

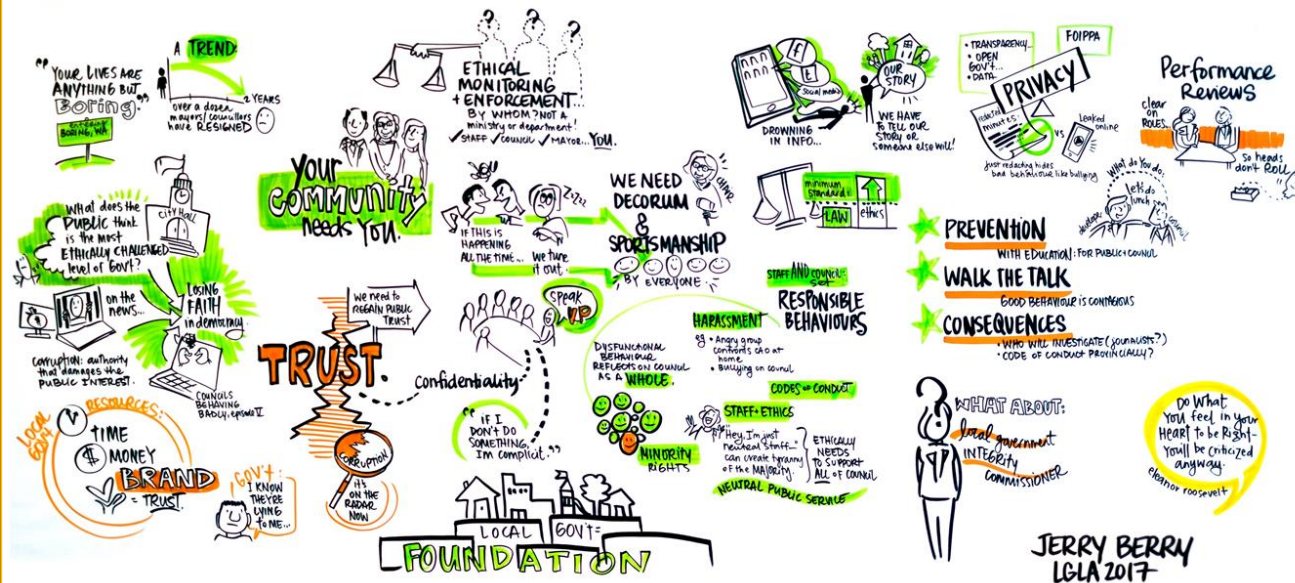


# Culture, the most critical element of Leadership



Jerry Berry; B.Sc., MPA

# ETHICS AND COMMUNICATION



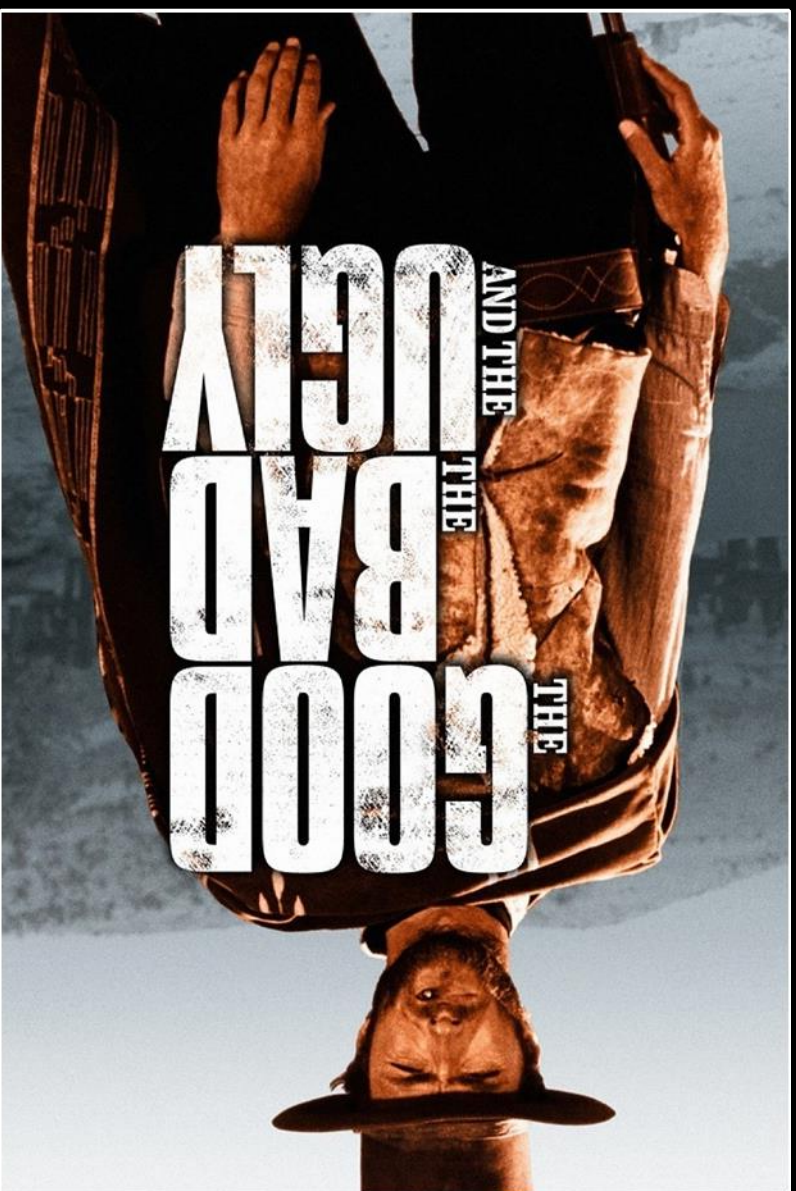




What Can I Offer You?

