

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

Legacy of Leadership (cont.)

- 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

demo-
graphics

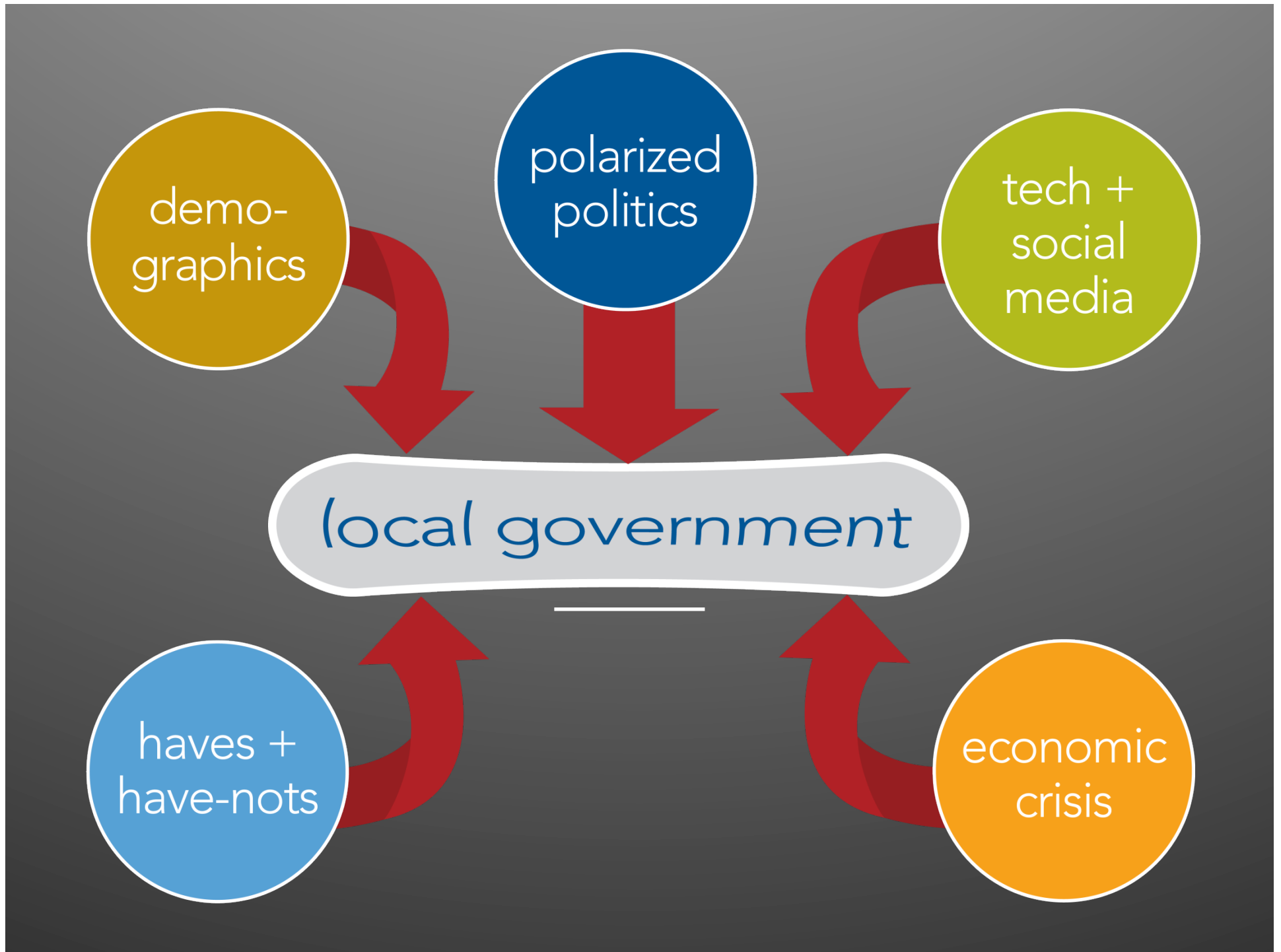
polarized
politics

tech +
social
media

local government

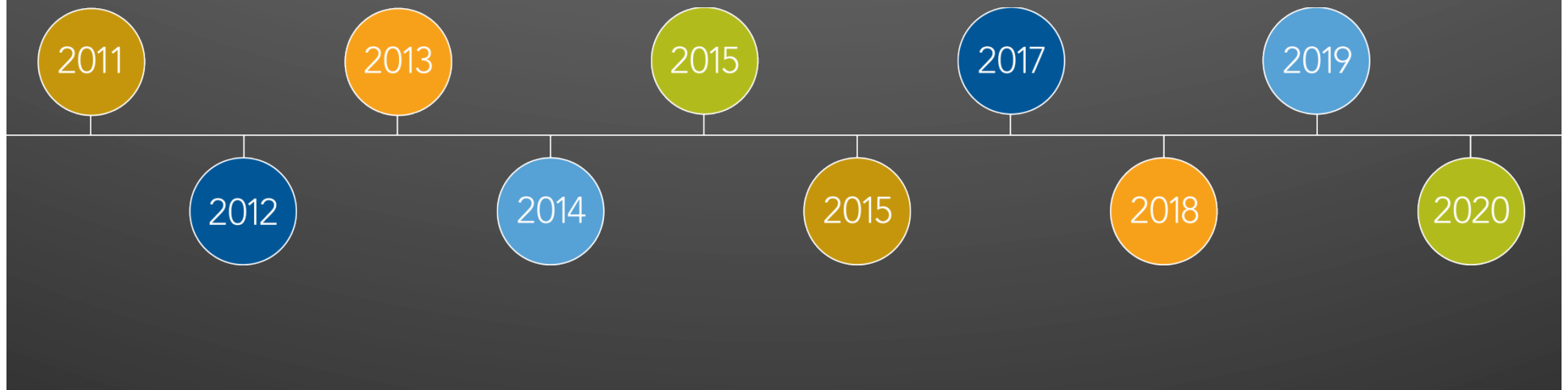
haves +
have-nots

economic
crisis



2011-2020

the decade
of local government





jobs



environment



safety



education



healthcare



infrastructure

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

yes



no



transparency 
engagement 
performance 
accountability 

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



designers



voice in
policy



ethics +
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



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