Local Government and the Profession: Where We Have Been and Where We Need to Go

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Legacy of Leadership

• 1914 – 31 cities operated under the Council/Manager form of government

• 2014 – Nearly one half the U.S. population benefit from work of professional managers

• 2011 – IBM study focused on the value added of professional managers
• Every “Best” list is dominated by Council Manager Cities

• Last 30 years population and job growth in US are dominated by states and regions with Council/Manager plan
local government

demographics
polarized politics
tech + social media
haves + have-nots
economic crisis
2011-2020
the decade of local government
The 21st Century Challenges

Issues are:

• Multi-Sector
• Multi-Disciplinary
• Intergovernmental
Increasing Confidence in Local Government

• The voters have spoken over and over

• 70% of initiatives and referenda approved
success of local initiatives

1. specific use of the money
2. comprehensive citizen engagement and information strategy
3. trusted agent
transparency + engagement + performance = trust
What We Know About Leadership of Organizations in Turbulent Times

• Leadership Matters

• We are not talking about the few people at the top

• Great organizations focus on anchoring around values and attracting the right people
professional managers

facilitators of vision

community builders

doners

voice in policy

ehics + values

reformers + reformed
manager as conductor
6 practices*

1. add value to the quality of public policy and produce results that matter to their communities.
2. take a long-term and community-wide perspective.
3. commit themselves to ethical practices in the service of public values.
4. help build community and support democratic and community values.
5. promote equitable, fair outcomes and processes.
6. develop and sustain organizational excellence and promote innovation.

* Nalbandian, et al; PM Magazine, 3/07
Local Government Today is a Window to the Future
Challenges and Opportunities

• Communities and regions are on our own

• Our competition is global

• Issues will continue to require us to think across boundaries
Challenges and Opportunities (cont.)

• In an era of scarce resources, performance will increasingly matter

• Trust will be the working capital of innovation

• Will we lead adaptation or be reformed
Greatness requires endless change and adaptation while preserving core values and purpose.

Good to Great
Jim Collins
IF RESULTS MATTER, THEN LEADERSHIP AND MANAGEMENT COUNT
thank you