



Carl Vinson
Institute of Government
UNIVERSITY OF GEORGIA



We do amazing.

Welcome

Planning Retreat

February 1-2, 2024

Facilitated by Walt McBride and April Howard

Ground Rules

- Check your title at the door, we're all equal adults here today
- The past is past, focus on and talk about the FUTURE
- Speak the truth (as you know it)
- Don't judge others comments
- Allow others in your group to talk, Please don't dominate
- Trust each other enough to speak, and Respect each other enough to listen
- Respect each other's differences and perspectives
- Address challenges not people, No personal assaults
- Don't "beat a dead horse"-Dismount
- Agreement on ground rules



Getting Started...

Think for **TWO** minutes...

- Who inspired you to seek a leadership role with the Columbus Consolidated Government? How did they inspire you?

You will have **ONE** Minute to Share



Retreat Goals

- Understand Leaders' and Stakeholders' Perspectives
- Understand how our communications styles affect our leadership
- Understand our various roles and responsibilities
- Identify strategic priorities for Turning the Curve
- Next Steps...
 - Use Strategic Priorities to Develop Strategic Goals and Vision for Columbus Consolidated Government's Future



Perspective Matters

- On your index card, write the year in which you became involved with Columbus.
- On the back of the card jot down the most memorable thing happening at that time in:
 - Columbus Muscogee Community
 - The State of Georgia
 - The World
- By decades, be prepared to share you perspectives (2 minutes or less)



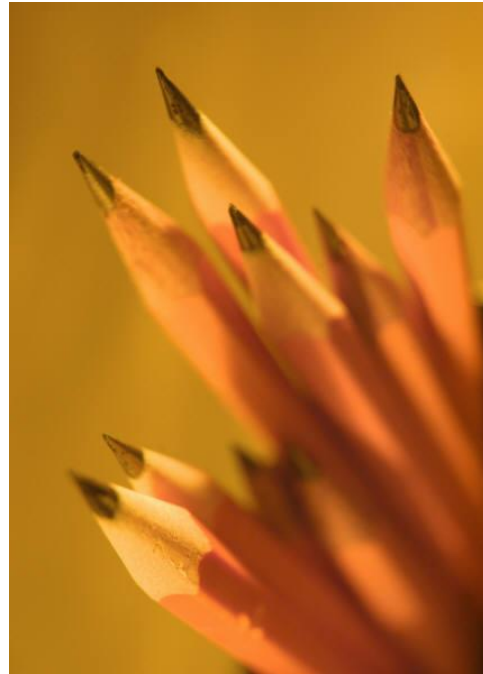
The Value of Communication

Communication Styles Inventory



Communication Styles Survey

Scoring



Communication Styles

Sensor (S)

Thinker (T)

Feeler (F)

Intuitor (I)



FOUR STYLES

Sensor: Experiencing through sensory perceptions

Thinker: Analyzing, ordering in logical way

Feeler: Relating thru emotional reactions

Intuitior: Conceiving, projecting, inducing



YOUR DOMINANT STYLE

- **WHY WOULD A TEAM WANT YOU?**
- **THEME SONG**
- **BUMPER STICKER OR MOTTO**
- **WHAT DO YOU DO DURING CHANGE?**
- **WHO DO YOU HAVE MOST TROUBLE COMMUNICATING WITH?**
- **YOUR WARNING LABEL**



SENSOR

- Practical Doers
- Move mountains
- Multi-taskers
- Dynamos, tireless
- Decisive, quick decision-makers
- Learn best with immediate, direct, personal experience



- Short circuit planning steps
- Action-oriented
- Tunnel Vision
- Anti-Intellectual
- Can run rough-shod over others



INTUITOR

- Fast & Deep thinkers
- Big picture
- Creative
- Cut thru smoke
 - Screens of tradition
- Fresh & novel approaches



- Too long on vision, short on action
- Overly abstract
- Too theoretical
- Detached
- Over intellectualized
- In ivory tower
- Impractical



FEELER

- Warm, in close touch with others
- Perceptive & insightful
- Patient & empathetic listeners
- Read & assess organizational politics



- More concerned about process of interaction than content
- Emotional reactions=Fact
- Subjective, impulsive, dramatic



THINKER

- Steady, tenacious
- Top flight thinkers
- Rely on observations
 - & principles
- Consistent forces for
 - Progress
- Cut thru smoke screens of untested ideas



- Overly cautious
- Too conservative
- Hate to be wrong
- Emphasize deliberation v. action
- Correct assessments as key



Coffee break...

