

2022 Fall AICP Exam Review

**LEADERSHIP, ADMINISTRATION AND
MANAGEMENT**

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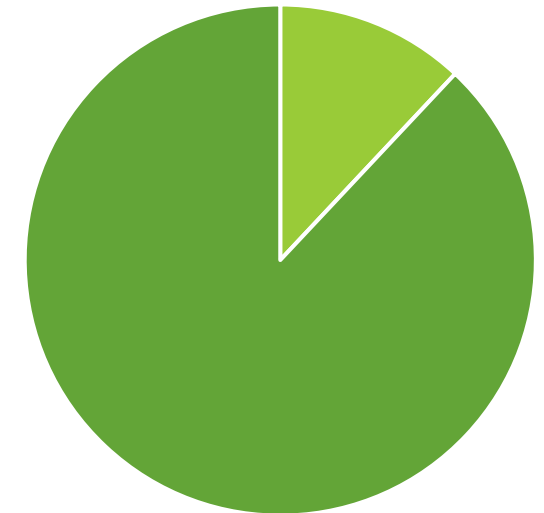
American Planning Association
Georgia Chapter

Making Great Communities Happen

LEADERSHIP, ADMINISTRATION AND MANAGEMENT

- **Leadership** (e.g., influencing decision making in the public interest, strategic decision making)
- **Managing external relationships** (e.g., customer service; client interaction; representing and promoting organizations; relationships with partner/sister organizations, decision makers, and boards and commissions; transparency; freedom of information; confidentiality; privacy)
- **Internal organizational management** (e.g., team building and staff training, planning-office culture, strategic planning, organizational budgeting and financial management)
- **Technology** and related applications (e.g., using technology and related information tools to advance planning, smart cities technology planning)

Test Weight 12%



Leadership

Definitions of Leadership

Management is doing things right; leadership is doing the right things.

Peter F. Drucker

Leadership is the art of getting someone else to do what you want because they want to do it.

Dwight Eisenhower

Leadership

In Public Administration:

- The exercise of authority, whether formal or informal, in directing and coordinating the work of others.

Leadership

Public Sector Imperatives:

- Controls that limit risk-taking
- Accountability to the public
- Constrained by ministerial parameters
- Checks and balances on authority
- Founded on principles of fairness