Sometimes you need to  
look at things from a  
different perspective.



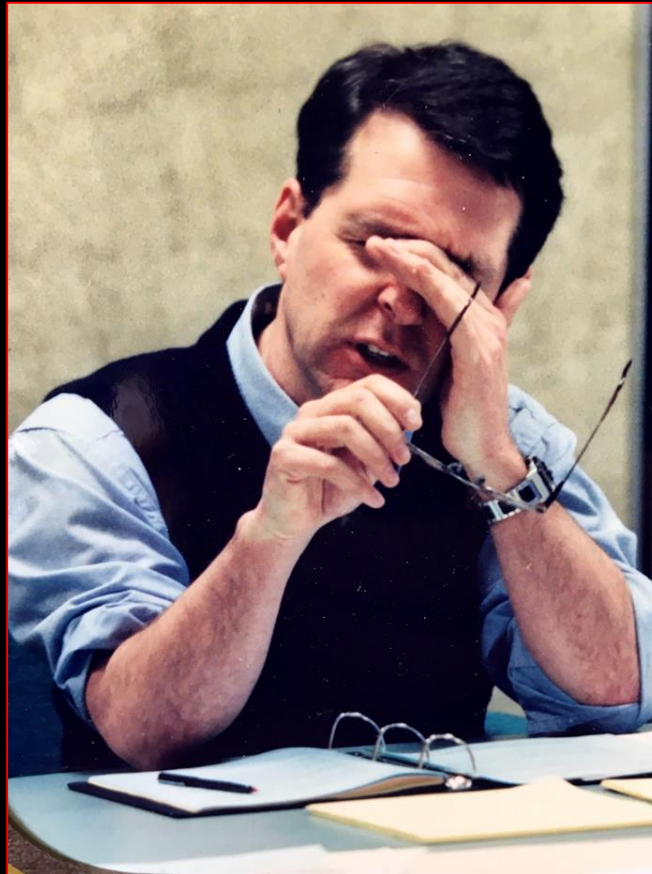


# The Ugly



Mostly its loss that teaches us  
about the worth of things

Arthur Schopenhauer



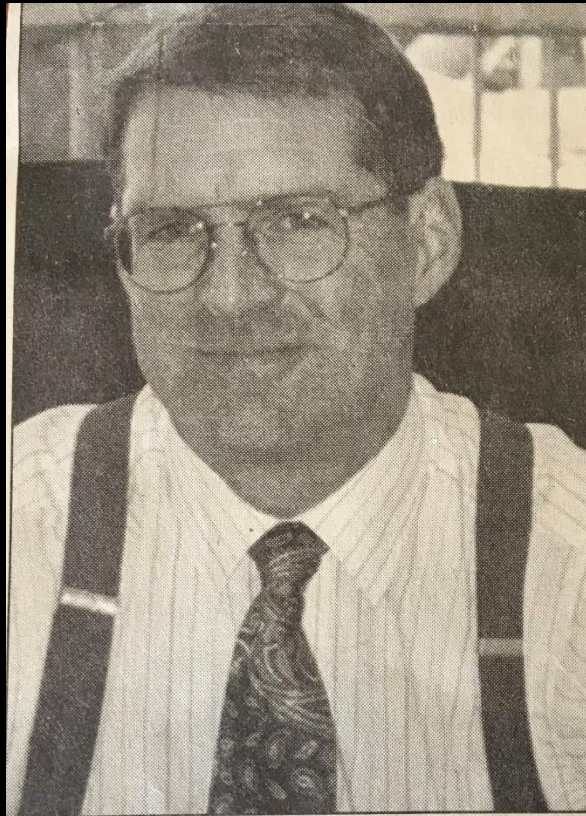
“It was my delusion and naivety that  
brought me here.”