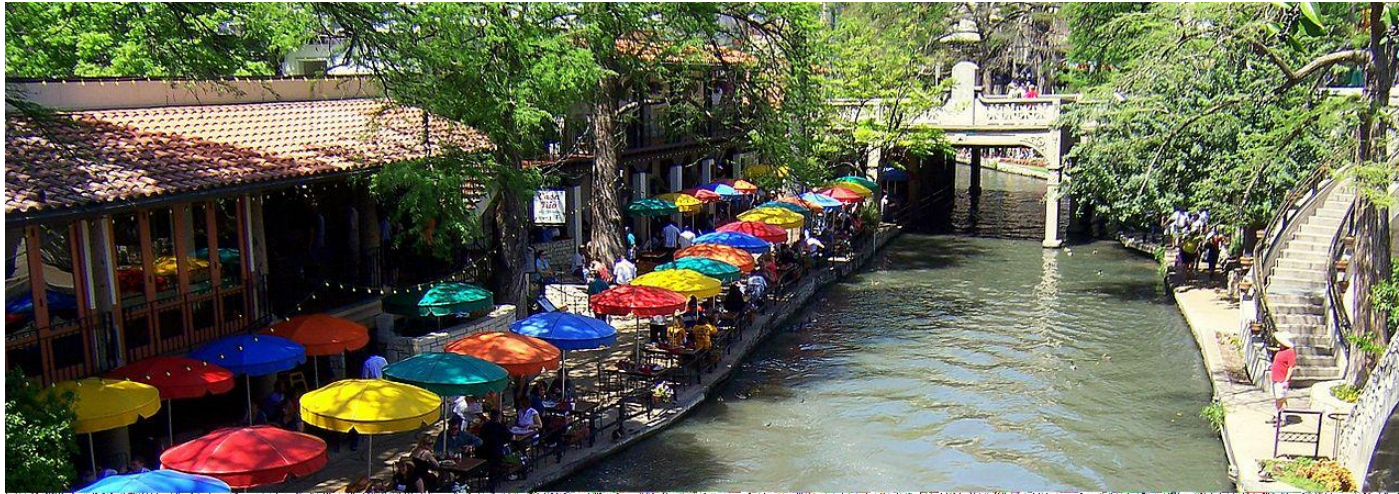
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What do you see?



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It depends on your perspective!



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Traditional Idea

- Like unto a cruise line ...
- Council owns the ships
- Council hires professional staff to run it



