among themselves after the webinars. Some are summarizing their discussions and distributing them to managers throughout their organizations. Use the Coaching Program as an effective way to enhance professional development in your agency. Here are some discussion starters for this session.

- a. Where is conflict arising affecting our agency?
- b. What tools and resources look promising for our situation(s)?
- c. What steps do we want to take to be more effective agents of civility and problem solving?

MORE RESOURCES--See the "Coaching Corner" at www.cal-icma.org/coaching for valuable resources to boost your career. Sign up for the complimentary email list to keep informed of the details for future Cal-ICMA sessions and other resources at www.cal-icma.org/coachingList.

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Enjoy the resources and support to thrive in local government.

Don Maruska, MBA, JD, Master Certified Coach
Director, Cal-ICMA Coaching Program
Author of "How Great Decisions Get Made" and "Take Charge of Your Talent"
www.TakeChargeofYourTalent.com



Dorothy Ann David, City Manager, Champaign, IL

Dorothy Ann David was appointed City Manager for the City of Champaign in March 2013. As City Manager, she acts as the Chief Executive Officer of the City, serving at the pleasure of the Mayor and City Council members to provide leadership, carry out the City's policies, manage operations, and ensure that the City's citizens are being served.

In addition to her responsibilities for City Council, City staff, and citizens, she is also the City's liaison with other governmental units, the University of Illinois, and private-public groups. Dorothy serves as a City representative on the Metropolitan Intergovernmental Council and the METCAD 9-1-1 Policy Board.

Dorothy has over 25 years of experience in municipal government management. Her previous experience with the City of Champaign includes serving as the Assistant City Manager from 2007-2013 and as the Neighborhood Services Director from 1994 to 2007. She also has served as the Community and Neighborhood Services Director in Muskegon, Michigan, the Community Development Program Manager in Kansas City, Kansas and a municipal management intern in Kansas City, Missouri.

Dorothy holds a Master of Public Administration degree from Kent State University and a Bachelor of Arts degree in American Studies from the University of Notre Dame.

She is a member of the International City/County Management Association (ICMA), Illinois City/County Management Association (ILCMA), and the Big Ten Cities Network. She is a 2008 graduate of the Leadership ICMA program and earned ICMA Credentialed Manager status in 2011.



Dan Johnson, City Manager, Richardson, TX

Dan Johnson's 38 years as a public administrator have been served in a variety of capacities in the DFW Metroplex. Prior to his move to Richardson in 1996, Johnson served for 11 years at the City of Carrollton, Texas, including three years as City

Manager, and eight years as Deputy City Manager. Earlier service included responsibilities as Director of Regional Services for three years at the North Central Texas Council of Governments (NCTCOG, D-FW metro area), and he was Budget Officer in Sherman, Texas, for five years.

Johnson was appointed to the position of city manager by the Richardson City Council on June 1, 2012. Prior to serving as city manager, Johnson served as Richardson's Deputy City Manager from November 7, 1996 until his appointment to city manager. As deputy city manager, Johnson served as the Chief Operating Officer (COO) for the City, and, as such, has been instrumental in the City's achievement of a AAA rating from Standard & Poor's and Aaa from Moody's, a distinction shared by only four other cities in Texas and 6.4 percent of cities nationwide.

Johnson also played a central role in Richardson's economic development process through the development of recruitment and support strategies for projects such as the 2 million square feet State Farm Service Hub, the Texas Instruments Wafer Fabrication facility, and the 330-room Renaissance Hotel and Conference Center. Johnson also served as project manager for the Eisemann Center for Performing Arts and Corporate Presentations at Galatyn Park, and led the creation of a 900-acre Richardson Tax Increment Reinvestment Zone to support redevelopment initiatives along Central Expressway and West Spring Valley.

With four DART light rail stations currently serving Richardson, Johnson has also been active in redevelopment initiatives around station-area Transit-Oriented and Mixed-Use Development land uses. Recently he played a lead role in the creation of planned development and Tax Increment Reinvestment Zones (TIRZ) near the Bush Turnpike Station in 2011 and the creation of the 200-acre "CityLine" development.

Johnson has been instrumental in attracting or retaining new headquarters or major operations of leading companies such as Raytheon, Cisco Systems, Blue Cross Blue Shield of Texas, Fossil Inc., Metro PCS, VCE, id Software, AT&T, Samsung Telecommunications America, United Health Care, and Digital Realty.

Johnson holds a Bachelors degree in political science from Austin College, and a Masters in Public Administration from the University of North Texas. He is also a graduate of the Public Executive Institute of the LBJ School of Public Affairs. He is a Past-President of the North Texas City Management Association (NTCMA), and a Past-President of the Urban Management Assistants of North Texas (UMANT). He is also a Past Director At-Large of the Texas City Management Association (TCMA) and was the 2013-2014 President of the Texas City Management Association. Johnson was named the "Administrator of the Year" by the Texas Municipal Library Directors Association (TMLDA) and is the 1995 Distinguished Alumni recipient for the Department of Public Administration at the University of North Texas. He is also a Joy Sansom Mentor Award recipient from the UMANT.



Ken Pulskamp, Executive Director, California City Management Foundation (CCMF); ICMA credentialed manager

Ken Pulskamp has over 35 years of award-winning experience in local government administration. He began as the Deputy City Manager for Fresno and Assistant City Manager of Bakersfield, and was the League of California Cities 1985 “John H. Nail Memorial Award” winner for Assistant City Manager of the Year. Following Bakersfield, Ken settled into a lengthy and successful career within the City of Santa Clarita. Ken served as Assistant City Manager there from 1988-2002, then assumed the role of City Manager from 2002-2012. He helped lead Santa Clarita through 11 Federally-declared disasters, most notably the 1994 Northridge Earthquake. Ken was also the only city manager to serve on the National Homeland Security Consortium, a public-private task force.

Ken is currently the Executive Director of the California City Management Foundation (CCMF)--the premier advocacy and support organization for the California city management profession. There are five essential roles for CCMF to play in the lives of city managers: (1) Celebrate individual city managers and the profession; (2) Support policies that make for successful, manageable and enduring cities; (3) Ensure the profession remains attractive to the best talent to ensure good city managers are available to cities; (4) Help current and future city managers advance their careers with education, training and career transition; and (5) Encourage and support city managers through difficult times.

Ken has served many related organizations, particularly the League of California Cities. From 2010-2011, he was the President of their City Manager Department, and has also served on their Board of Directors. Ken is a recipient of the League’s Advancement of Diverse Communities Award (2007), Wes McClure Award (2011), and multi-year winner of their Helen Putnam Award (2003, 2006-2008, 2010, 2012) as well.