Lady Gaga

# The Bad



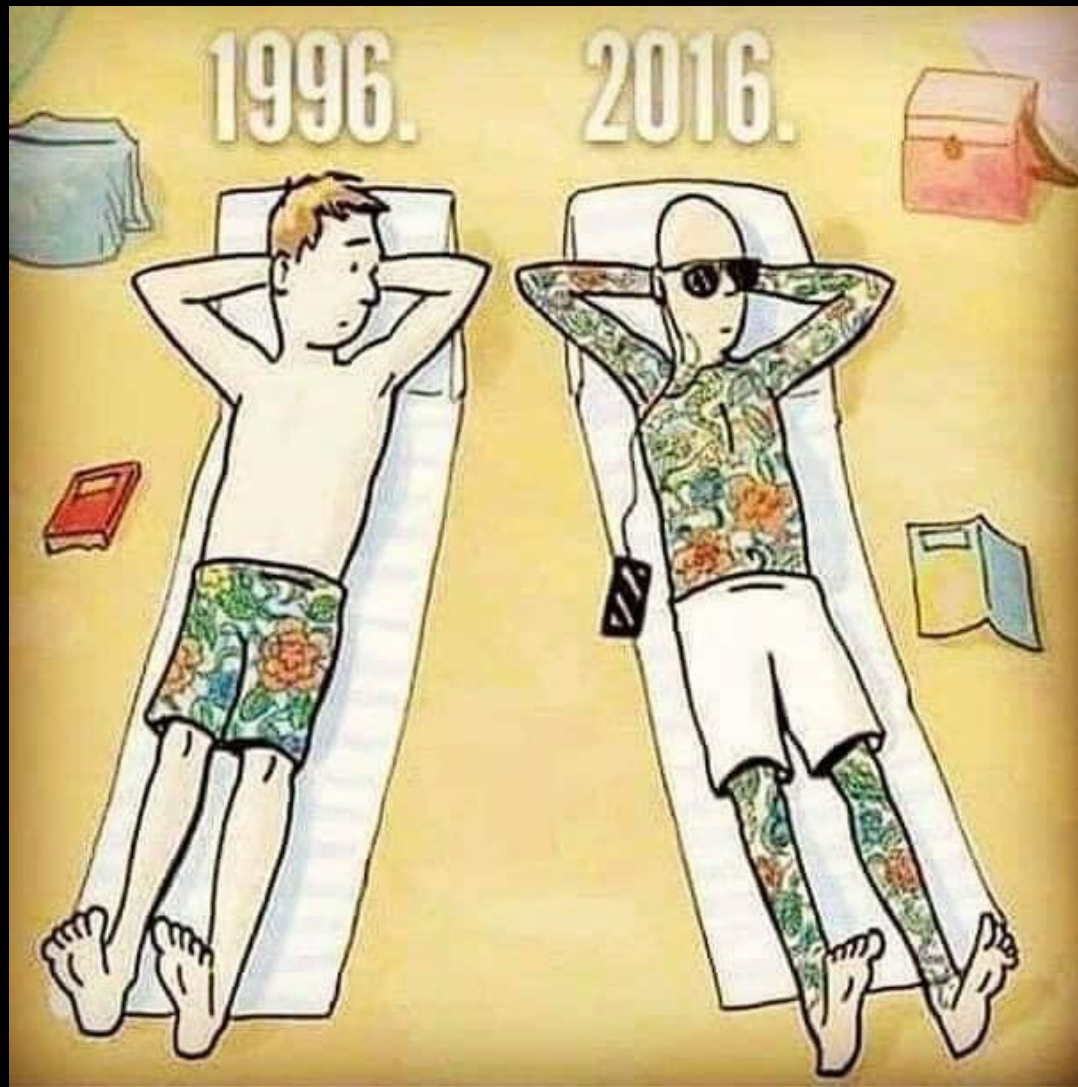
Perspective – Structural Challenges  
in Government



---

**“If you’re not  
confused, you don’t  
know what’s going  
on.”**

JERRY BERRY



# Tenets of Westminster Model



- Ministerial Accountability
- Politically Neutral
- “Permanent / Continuing”
- Anonymous
- Speak Truth to Power
- “How to” NOT “What if”

Much is by “convention”  
20<sup>th</sup> Century Industrial Age Model

# Local Government is fundamentally a different animal from both Senior Governments and Business



Not supposed to be an adversarial system

Supposed to be values driven

Typically independent representatives (no parties, no whip)

Mayor's formal powers in decision making essentially equal to other Councillors

Staff intended to be apolitical and guided by public sector values (i.e.. not "political" appointees)

Various Officers have Statutory Duties directly to Council as a whole ( but don't necessarily have functional "independence" from CAO)



[www.nsworld.org/content/publications](http://www.nsworld.org/content/publications)

Westminster Model

- There is **No New Model!**



## The New Frontiers of Public Administration: The New Synthesis Project

Jocelyne Bourgon, PC, OC  
with Peter Milley



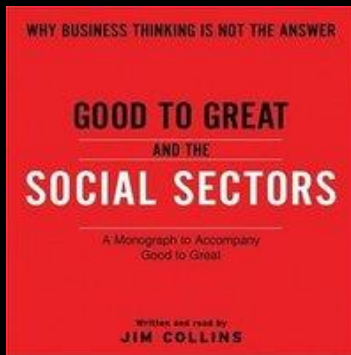
**PGI**  
Public Governance International

UNIVERSITY OF  
**WATERLOO**

*Gary Varvel*  
CARTOONIST  
GARYVARVEL.COM

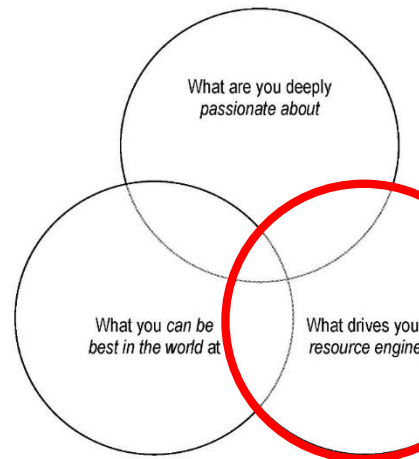


garyvarvel.com



#### THE HEDGEHOG CONCEPT IN THE SOCIAL SECTORS

- Circle 1: **Passion** – Understanding what your organization stands for (its core values) and why it exists (its mission or core purpose).
- Circle 2: **Best at** – Understanding what your organization can uniquely contribute to the people it touches, better than any other organization on the planet.
- Circle 3: **Resource Engine** – Understanding what best drives your resource engine, broken into three parts: time, money, and brand.



Time  
Money

Brand  
=Trust

# Engagement and Trust

Alienation,  
anger and a  
lack of trust  
are making  
extremely  
challenging to  
manage or  
Cities and  
towns and to  
build  
relationships...