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Vision

**Mayor &
Council**

Mission

Goals &
Objectives

Staff

Action Items



More Modern Idea

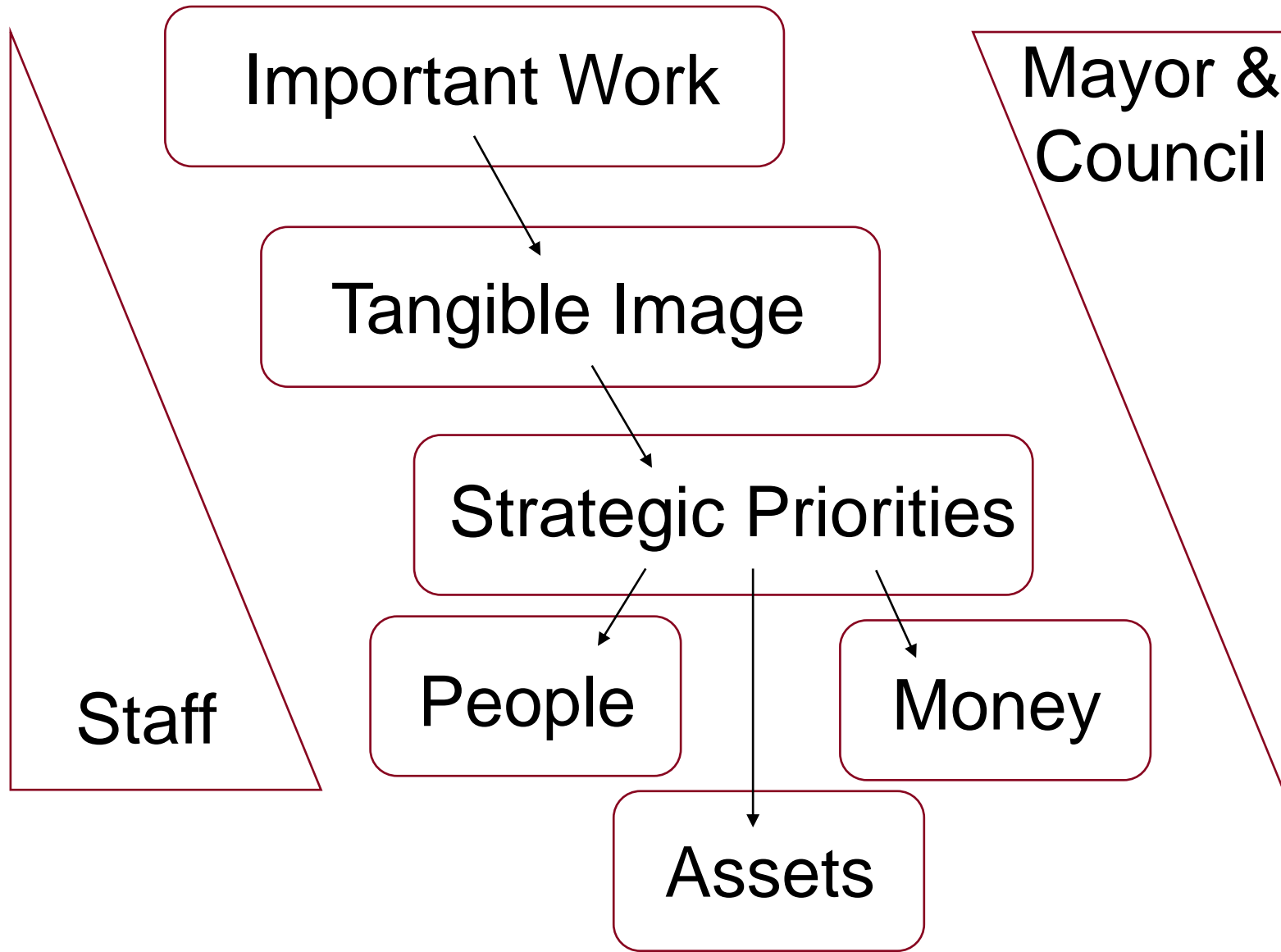
- More like being in a boat paddling together
- Staff participates more in determining direction and actually helps to steer



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Public Service Leadership


- Understanding our roles and responsibilities.
- Understanding our individual assets and liabilities.



Lunch time...

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Columbus Consolidated Government

- What is the most important work?
- What does it look like for CCG?
- How does that inform our vision and mission?



Why Does CCG Exist?

- Public Safety
 - Public Services
 - Public Health
 - Good Stewards of resources
 - Formation of the Government (historical aspect)
 - Efficiency with consolidated government approach
 - Access and transparency
 - Reduce redundancy with City and County
 - Serve the people
 - Provide opportunity for citizens
 - Quality of Life
 - Entertainment
 - Attractive surroundings
 - Being able to be engaged
 - Opportunity
-
- **What does the Tangible Image Look Like?**



Columbus Mission

To provide citizens cost-effective, high-quality services and a Columbus, Georgia environment which enhances the economic well-being and quality of life.



Columbus Vision

- A team-centered approach to problem-solving emphasizing effective communications with citizens and elected officials.
- Create an environment of respect and trust between the mayor, city councilors, staff, and the citizens.
- Establish a citywide culture of customer service.
- Maintain public private partnerships that provide for a better Columbus, Georgia.
- Build city budgets that seek fiscal responsibility.
- Integrity in all that we do.
- A safe city to live, work, and play.



Leading Columbus Consolidated Government

- What are the strategic priorities for Columbus CG now and in the next 18-24 months?
 - Individually write on separate post it notes 3 to 5 issues you are most concerned about or interested in seeking solutions.
 - Place the sticky notes in categories based on like interests.



Simple and Complex Decisions

Simple decisions choose between dualities

- Pretty clear cut contrast between two concepts

Complex decisions can be viewed in different ways

- Not simply right or wrong

For example


- We're all honest people, right?
- Then, when is it okay to lie?



Break for exercise...