Moving from Conflict to Civility and Problem Solving

Coaching Program Webinar, May 14, 2015



Platinum Sponsors: ICMA

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Overview of Session

1. What's driving conflict in communities?
 2. How have communities shifted from conflict to civility?
 3. What are useful tools to strengthen communities?
- **Ken Pulskamp**, Executive Director, California City Management Foundation
 - **Dorothy Ann David**, City Manager, Champaign, IL
 - **Dan Johnson**, City Manager, Richardson, TX
-
- **Don Maruska**, Master Certified Coach, Director, Cal-ICMA Coaching Program

...and polls and questions along the way.

Polling Question #1

How many people are participating at your location?

CEMF

CALIFORNIA CITY MANAGEMENT FOUNDATION

We promote and encourage *excellence* in City Management



<http://www.cacitymanagers.org/>

Moving from Conflict to Civility & Problem-Solving

What Is Driving Conflicts In Community?

Cultural shift toward tolerating (or even rewarding) rudeness and negativity



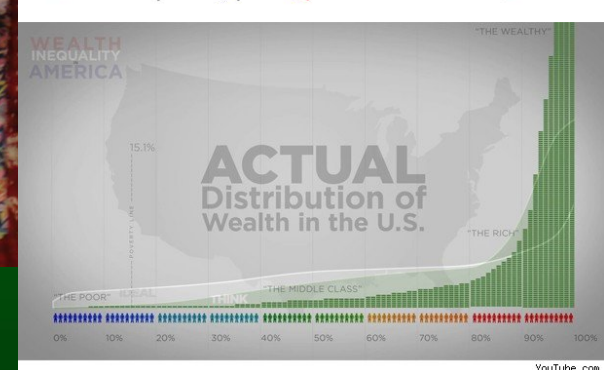
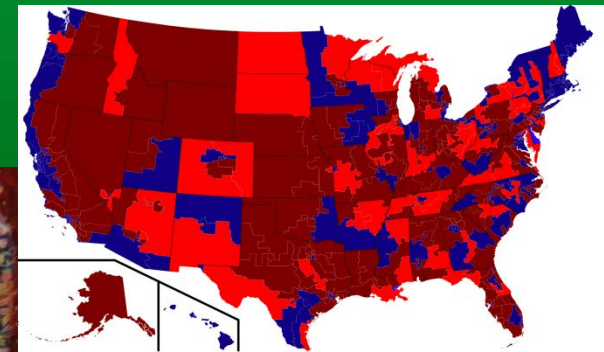
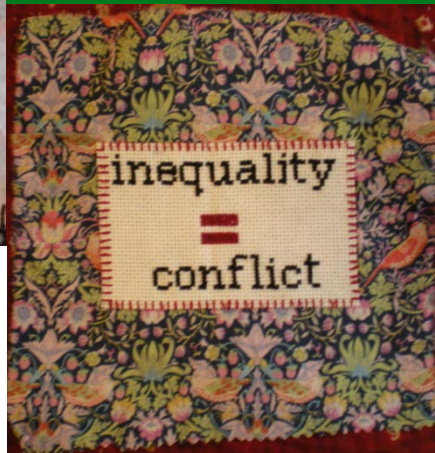
What Is Driving Conflicts In Community?

Cultural shift toward tolerating (or even rewarding) rudeness and negativity



What Is Driving Conflicts In Community?

Increased polarization in local communities, and increased distrust of politicians

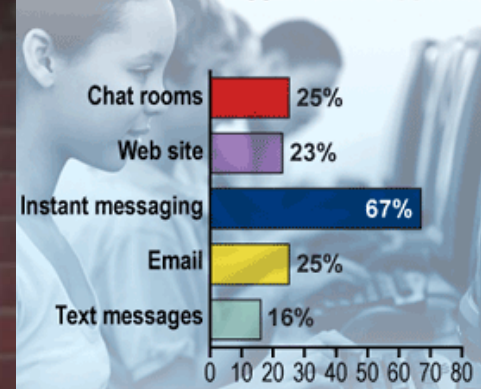


What Is Driving Conflicts In Community?

Social media allows for anonymous/faceless negativity, and amplification



Where Electronic Aggression Happens:



Note: Categories not mutually exclusive

**PLEASE DO NOT
FEED THE TROLLS
IT IS UNKIND AND UNNECESSARY**



How Can Communities Shift From Conflict to Civility?

In public meetings, agree on group rules and always be a good role model for behavior



NO KICKING

NO BITING

NO RABBIT PUNCHES



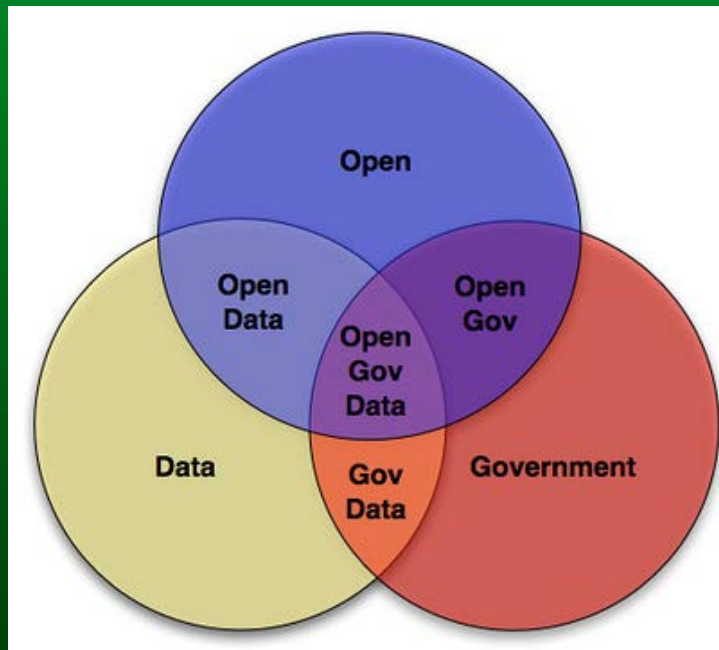
How Can Communities Shift From Conflict to Civility?