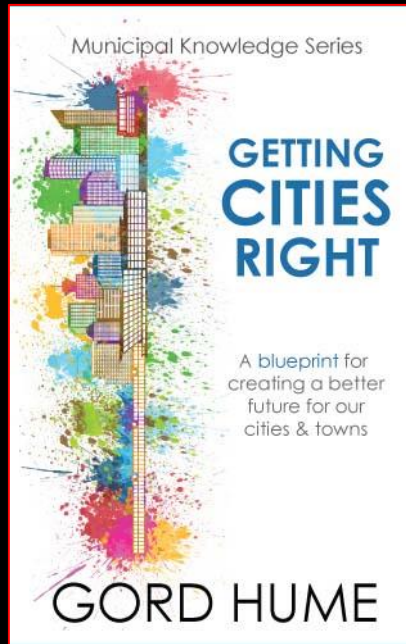
Managing Local Government Is Tougher Than Usual

What Is a Manager to Do?

by Ed Everett

JANUARY 19, 2017

[http://icma.org/m/en/icma/newsroom/highlights/Article/107898/Managing\\_Local\\_Government\\_Is\\_Tougher\\_Than\\_Usual#.Wle3rrcnwwU.linkedin](http://icma.org/m/en/icma/newsroom/highlights/Article/107898/Managing_Local_Government_Is_Tougher_Than_Usual#.Wle3rrcnwwU.linkedin)

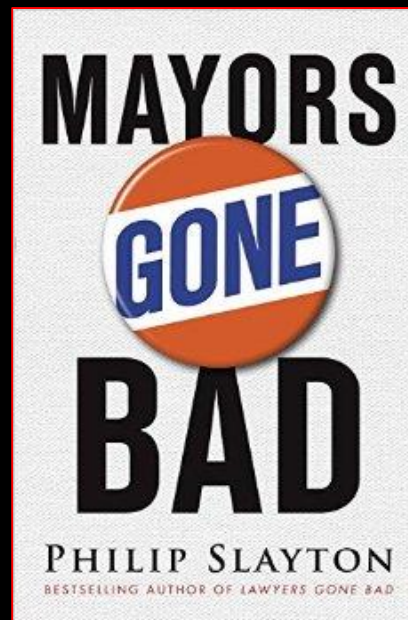


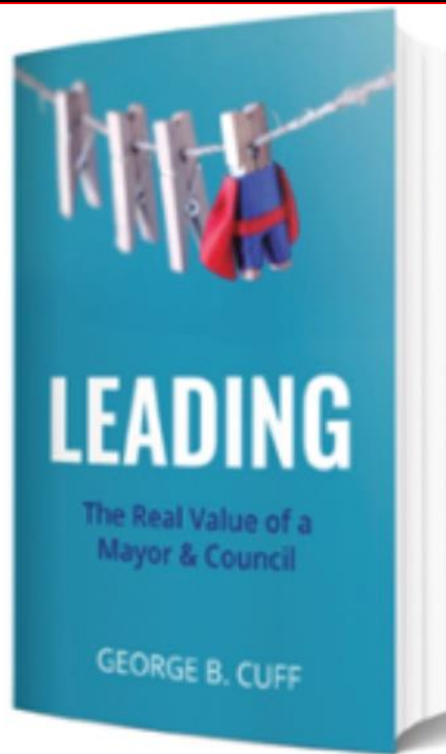
The Question ...

*"This is the question hanging over every election in the western world right now ... Have common sense and good taste been trumped by bombast, bullying, and bizarre behaviour? Are we now living in a media and political world of 'alternative facts' and 'post-truth'? ... In this nasty and brutish atmosphere, many believe that mayors are now the most pragmatic and innovative leaders, and productive municipal councils the most effective elected bodies."*

# The Bad

“CANADIAN MUNICIPAL GOVERNMENT  
is a mess”





# **Leading: The Real Value of a Mayor and Council**



<https://www.municipalworld.com/product/leading-the-real-value-of-a-mayor-and-council/>

Shared Accountability = No Accountability

**JUST BECAUSE YOU'RE DIFFERENT**



**DOESN'T MEAN YOU'RE USEFUL**

I didn't  
say it  
was your  
fault

I said I  
was going  
to Blame  
you



Hanlon's Razor

**“Never attribute to Malice what can adequately be explained through Ignorance”**

"Altogether magnificent ... Probably no single thinker has done more in the last fifty years to transform our ideas about the nature of urban life."—*Chicago Tribune*

# SYSTEMS OF SURVIVAL

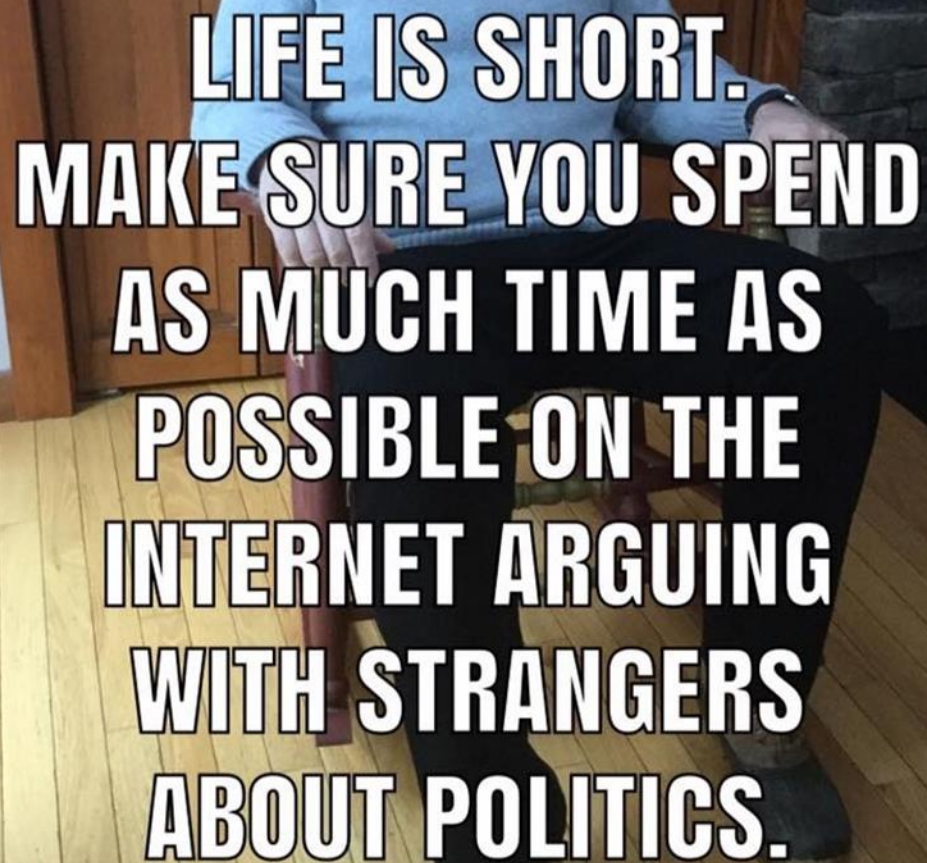
A Dialogue on the Moral  
Foundations of Commerce and Politics