10:00

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Public Values and Policy Choices

LIBERTY

Freedom, choice, independence, access, autonomy, mobility, openness, transparency, discretion, individual rights, exceptions, exemptions, waivers, voluntary, opportunity, individuality, privacy, due process, accountability, participation, personal responsibility, self-determination, self-sufficiency, self-help, self-governing, self-rule

COMMUNITY

Safety, security, sense of place, belonging, identity, connection, attractive, appealing, welcoming, tradition, customs, culture, history, law, religion, the sacred, social responsibility, collective action, healthy, preservation, conservation, restoration, social and moral order, quality of life

PROSPERITY

Economy, efficiency, growth, profit, productivity, return on investment, development, incentives, competition, consolidation, centralization, commercialization, standardization, privatization, specialization, performance measurement, benchmarking, market rules, maximization, quantity of life, standard of living

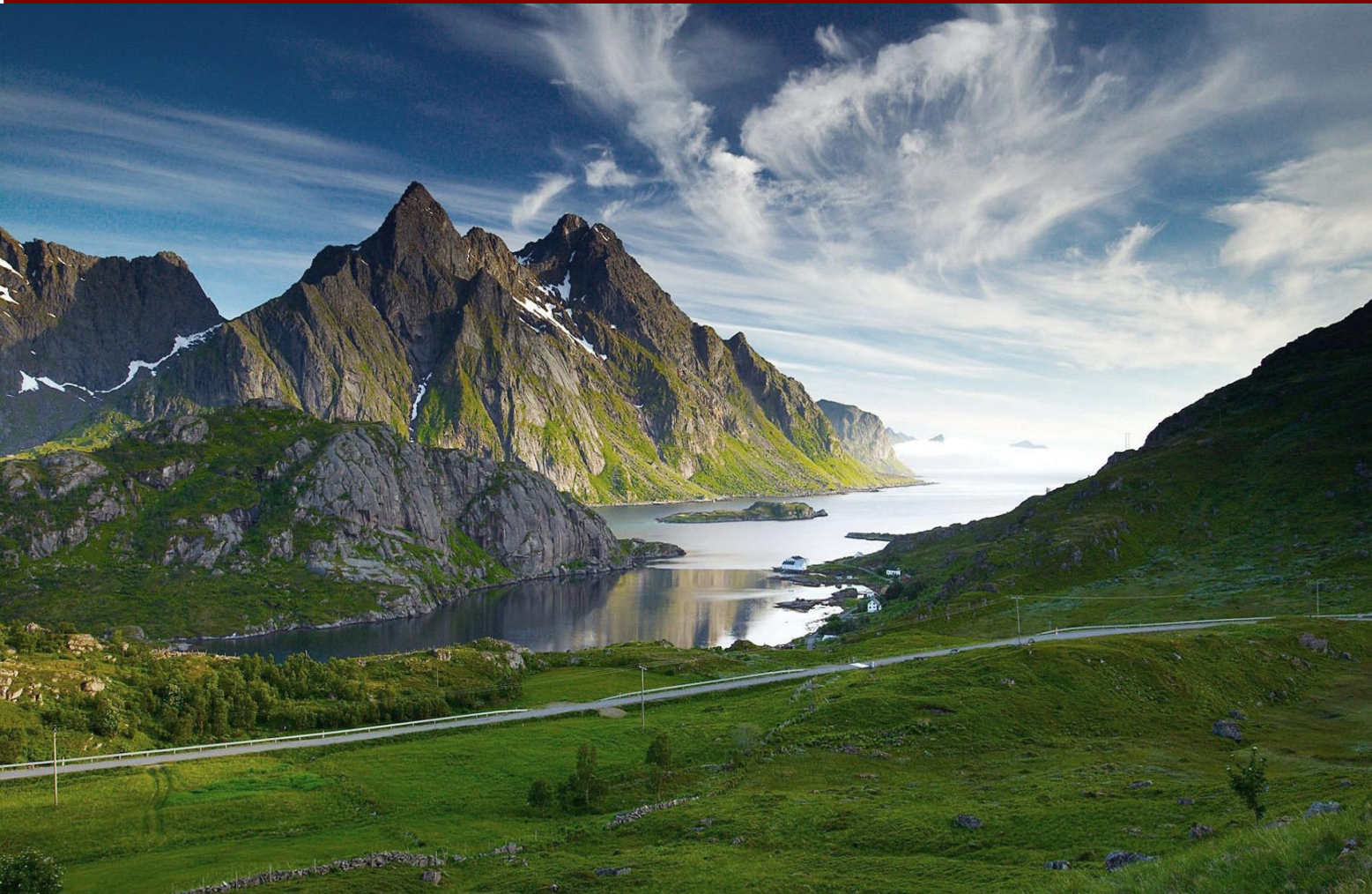
EQUALITY

Fairness, justice, tolerance, acceptance, diversity, difference, equity, parity, comparable, equivalent, inclusion, representation, grandfathering, compensation, redistribution, equal rights, equal opportunity, equal access, equal treatment, equal results, level playing field

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Turn the Curve Thinking



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Some Key Principals



1. Start with ends, work towards the means



2. Data-driven, transparent decision-making



3. Useful to managers (NOT a compliance exercise)

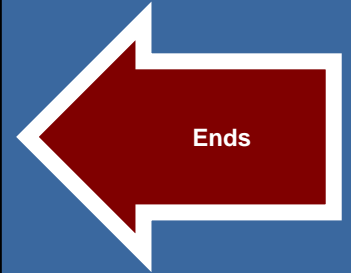
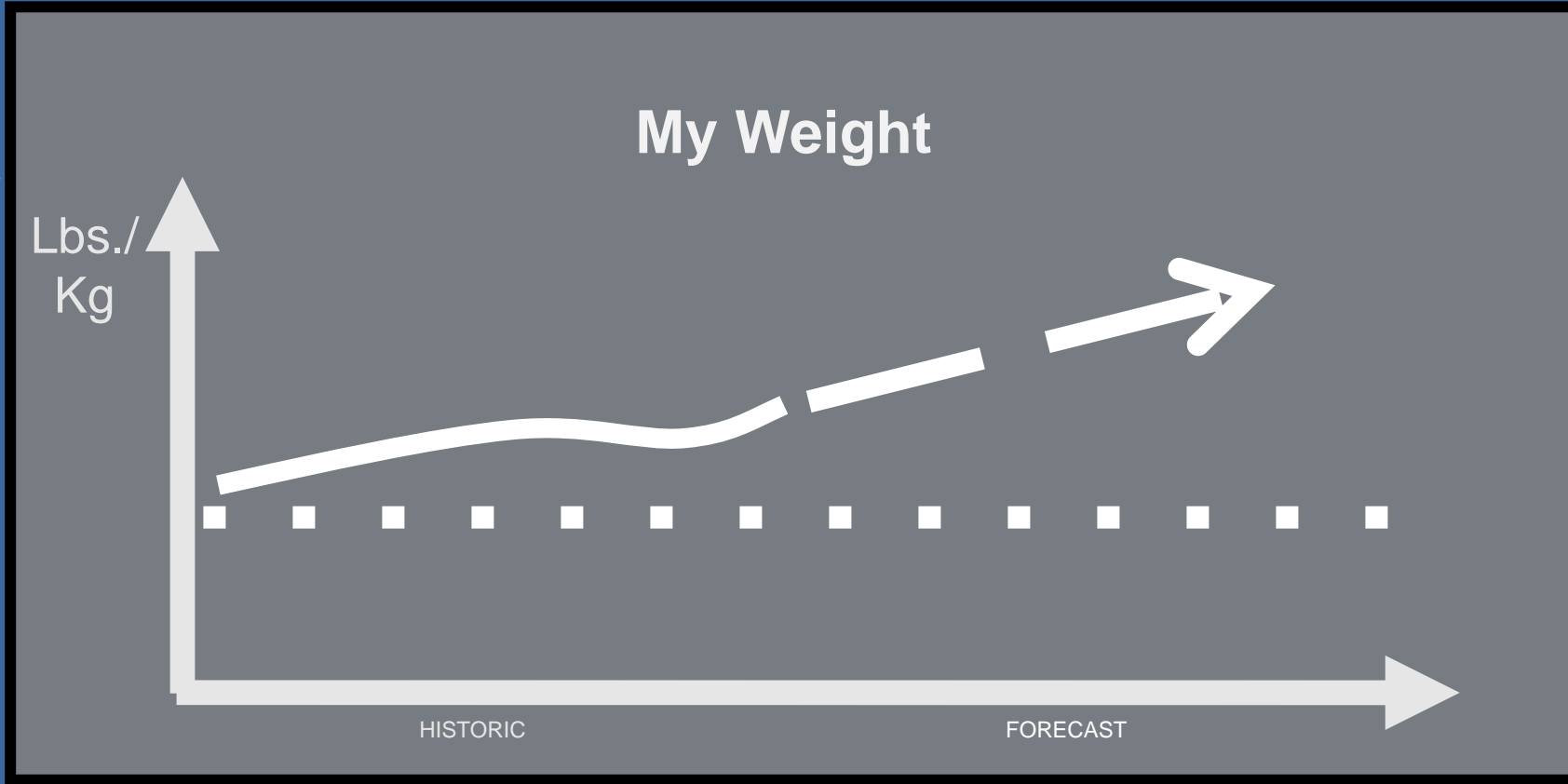
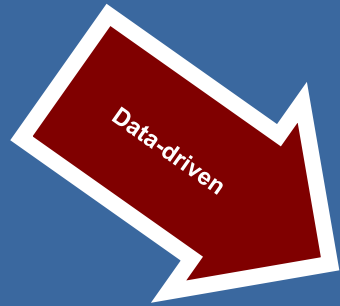