Natural disasters, while stressful, can build community empathy and camaraderie



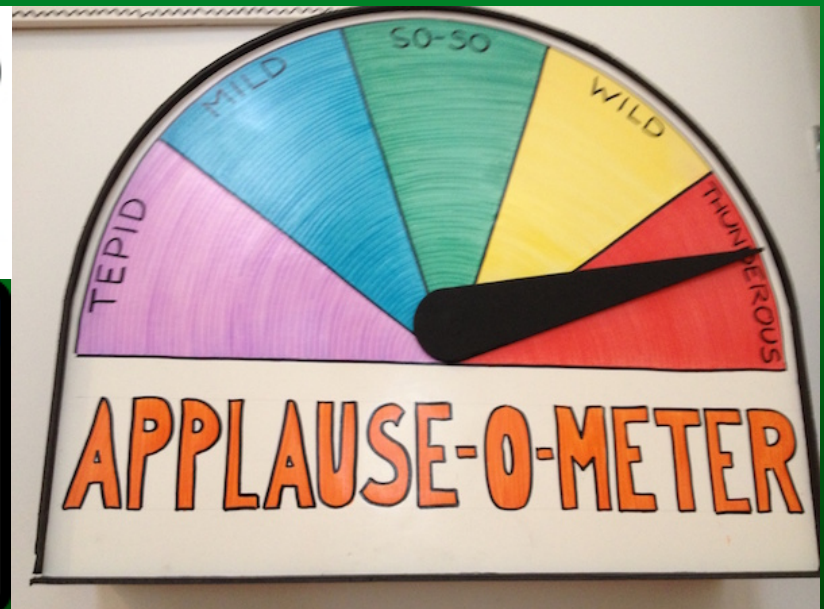
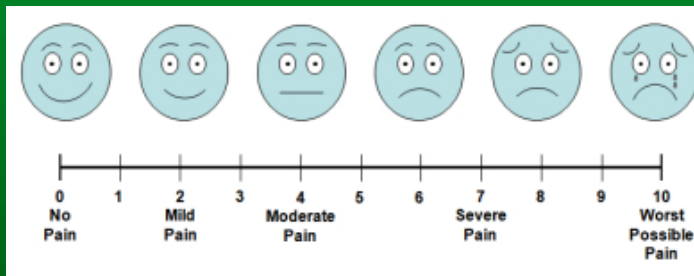
How Can Communities Shift From Conflict to Civility?

Keep local government decisions transparent to build trust and humanize decision-makers



What Are Useful Tools to Strengthen Communities?

Harness digital media for true “temperature checks” within your community



What Are Useful Tools to Strengthen Communities?

Find reasons to celebrate *anything* good happening, and share any way you can



FREE!
 Music & Dancing
 Live Entertainment
 Food & Children's Activities
 Education on Living Skills
 Health Screening & Information

IGRATISH!
 Música, baile y sonido
 Entretenimiento en vivo
 1 tiempo para niños
 Información sobre el bienestar de la salud
 Fiestas en el Salón

Sunday
 May 18th
 12pm-3pm

2011-12 budget approved

The City Council has approved the 2011-12 budget, which calls for reduced spending in the face of a constrained revenue stream, but does not call for a property tax increase or layoffs. The new budget will affect July 1.

The City is facing a fourth year of budget difficulty, but our services are considered the 9th highest. Continued investments in housing, construction and maintenance costs are reducing a 2-year maintenance gap this year and no more problems have been identified. While no budget or pay cut can be funded in the budget, budget cuts will not be made in effect in the last three years, more than any other budget in the state.

Kid's Night Out

- Parents can enjoy a nice evening out to celebrate an early Valentine's Day while their children participate in supervised fun.
- Children (4-10) will enjoy making new friends, dinner, a movie, crafts, and games at the SSCS Activities Center.
- Recreation staff will lead the festivities for the night.
- All staff are fingerprinted and CPR/First Aid certified.

Bellevue
 IT'S YOUR CITY

2nd Annual Community Celebration: A Walking, Cycling Festival of Arts & Culture

Saturday
 May 17, 2008
 FREE For All Ages!

The major highlight of the event is a 5-mile walking and cycling festival. Participants will be treated to live music, art, and more!

12:00 pm - 1:00 pm
 Live Music: The major highlight of the event is a 5-mile walking and cycling festival. Participants will be treated to live music, art, and more!

1:00 pm - 2:00 pm
 Live Music: The major highlight of the event is a 5-mile walking and cycling festival. Participants will be treated to live music, art, and more!

2:00 pm - 3:00 pm
 Live Music: The major highlight of the event is a 5-mile walking and cycling festival. Participants will be treated to live music, art, and more!

CULTIVATING COMMUNITY CELEBRATION
 Honoring what each of us brings to our community

Sunday, November 4
 4-7 PM
 Oxford Community Arts Center
 10 S. College Ave.

Harvest potluck: Bring food to share, try to use local ingredients.

Recycle: Bring something new or useful you don't need or something you've made or grown. Take home something you like that someone else has brought.

Kids: Bring toys to exchange

Oxford Food Pantry donations welcome

Thanks Giving, Music, Great Food, Fun, Friends, Interesting Goings On!

Oxford Farmers Market Uptown Annual Meeting 2:00 PM
 Moon Co-op Annual Meeting 2:45 PM
 Celebration 4:00-7:00 PM

Co-hosted by Oxford Farmers Market Uptown & Miami Oxford Organic Network
 Sponsored by Oxford Community Arts Center

INSIDE Minorities 41 percent of population

Bellevue is a beautiful place and the people we see everyday. Agreed, one of the city's and her husband have called home for a little over a year. The ladies and men among the city are a genuine content from the lot, sometimes they part of India where Agard and Lulu were born and raised.

Like many in Bellevue, Lulu and Agard support the city's culture from and love here. Like a young number of people here, they were not born in the United States. Moving from India to Bellevue for a fresh start, Lulu and his wife recently acquired the city's first Indian restaurant, Lulu's Indian Restaurant.

According to the 2005 census, minorities comprise 41 percent of Bellevue's population, up from 28 percent in 2000. While some have arrived for nearly 20 percent of the city's population, the highest

"Bellevue's continues to become more diverse and cosmopolitan," said Don Smith, planning director for the past 40 years. "People from many backgrounds moving to Bellevue expand our business socially and culturally. Plus, this means we truly will in today's global economy."

Bellevue News and Staffing List at www.bellevuewa.gov

What Are Useful Tools to Strengthen Communities?

Promote/incentivize “Community Champions” – citizens have free time & love attention





3 Key Takeaways

1. Minimize conflict in your communities by promoting & modeling positive culture
2. Build trust & civility in your communities by increasing decision-making transparency
3. Strengthen your communities by celebrating successes, no matter how small

Polling Question #2

Which of these steps is your agency taking to improve civility?



Why Civility?

The Importance of Understanding
& Relationships to Good Government

So What's the Big Deal About Civility?