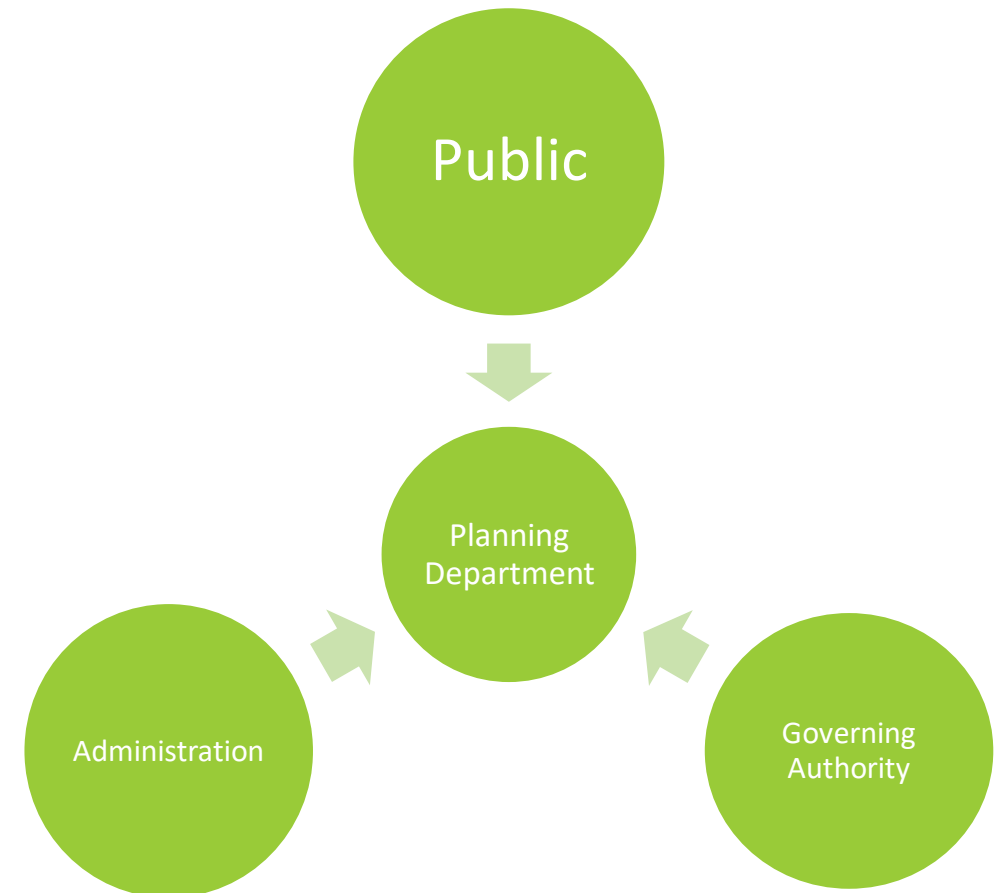
Leadership

A mission statement clarifies why an organization exists

The Department's mission is to (1) **coordinate** the County's strategic planning and land development activities with its various stakeholders, (2) **facilitate** long term planning and development policies, and (3) **preserve** the County's natural and built environment.

The function of the Department is to **promote and enhance the well-being of residents, visitors, property owners, and businesses** of the County. The department accomplishes its mission through programs and services that encourage high quality development as well as maintenance and revitalization of existing neighborhoods.

Leadership - Influencing Decision Making



Leadership - Strategic Decision Making

- Construct the lens, define the focus
- Be open source and scrupulously objective
- Show your work
- Let other actors play their roles
- Be the scorekeeper

Managing External Relationships

Customer Service

- Who is the customer?
- Customer service is not a gift, it's an obligation
- Deliver or deny with integrity and authority
- Avenues of appeal

Managing External Relationships

Relationships with planning partners

- No planner is an island
- In a perfect world...
- Benefits of successful collaboration
- Playing hardball

Managing External Relationships

Boards and Commissions

- Better boards make better decisions
- The mushroom treatment
- The board feedback loop

Managing External Relationships

Transparency, Open Records, Confidentiality

- If you're in the public sector, the public has a right to know
- Transparent process, transparent decisions, transparent recourse
- Some things really are private
- Strong Ethics makes for easy decisions

Internal Organizational Management

The Big Picture

- Stack the deck, or play the cards you're dealt?
- An empire, or a nerve center?