4. Keep it simple!



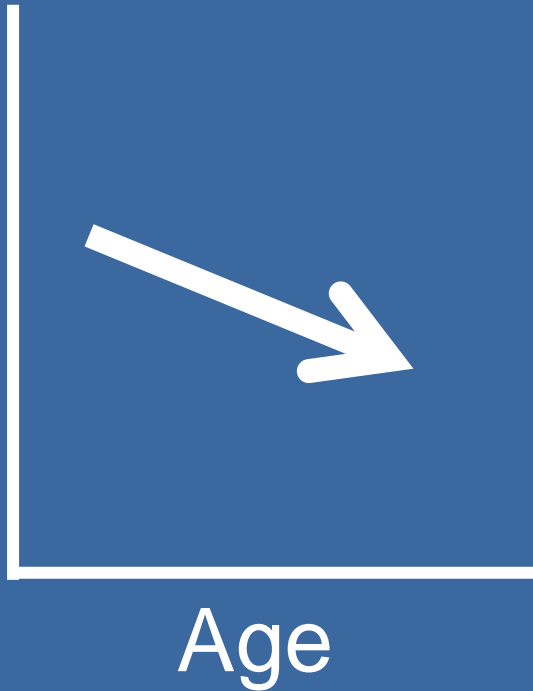
Health → My Weight

How am I doing? ... And where am I headed?

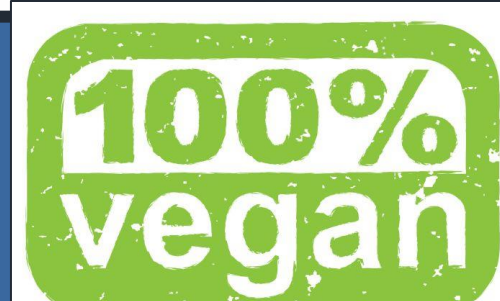
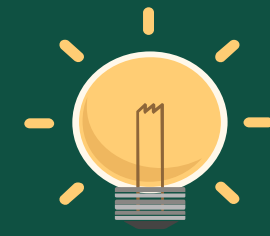


What's the story behind my weight?

Metabolism

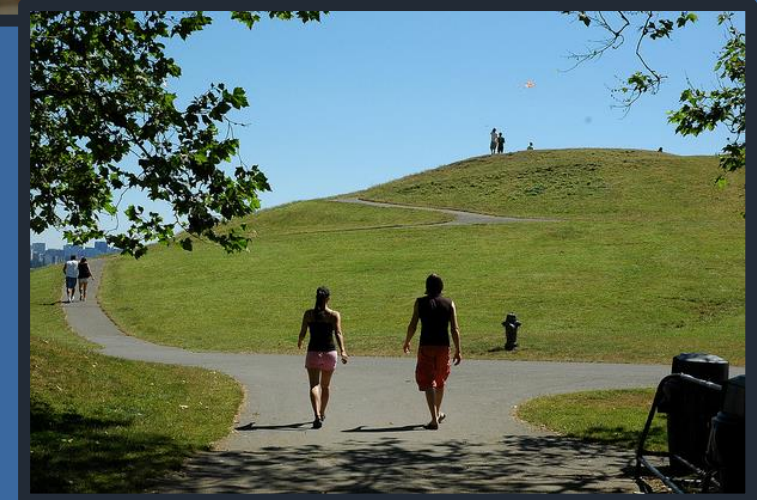
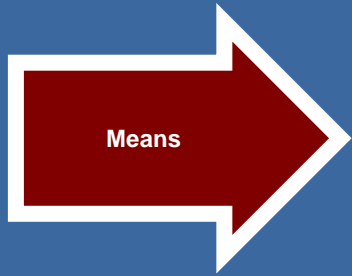


Who can help? What would work?