Civility comes from
Latin "Civitas"

"the art of governing"

"good citizenship"

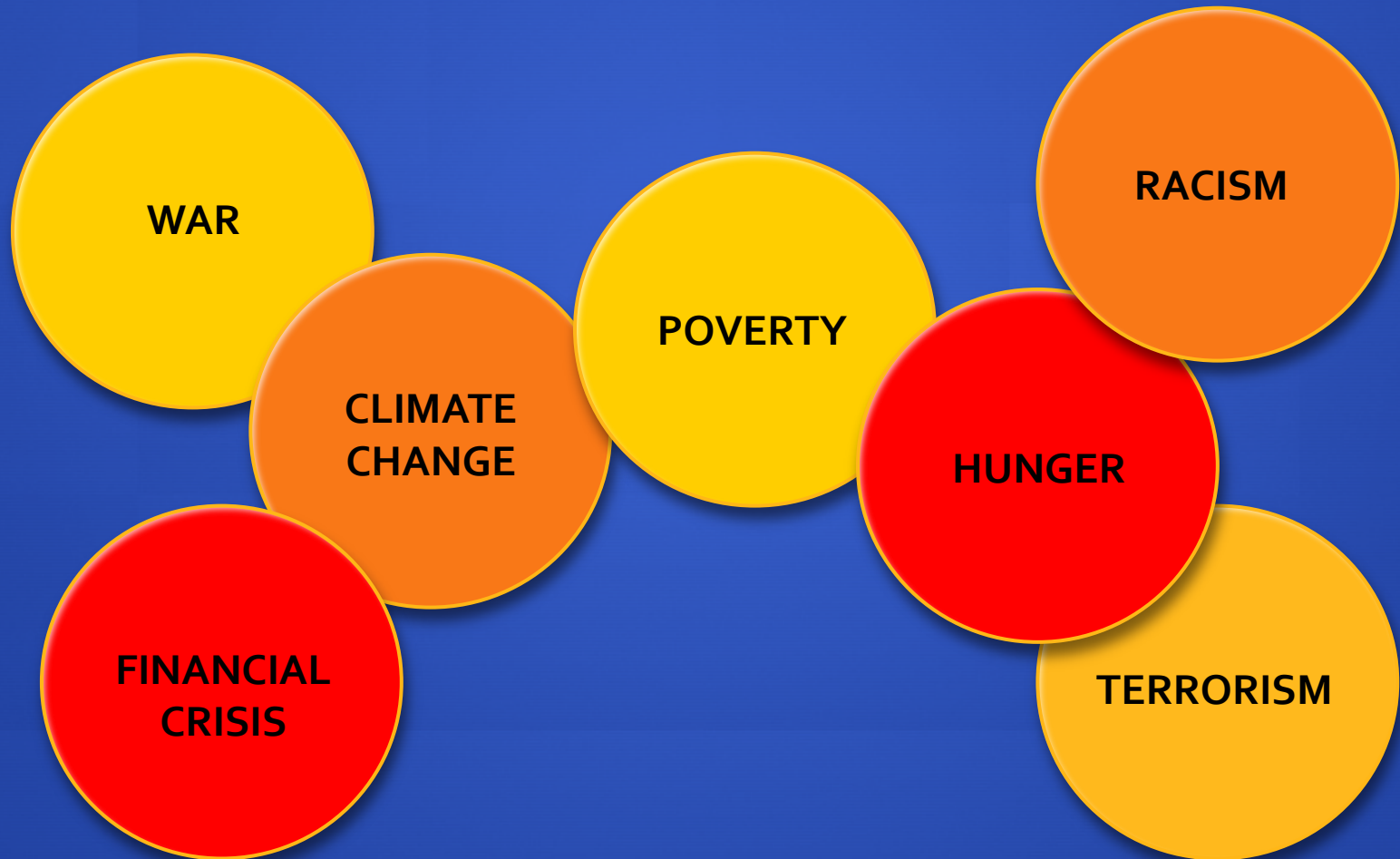
"benefiting a citizen"



**“Civility is claiming and caring for one’s
identity, needs, and beliefs without
degrading someone else’s in the
process”**

Tomas Spath and Cassandra Dahnke
Founders of the Institute for Civility in Government

Democracy Deals with Big Problems



Choosing Sides



The Social Cost of Incivility



Polling Question #3

What are conditions like in your community?

An Alternative Approach



Iowa city coalition
for racial justice

RacialJusticeCoalition.com



A Path Back to Civility

Educate

Engage

Understand

Act

GOOD MORNING!



The News-Gazette

SATURDAY, OCTOBER 10, 2009

Please visit www.news-gazette.com for continuously updated news

Year 158, No. 74

CHAMPAIGN POLICE DEPARTMENT

Teen killed in scuffle with police

Two 15-year-olds were allegedly trying to break into a house; Chief R.T. Finney injured his shoulder in the incident

CHAMPAIGN SHOOTING

More questions, few answers

CHAMPAIGN SHOOTING

READY school reeling from teen's death

EDITORIALS

An angry night at city hall



Kiwane Carrington

CHAMPAIGN — Kiwane Albert Carrington, 15, of Champaign died at 2:16 p.m. Friday (Oct. 9, 2009) at Carle Foundation Hospital, Urbana.

Funeral services will be held at 11 a.m. Friday, Oct. 16, at Salem Baptist Church, 500 East Park St., Champaign. Bishop Lloyd Gwin will officiate. Burial will be in Lincoln Memorial Gardens, Urbana.

Visitation will be from 10 a.m. until the time of service at the church. Melker Bluitt Parker Mortuary, 704 N. Fourth St., Champaign, is handling arrangements.

Kiwane was born July 14, 1994, in Champaign, a son of Albert Carrington and (late) Rita Williams.

Surviving are his father, Albert Carrington, Champaign; two sisters, Kenesha Williams and Kiara Williams, Champaign; maternal grandmother, Christina Williams, Champaign, and paternal grandmother, Rhonda Carrington, Milwaukee, Wis.; three aunts, Robin Estes, Rhonda Williams and Regine Rivers; one uncle, Randall Williams, Champaign; and several other relatives.

He was preceded in death by his mother, Rita Williams.

He attended READY School and enjoyed using the computer and playing basketball.

In lieu of flowers, a memorial fund has been set up at



CARRINGTON



Educate

Americans live not by facts,
but by a lengthy list of myths

Knowledge is power and power
is necessary for equity.

Intensively educating citizens can improve the quality of democratic decisions...educating citizens on how policies work moderates their attitudes, increasing their willingness to explore opposing views and compromise.

Fernbach, Rogers, Fox, and Sloman 2013



It's time to make a difference...



It's time to make a difference...



Community & Police Forum

**Monday
March 15, 2010
6:30 p.m. - 8:30 p.m.
Hawthorne Suites
101 Trade Center Drive
Champaign**

TO ADDRESS

Police-Community Relations and Youth Issues

Students

Parents

Educators

Local Law Enforcement

Community Members

Attendees will:

- Work in small groups
- Identify Issues
- Address pre-identified focus questions
- Share your thoughts with other forum participants
- Develop workable solutions

We invite you to attend this forum, your input is important.

Engage

Rx - Human connection
is good for your health

Human interaction is essential to reversing the trend toward polarization and incivility.

How we feel about the facts makes a difference.

“Contact hypothesis” – direct personal contact is the best way to break down ingrained prejudices



Where the Real Power Is..

Contact with people is just as important as contact with ideas if we seek to change minds and hearts – Civil negotiation is one part polite argument, one part social interaction.