JANE JACOBS

author of

## The Commercial Moral Syndrome

## The Guardian Moral Syndrome

A middle-aged man with grey hair is sitting in a wooden rocking chair. He is wearing a light blue zip-up sweater over a collared shirt and dark pants. He has a serious, somewhat stern expression on his face. The background consists of a wooden door and a stone fireplace. The floor is made of light-colored wood.

**LIFE IS SHORT.  
MAKE SURE YOU SPEND  
AS MUCH TIME AS  
POSSIBLE ON THE  
INTERNET ARGUING  
WITH STRANGERS  
ABOUT POLITICS.**



## The Troubling Rise of “Me-dership”

Published on August 14, 2017 | Featured in: [Best Advice](#), [Careers: The Next Level](#), [Leadership & Management](#)



**Gary Burnison** [in](#)fluencer [Follow](#)  
Chief Executive Officer at Korn Ferry



4,280



284



1,231

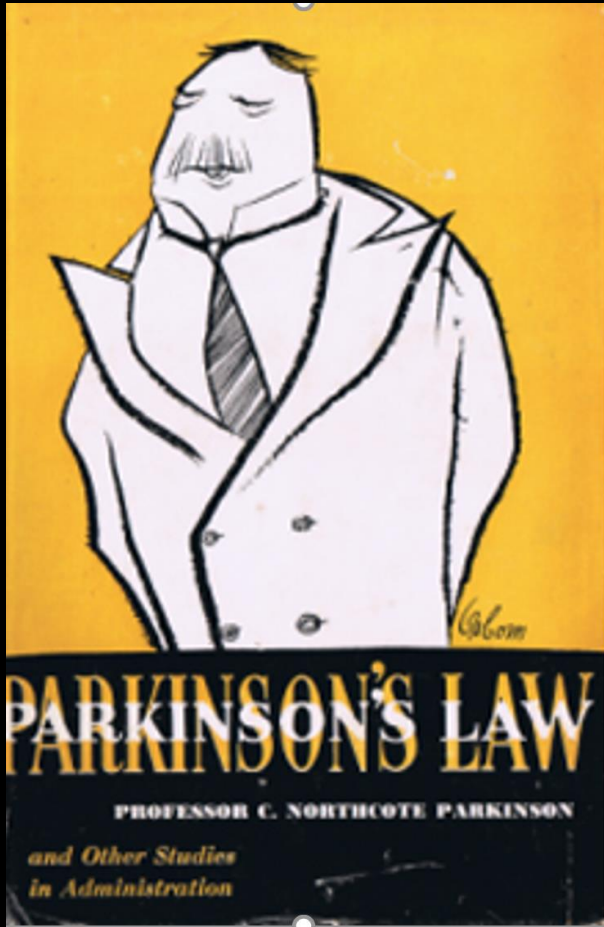
<https://www.linkedin.com/pulse/troubling-rise-me-dership-gary-burnison>

There is an “I” in

TEAM

The word "TEAM" is written in a light purple, bold, sans-serif font. The letter 'A' is stylized with a triangular cutout in its center. Inside this cutout, there is a red shape that forms the letter 'I'. The 'I' consists of a solid red triangle pointing upwards, a thin white horizontal bar across its middle, and a solid red rectangle forming its base.

*(It's hidden in the “A” Hole)*



# Injelititis

Incompetence and Jealousy

Of particular significance is his ground-breaking discovery of “injelititis” – the chemical reaction within organisations when the concentration of incompetence and jealousy among senior management reaches such a level that the whole organisation becomes moribund.