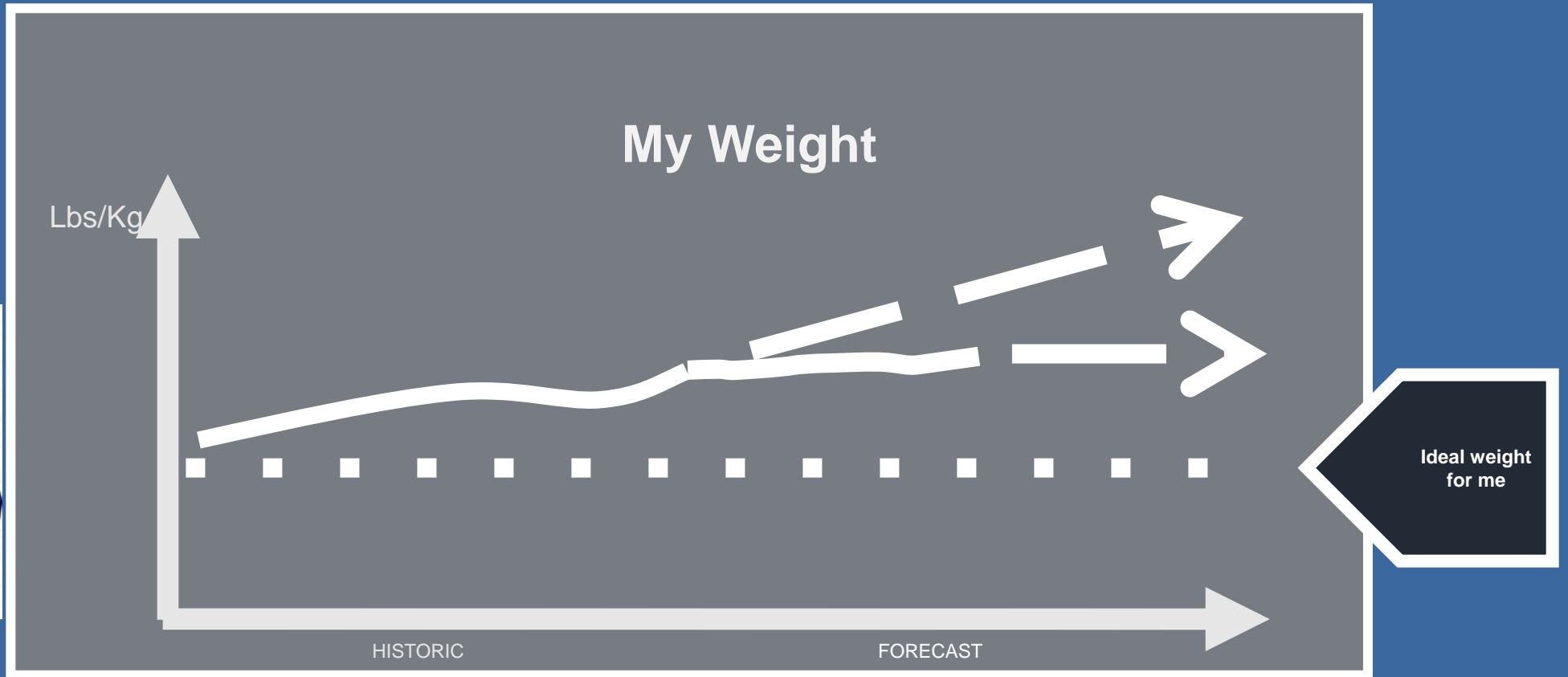
What am I going to do?

What would make the most difference ... and is feasible?



Health → My Weight

How am I doing? ... And where am I headed?





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Reflection this evening.

How can we use Turn the Curve Thinking in CCG?