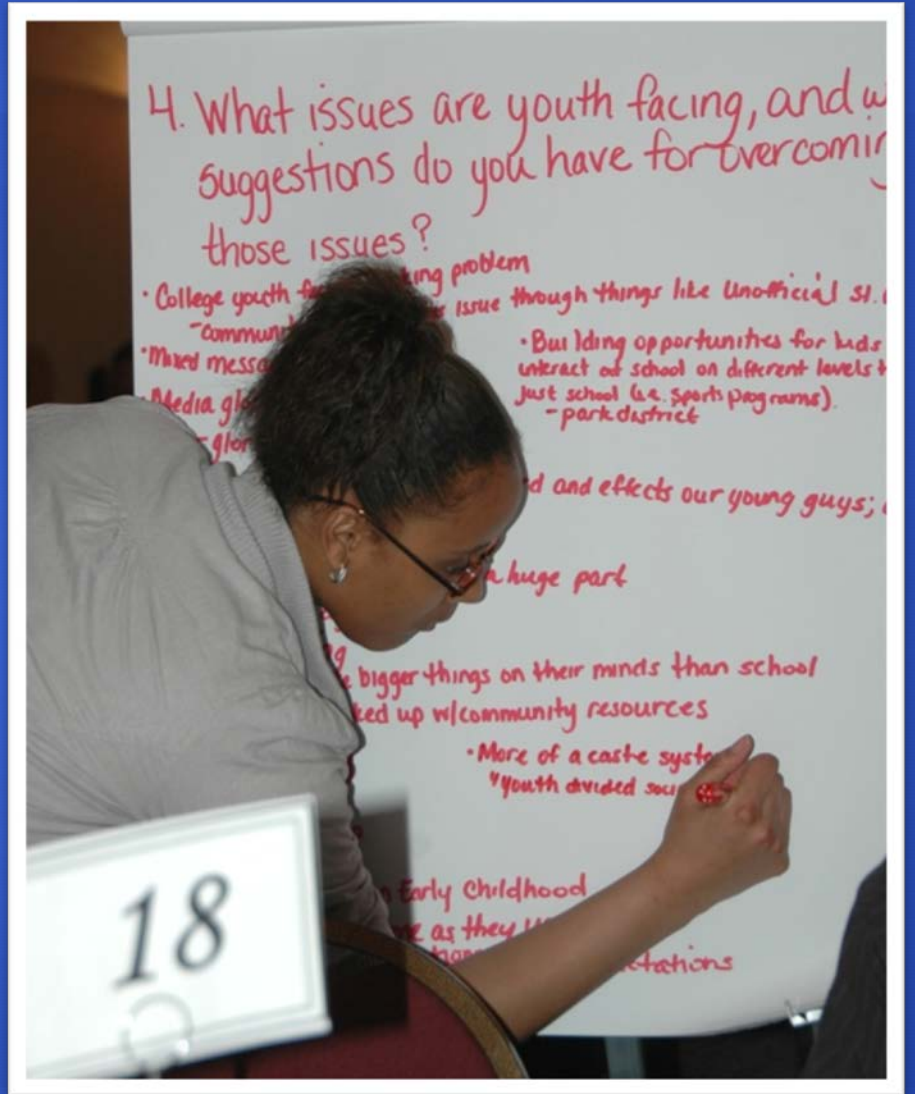
Michael LaCour and Donald Green, 2014



Engage



Educate



Understand

We experience the world the way we are, not the way it is.

Political extremism is supported by the illusion of understanding

To effectively communicate, we must realize that we are all different in the way we perceive the world and use this understanding as a guide to our communication with others.

Tony Robbins

THE WALLS CAME TUMBLING DOWN



United Way
of Champaign County



CHAMPAIGN
COUNTY





Act

Freedom entitles you to do something

“Active contact is capable of producing a cascade of enduring opinion change”

Discourse without the will to act is harmful to civil democracy

You can't talk your way out of something if you have behaved your way into it.

walk as ONE

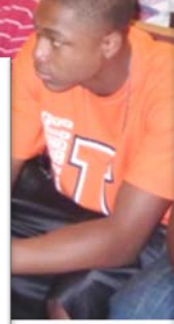
a community moving forward together



walk as **ONE**

a community moving forward together





**Teen jobs
program
pays off
for many**

walk as one
a community moving forward together



Community Walk

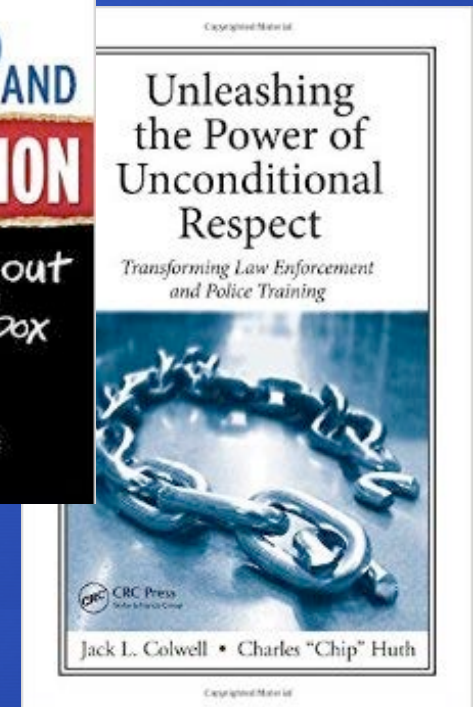
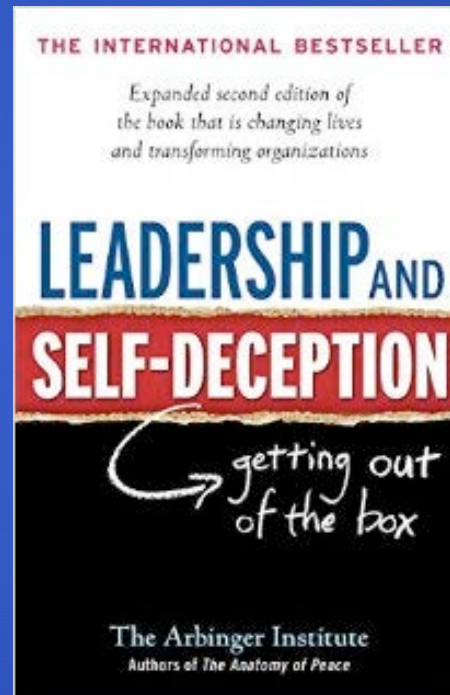
February 25, 2015



The Power of Unconditional Respect

Leadership is a mindset that shifts from being a victim to creating results. Any one of us can demonstrate leadership in our work and within our lives.

Robin S. Sharma



So where is Champaign today?

Educate

Engage

Understand

Act

The Real Path to Civility





**Everyone
Matters**

Why Civility?

**“We have good government here,
but we need government that
serves all the people.”**

Polling Question #4

Which of these elements in the path to civility has your community taken?