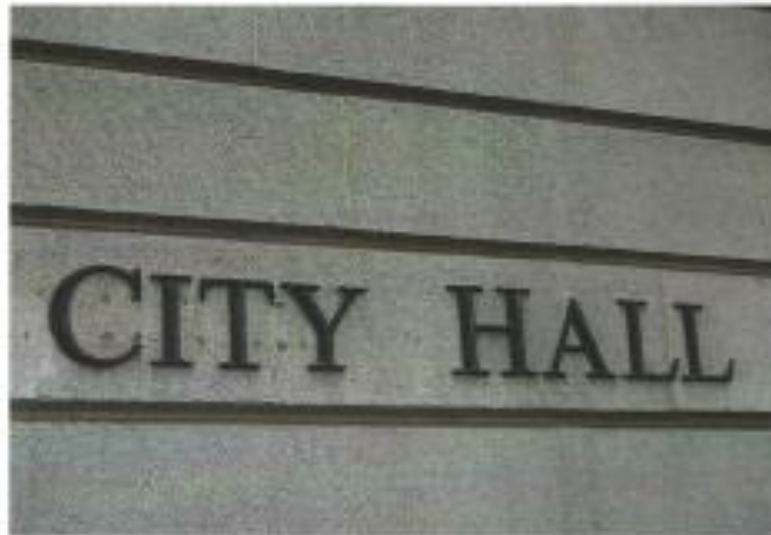


**Politics is the art of the  
possible, the attainable –  
the art of the next best.**

Otto von Bismarck

quotefancy

POLITICS & POLICY



---

## THE (PRECARIOUS) STATE OF DEMOCRACY IN LOCAL GOVERNMENT

---

JERRY BERRY, MPA

PUBLIC SECTOR DIGEST

INTELLIGENCE FOR THE PUBLIC SECTOR.®



# Positive or Palliative Approach?



## General John Kelly

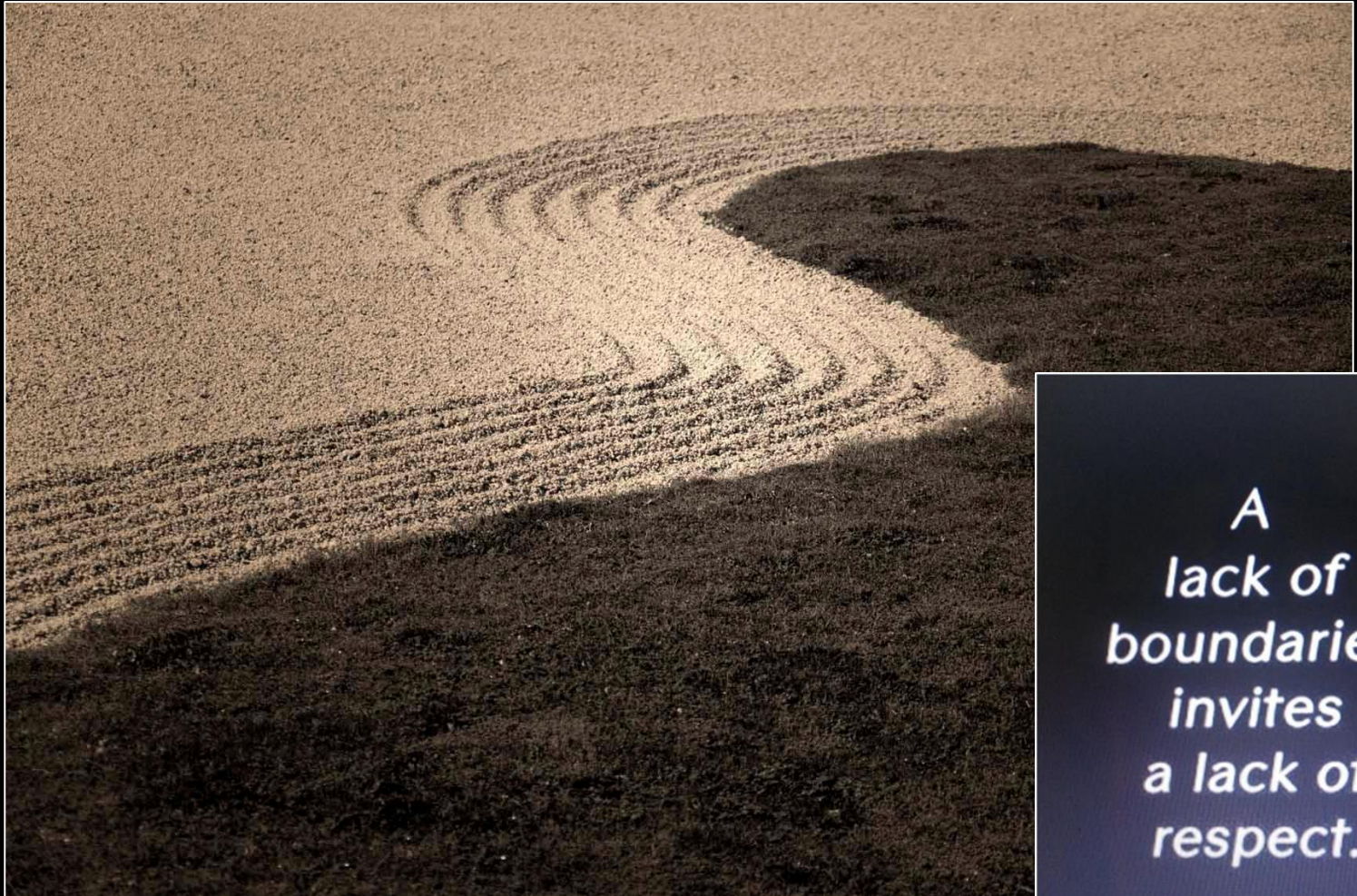
During  
the President's  
Q and A  
at Trump Tower





# Positive or Palliative

**always follow  
the first rule  
of holes:  
if you are  
down one,  
stop digging**



**A  
lack of  
boundaries  
invites  
a lack of  
respect.**

# Focus on the Things You Can Change

*(and let go of the things that you can't)*

# The Good

When a flower doesn't bloom,  
you fix the environment in which  
it grows, not the flower.

Alexander Den Heijer

**When You Get The Environment  
Right, Great Things Happens,  
Here's Why.**



Gifford Thomas | [Follow](#)