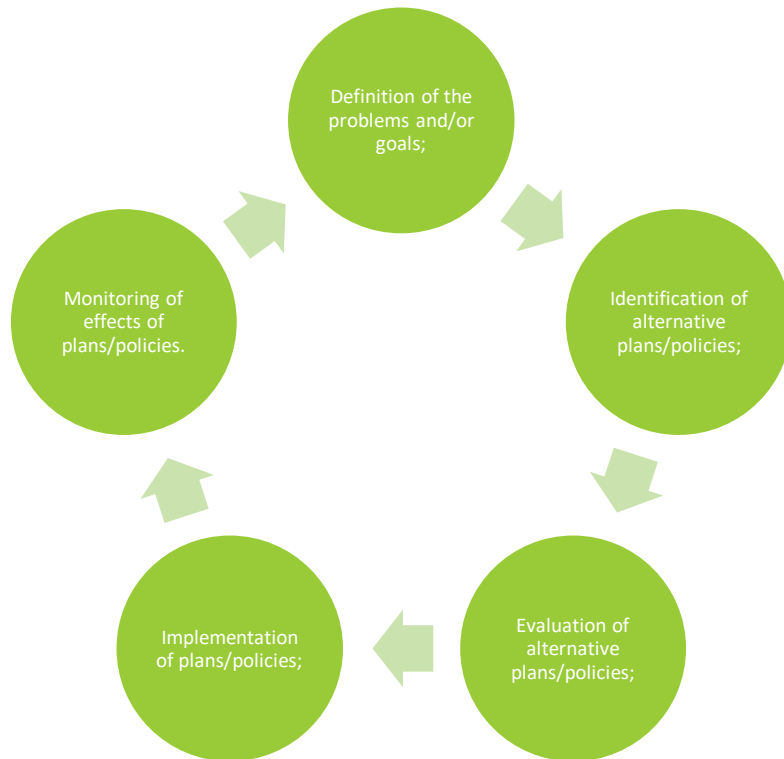
Internal Organizational Management

Budget and Staffing

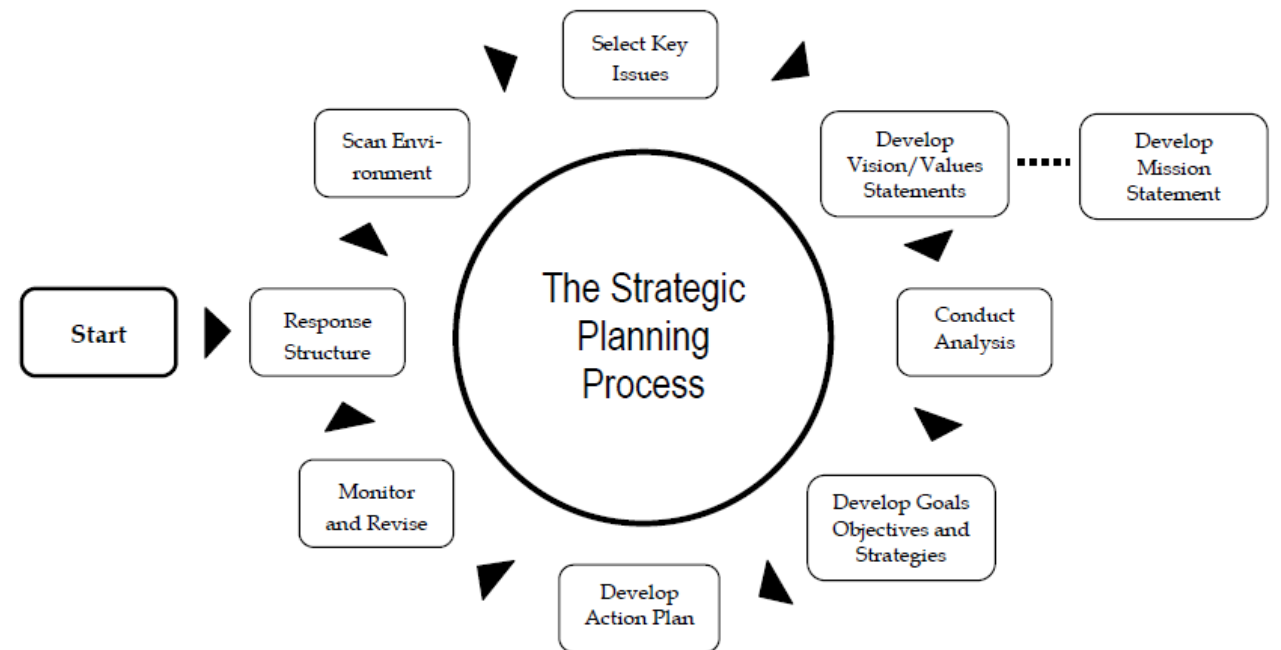
- Prioritize capacity over head count
- Systematically build human capital, because people move on
- Outsourced Capacity
- Continuation budgets vs. zero based budgeting
- A strong architecture is invaluable when the budget ax swings

Internal Organizational Management – Form follows function

Rational Planning Model



Strategic Planning Model



Internal Organizational Management



Technology

Use available Platforms

- Social media
- GIS
- Utility Asset Management Data Sets
- Tax Assessor's Data
- US Census

Technology

Demonstrate Your Capacity

- Technology is expensive and changes rapidly
- Decision makers must be convinced of its value
- Fully master and integrate your technology investment into your operation
- Demonstrate the power and efficiency of the tool



Questions?