Moving from Conflict to Civility:

*Travel Notes from our
Richardson Journey*



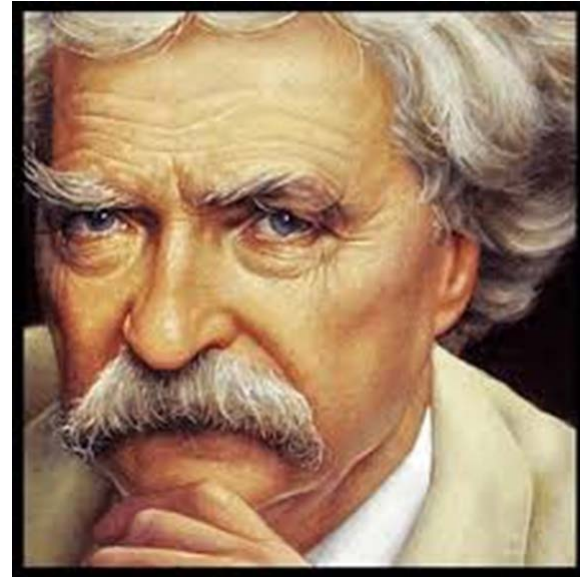
Dan Johnson, City Manager

City of Richardson, Texas

May 14, 2015 – Cal ICMA Coaching Program

It Begins with You

- Genuineness/Authenticity - The reality that you must be true to your self
- So – why are you in this public administration business?
- What is your personal credo?
- “I believe that....”
 - View of Self
 - View of Others
 - View of Service
 - View of Community
- ...Much more than a transaction business!



“The two most important days in your life are the day you are born and the day you find out why.”

—Mark Twain

Golden Rule Corollaries

- *People want to be heard & understood & acknowledged*
- *People want context and meaning*
 - *People don't like surprises!*

Understanding “Others”

- The **conflict** encounter – how it initially “appears/looks”?
- Anger is usually something else/more....
 - Fear
 - Anxiety
 - Trust failing
 - ...
- The challenge to look behind the presenting layer(s)
- The building blocks for resolution
 - Begins with understanding
 - Restore/establish trust



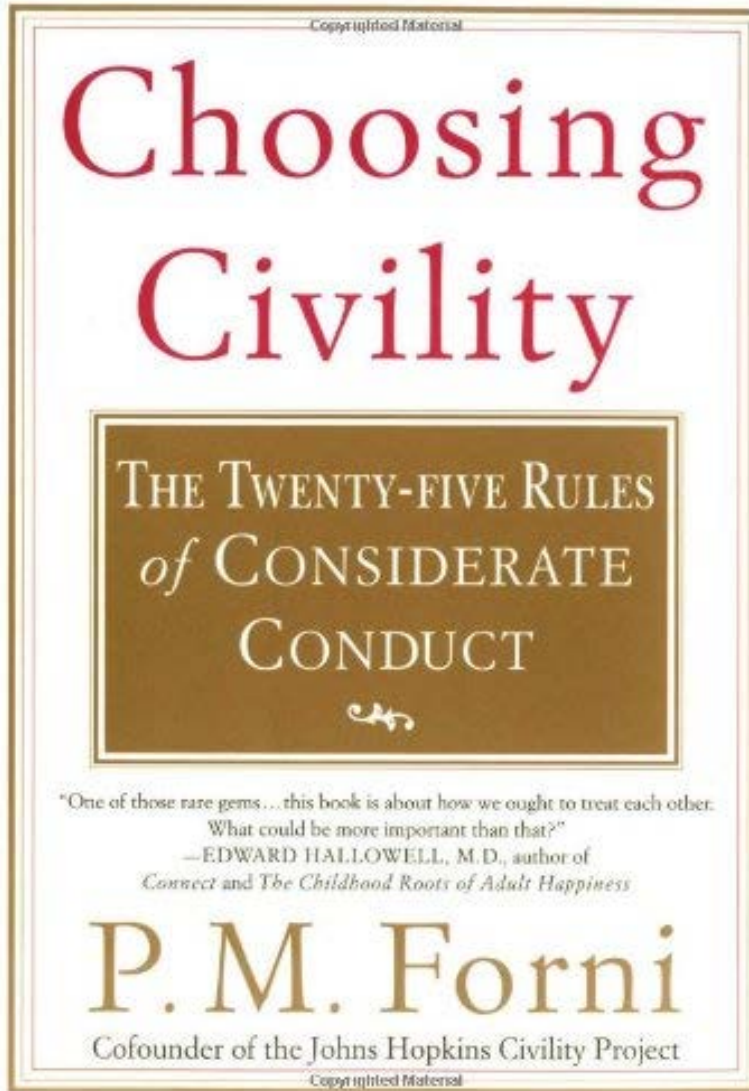
Your Methods for Civility

- The importance of City's Goals and Workplans
- Craft techniques to avoid and channel conflicts
- Acknowledge a positive understanding of “competing interest” and the value criteria for decision making
- Foster forums and methods of engagement and communication
 - “Work shops” vs. “Hearings”
- Build and maintain relations – with all
- Staff recruitment and training for values
- High attention to words and “framing”

Seek first to
understand and
then to be
understood.

Stephen Covey

Your Methods for Civility



- 25 Rules of Considerate Conduct (*list excerpt*)
 - Pay Attention
 - Acknowledge Others
 - Think the Best
 - Listen
 - Be Inclusive
 - Speak Kindly
 - Accept and Receive Praise
 - Respect Others Opinions
 - Respect Others Time and Space
 - Care for Guests
 - Apologize Earnestly

Your Methods for Civility

- Public Business is about making choices
- Civility or Conflict are settings for decisions
- Classic Topics for Tension:
 - Code Compliance
 - Policing
 - Payables/Collections
 - Land Use & Zoning
 - Budget
 - Labor Relations



City of Richardson Efforts:

- Three Ideas/Efforts:
- City Council Goals and Rules of Engagement
- “Charter of Compassion”
Community Movement
- Neighborhood Association
Engagement



City Council Goals and Rules of Engagement

- Goals that are visionary and responsive
- Include values and criteria to give guidance for policy and decisions
- Decorum of City Council sets important community tone



Rules of Engagement

- At all times, and in all interactions, the Council will work to find common ground in the best interest of the stakeholders. While executing our duties, we will be:
 - Respectful – Of differing ideas and opinions, and other people’s time
 - Thoughtful – We will listen thoroughly and evaluate on merit
 - Professional – Punctual, Focused, Present, and Prepared
 - Supportive – Of each other, our City, our decisions, and our staff
 - Efficient – With City resources, our time, and the time of others

Charter of Compassionate Community Movement



- Past year reflection on Charter of Compassion challenge
- TED Talk (2008) by Karen Armstrong – powerful call to care and affirm in action for a community
- Local activation through two Richardson organizations to affirm Charter for community
 - Richardson Interfaith Alliance
 - HASR – Helping Hands Serving Richardson
- Annual recognition of Compassionate Acts and Individuals
- Interfaith Thanksgiving service