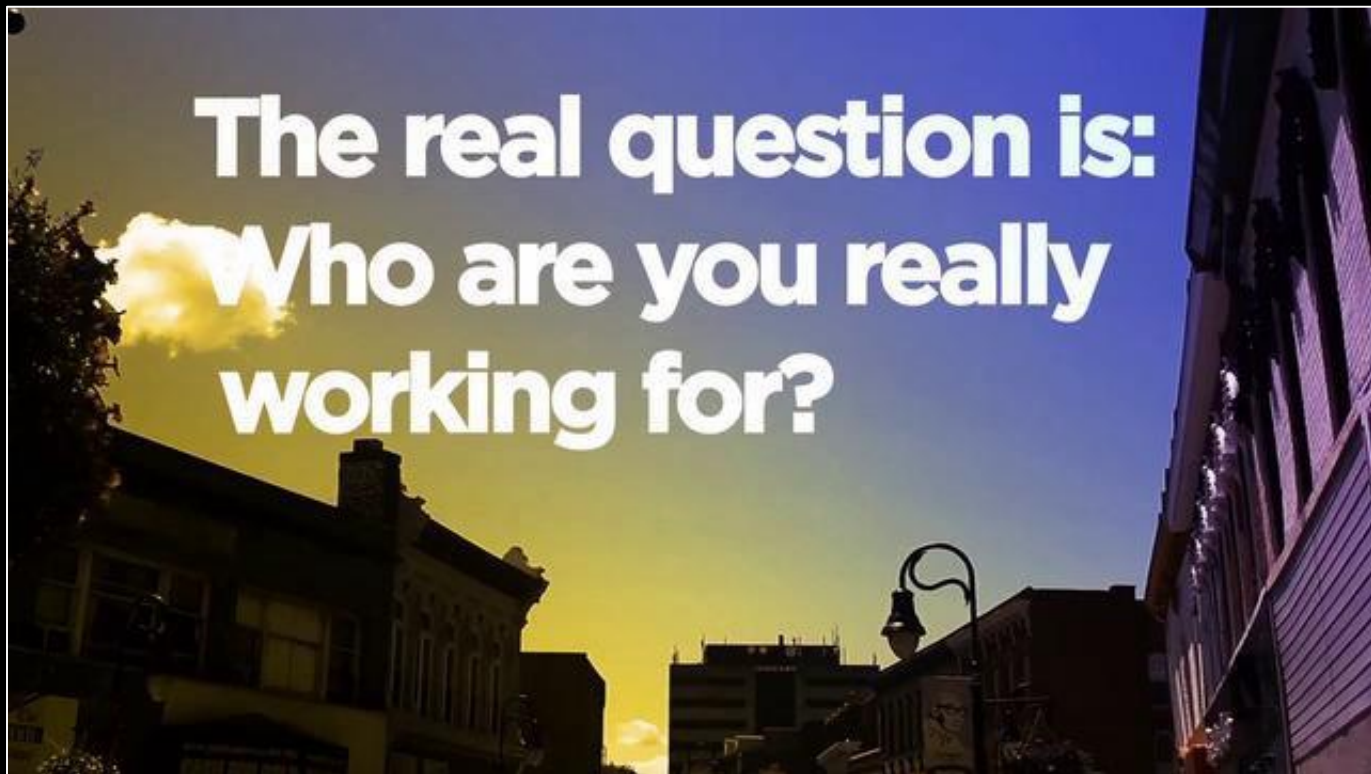
Inspiring Leaders To Believe That ...

87,192

1,458

0

<https://www.linkedin.com/pulse/when-you-get-environment-right-great-things-happen-heres-thomas>



Siegel, David. –Leaders in the Shadows: The Leadership Qualities of Municipal Chief Administrative Officers. Toronto Buffalo London: University of Toronto Press, 2015.

# Roles and Responsibilities are “Situational”, and ever changing



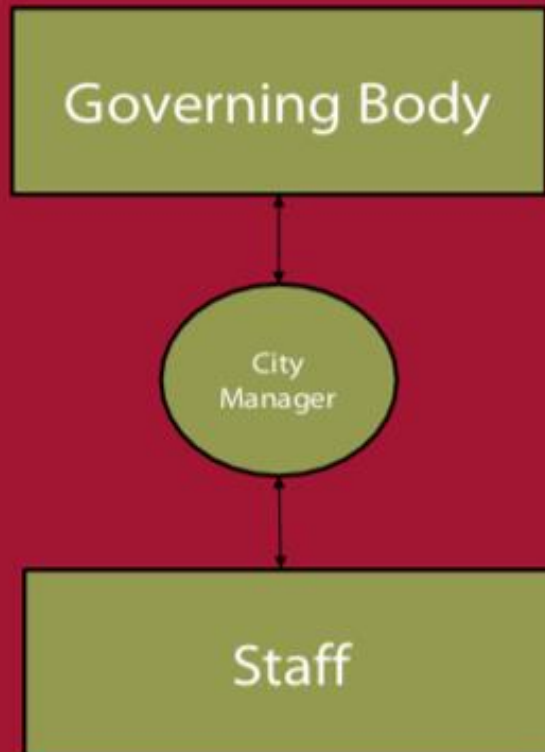
Managing three ways at once (but with varying “intensity”):

Down,  
Out  
and UP

**Across**

(Council’s sometimes not so accepting of this one )