Neighborhood Association Engagement

- Richardson - 95% of all residential areas have created voluntary or mandatory HOAs
- 63 HOAs in Richardson
- 2 decades of City convening / hosting HOA Presidents for monthly meeting with City Council and City Manager
- Important exchange forum and issue-clearing setting
- Leadership Workshops
- Attendance at their neighborhood meetings



Resources:

- *Servant Leadership – A Journey into the nature of legitimate power and greatness*, by Robert K. Greenleaf
- *Choosing Civility: The Twenty-five Rules of Considerate Conduct*, by P.M. Forni
- *Humilitas – A lost key to life, love, and leadership*, by John Dickson
- *The Art of Neighboring – Building genuine relationships right outside your door*, by Jay Pathak & Dave Runyon, Foreword by Randy Frazee
- *Anyway – The Paradoxical Commandments – Finding Personal Meaning in a Crazy World*, by Kent M. Keith, Foreword by Spencer Johnson, M.D.
- *On Apology*, by Aaron Lazare
- *Man's Search for Meaning*, by Viktor E. Frankl with a new Foreword by Harold S. Kushner

Summary

- **Civility** is increasingly important as active media and other formats enhance and thrive on **conflict**
- You must be “grounded” to absorb and process the energy of conflict engagements
- Communication and forums are important tools to foster an ecosystem of civility – consider carefully
- Civility will not substitute for performance
- **Athenian Oath: “That we will transmit the city not only not less, but greater, better and more beautiful than it was transmitted to us”.**



Polling Question #5

Which of these efforts has your agency undertaken?

More Resources and Feedback

- Go to “Agenda & Archives” tab at web site for a recording of this webinar (available in 24 hours) and other professional development resources.

www.cal-icma.org/coaching

- Please complete the follow up survey.

Find helpful resources online

www.cal-icma.org/coaching

Coaching Corner Overview



As many local government executives retire, the Cal-ICMA Coaching Program aims to prepare talented mid-career professionals to take their places in senior management roles.

This program serves audiences beyond California with ICMA and International Association Partners (California, Michigan, Indiana, Iowa, Kansas, Minnesota, Missouri, Nebraska, New Jersey, New York, North Carolina, North Dakota, Ohio, Oregon, Pennsylvania, South Carolina, South Dakota, Texas, Virginia, Washington, Wisconsin, Wyoming)

Registration links for all 2015 webinars

DETAILED COACHING PROGRAM BROCHURE AVAILABLE HERE

REGISTER NOW FOR 2015 WEBINARS

- **Developing Effective Relationships with Elected Officials:** 10:00-11:30 a.m. PT, Thursday, March 5
- **Best Practices in Strategic Planning and Action:** 1:00-2:30 p.m. PT, Wednesday, April 1
- **Moving from Conflict to Civility and Problem Solving:** 10:00-11:30 a.m. PT, Thursday, May 14
- **Engaging Employees Effectively:** 1:00-2:30 p.m. PT, Wednesday, September 16
- **Serving Diverse Populations Successfully:** 1:00-2:30 p.m. PT, Wednesday, October 21
- **Best Practices for Managing Social Media & Gossip:** 10:00- 11:30 a.m. PT, Thursday, November 5



Agenda packets and recordings of past webinars

Coaching Corner

Coaching Program & Resources
Agendas & Archives
Coaches Gallery
Sponsors

Encore & Senior Managers

Ethics

Manager in Residence Program

Members in Transition

Preparing the Next Generation

Senior Advisors

Women Leading Government (WLG)

presentation materials are in Agenda packet—note:
you can use your browser to save and/or print items
from the Agenda packet




Upcoming Events

Name	Date	
Moving from Conflict to Civility and Problem Solving [advance registration req'd, see Agenda]	May 14, 2015 - 10:00 AM	Agenda

[Agenda](#)

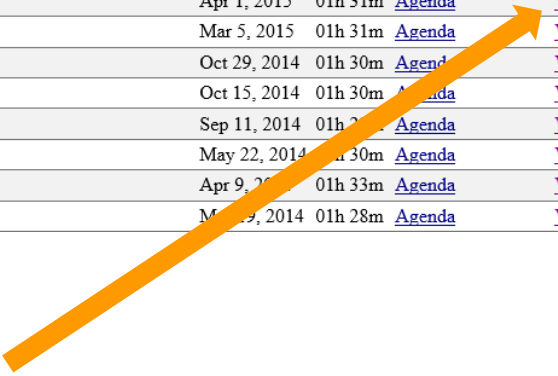
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Archived Videos

Name	Date	Duration		
Best Practices in Strategic Planning and Action [see Agenda for presentation materials and polling results]	Apr 1, 2015	01h 31m	Agenda	Video
Developing Effective Relationships with Elected Officials [see Agenda for presentation materials and polling results]	Mar 5, 2015	01h 31m	Agenda	Video
Storytelling to Promote Positive Solutions [find worksheets and presentation materials in Agenda]	Oct 29, 2014	01h 30m	Agenda	Video
Leading by Example -- developing your leadership values [see Agenda for presentation materials and polling results]	Oct 15, 2014	01h 30m	Agenda	Video
Saying No When Saying No Doesn't Seem Like an Option [Agenda has presentation materials and polling results]	Sep 11, 2014	01h 27m	Agenda	Video
Strategies and Tools for Civic Engagement [recording begins 2 minutes into session; Agenda includes PDF of presentation materials and polling results]	May 22, 2014	01h 30m	Agenda	Video
Taking Smart Risks [see Agenda for presentation materials, resources, and polling results]	Apr 9, 2014	01h 33m	Agenda	Video
Effective Ways to Increase Revenues [Agenda includes presentation materials and polling results]	Mar 29, 2014	01h 28m	Agenda	Video



video recordings

Post-Webinar Discussion Questions

- a. Where is conflict arising affecting our agency?
- b. What tools and resources look promising for our situation(s)?
- c. What steps do we want to take to be more effective agents of civility and problem solving?

Polling Question #6

How was the webinar of value for you and your agency?

Contacts for Today's Session

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- **Dorothy Ann David**, City Manager, Champaign, IL dorothy.david@ci.champaign.il.us
- **Dan Johnson**, City Manager, Richardson, TX dan.johnson@cor.gov

- **Don Maruska**, Director, Cal-ICMA Coaching Program Cal-ICMA@donmaruska.com

A PDF of the PPT, results from polling questions, and a video recording will be available in 24 hours. Go to www.cal-icma.org/coaching and click on “Agenda & Archives” tab.

Register for upcoming webinars

“Engaging Employees Effectively”

1-2:30 p.m. PT, Wednesday, September 16

Click here to register for this particular webinar:

<https://attendee.gotowebinar.com/register/3998816402061534722>

Registration links for all webinars are at

www.cal-icma.org/coaching

Resources about Civility

- Political polarization - "Republicans and Democrats are more divided along ideological lines – and partisan antipathy is deeper and more extensive – than at any point in the last two decades." - <http://www.people-press.org/2014/06/12/political-polarization-in-the-american-public>
- Distrust of federal government - "Public trust in the government remains near historic lows." - <http://www.people-press.org/2014/11/13/public-trust-in-government>
- Race, religion, education & income as additional polarization factors - "The 2012 election results once again revealed the existence of an electorate deeply divided by race, religion and ideology. Those divisions are found among general election as well as primary voters." - <http://www.washingtonpost.com/blogs/monkey-cage/wp/2014/01/20/how-race-and-religion-have-polarized-american-voters> ; <http://www.people-press.org/2012/06/04/partisan-polarization-surges-in-bush-obama-years>
- Santa Clarita year-round guide to disaster preparedness - <http://santaclaritaguide.com/SoCalDisaster.html>
- La Cañada Flintridge's "Reverse 911 System" keeps citizens informed during emergencies - <http://www.lcf.ca.gov/alert>
- "Government transparency" has been a very popular Google Search term for several years: <https://www.google.com/trends/explore#q=%22government%20transparency%22>
- "Open government" has also been a popular Google Search term, especially globally: <https://www.google.com/trends/explore#q=%22open%20government%22>

Moving from Conflict to Civility and Problem Solving

Cal-ICMA Coaching Program Webinar -- May 14, 2015

The following web resources, publications and books are available if you want to learn more about this topic:

Articles and Publications:

Agress, Lynne. "Is Civility a Lost Art?" *Baltimoresun.com*. March 12, 2015. Web.
<<http://www.baltimoresun.com/news/opinion/oped/bs-ed-civility-20150312-story.html>>.

Coolican, Patrick J. "Sarcasm in Politics? Whatever." *Star Tribune*. March 28, 2015.
<<http://www.startribune.com/politics/statelocal/297899251.html>>.

Ferrell, James. "Resolving the Heart of Conflict." The Arbinger Institute, 2013. Web.

Horsley, Lynn. "After Tom Schweich's Suicide, Kansas City Council Urges Political Civility" *Kansas City Star*. March 5, 2015.
<<http://www.kansascity.com/news/government-politics/article12696113.html>>

Porath, Christine and Christine Pearson. "The Price of Incivility." *Harvard Business Review*, January-February 2013. Web.

Zolkover, Adam. "Extreme Policy Positions: An Experiment." Web blog post. *The Civility Blog*. The Institute for Civility in Government. April 22, 2015.
<<http://www.instituteforcivility.org/2015/04/22/extreme-policy-positions-an-experiment/>>

Zolkover, Adam. "Hands Up, Don't Shoot and Other Discourses of Civility." Web blog post. *The Civility Blog*. The Institute for Civility in Government. February 3, 2015.
<http://www.instituteforcivility.org/2015/02/03/hands-dont-shoot-discourses-civility/>

Zolkover, Adam. "Identity, and the Mechanics of Persuasive Conversations." Web blog post. *The Civility Blog*. The Institute for Civility in Government. February 11, 2015.
<<http://www.instituteforcivility.org/2015/02/11/identity-mechanics-persuasive-conversations/>>

Zolkover, Adam. "Lessons Learned from Tom Schweich's Suicide." Web blog post. *The Civility Blog*. The Institute for Civility in Government. March 16, 2015.
<<http://www.instituteforcivility.org/2015/03/16/lessons-in-civility-from-tom-schweichs-suicide/>>

Websites and Online Tools:

The Arbinger Institute <<https://arbinger.com/>>

Champaign Community Coalition <<http://champaigncommunitycoalition.org/>>

The Institute of Civility in Government <<http://www.instituteforcivility.org/>>

Citizen University <<http://www.citizenuniversity.us/>>

The Civility Blog <<http://www.instituteforcivility.org/blog/>>

Unleashing Respect Project <<http://unleashingrespectproject.org/>>

TED Talks

Heffernan, Margaret. (June 2012) Margaret Heffernan, Dare to Disagree [Video file]. Retrieved from https://www.ted.com/talks/margaret_heffernan_dare_to_disagree

Liu, Eric. (September 2013). Eric Liu, Why Ordinary People Need to Understand Power [Video file]. Retrieved from https://www.ted.com/talks/eric_liu_why_ordinary_people_need_to_understand_power

Richen, Yoruba. (March 2014). Yoruba Richen, What the Gay Rights Movement Learned from the Civil Rights Movement [Video file]. Retrieved from https://www.ted.com/talks/yoruba_richen_what_the_gay_rights_movement_learned_from_the_civil_rights_movement

Sandel, Michael. (February 2010). Michael Sandel, The Lost Art of Democratic Debate [Video file]. Retrieved from https://www.ted.com/talks/michael_sandel_the_lost_art_of_democratic_debate

Tufekci, Zeynep. (October 2014). Zeynep Tufekci, How The Internet Has Made Social Change Easy To Organize Hard To Win [Video file]. Retrieved from https://www.ted.com/talks/zeynep_tufekci_how_the_internet_has_made_social_change_easy_to_organize_hard_to_win

Ury, William. (October 2010). William Ury, The Walk from “No” to “Yes.” [Video file]. Retrieved from https://www.ted.com/talks/william_ury

Books:

The Anatomy of Peace: Resolving the Heart of Conflict. San Francisco, CA: Berrett-Koehler, 2006. Print.

Colwell, Jack L., and Charles Huth. *Unleashing the Power of Unconditional Respect: Transforming Law Enforcement and Police Training*. Boca Raton, FL: CRC, 2010. Print.

Connection Culture The Competitive Advantage of Shared Identity, Empathy, and Understanding at Work. N.p.: Amer Society for Training, 2015. Print.

Fisher, Roger, William Ury, and Bruce Patton. *Getting to Yes: Negotiating Agreement without Giving in*. New York, NY: Penguin, 1991. Print.

Forni, P.M. *Choosing Civility: The 25 Rules of Considerate Conduct*. New York: St. Martin's Press, 2002.

Forni, P.M. *The Civility Solution: What to Do When People Are Rude*. New York: St. Martin's, 2008. Print.

Hallowell, Edward M. *Connect*. New York: Pantheon, 1999.

Leadership and Self-deception: Getting out of the Box. San Francisco: Berrett-Koehler, 2010. Print.

Pearson, Christine M., and Christine Lynne Porath. *The Cost of Bad Behavior: How Incivility Is Damaging Your Business and What to Do about It*. New York: Portfolio, 2009. Print.

The Power of Civility: Top Experts Reveal the Secrets of Social Capital. San Francisco, CA: THRIVE, 2011. Print.

Tehrani, Noreen. *Workplace Bullying: Symptoms and Solutions*. London: Routledge, 2012. Print.

Ury, William. *The Power of a Positive No: How to Say No and Still Get to Yes*. New York: Bantam, 2007. Print.

Ury, William. *The Third Side: Why We Fight and How We Can Stop*. New York: Penguin, 2000. Print.