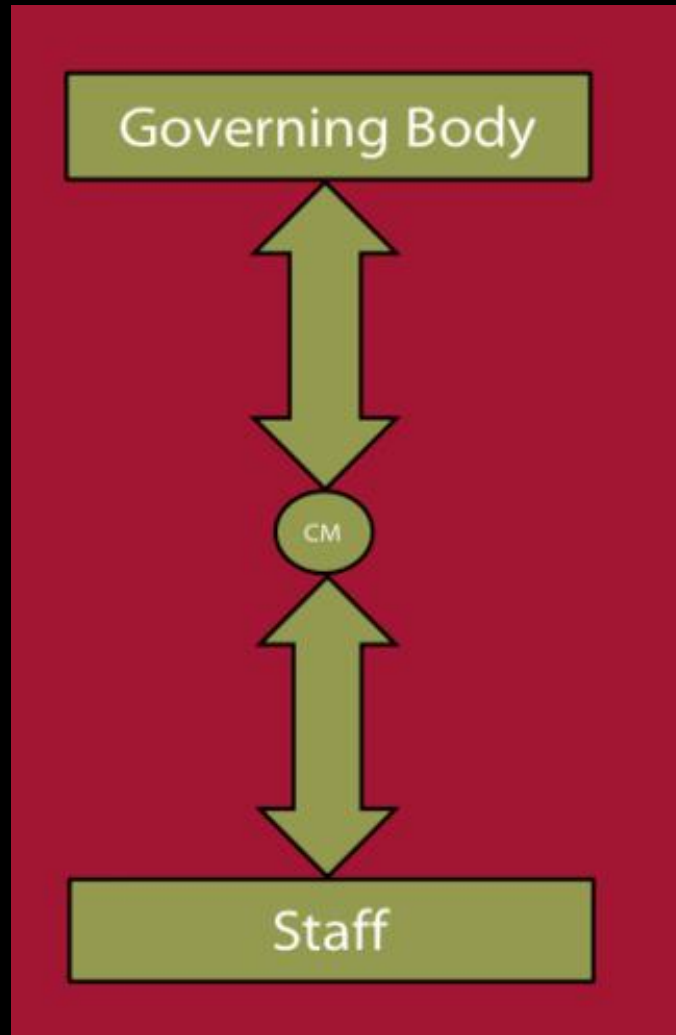
Siegal David, *Leaders in the Shadows*,  
*The Leadership Qualities of Municipal Chief Administrative Officers*,  
University of Toronto, 2015



## Prof. John Nalbandian

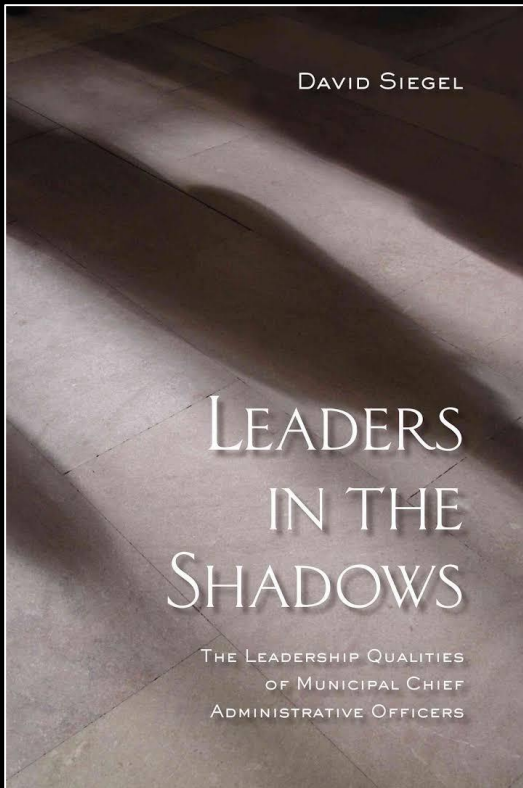
Have you considered whether the length and width of the line might make a difference in the relationship between the two arenas?





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

# Staff is responsible for the Organizational Side



**A municipality is a complicated organization with a number of leaders at both the political and administrative levels, and it would be difficult to pinpoint one person who is responsible for creating an organizational culture in this context.**

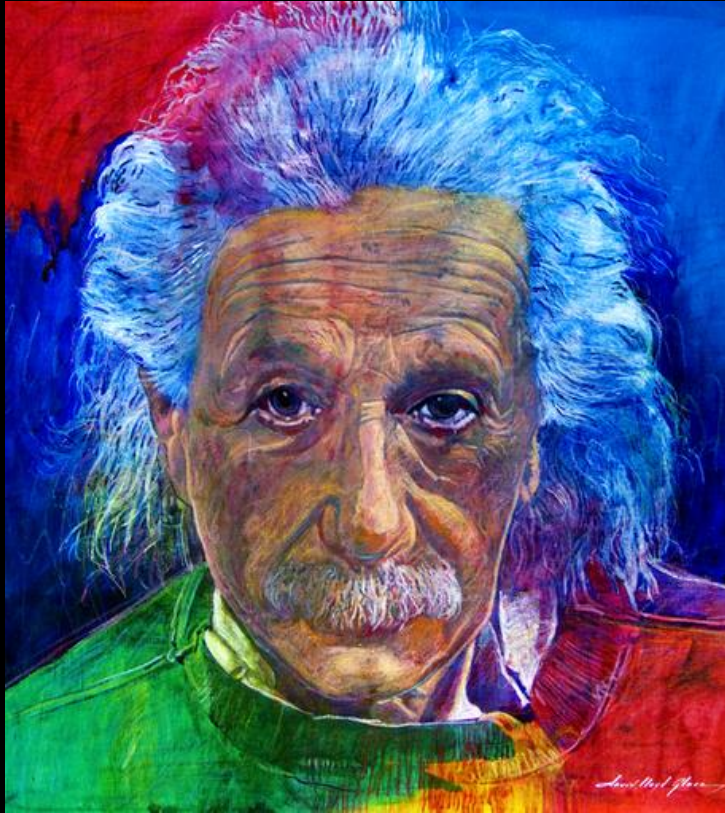
**It is clear, however, that one of the main roles of a good leader is to establish an organizational culture. This involves establishing values around integrity, respect, service to citizens, and all the other values that a modern public service organization must have.**

**A successful CAO must take the lead in modelling these values and establishing the desired organizational culture. (pages 26-27)**

## **What if the CAO doesn't?**

**Culture is how  
organizations "do  
things".**

Robbie Katanga



**"Not everything that  
counts can be  
counted, and not  
everything that can be  
counted counts."**

*Einstein*

A sign you have a positive workplace culture is laughter. Just listen to how much laughter there is where you work. Laughter is a very good sign of positivity. You can work hard and still laugh and enjoy your workday more.

Sam Glenn

“A bad system will beat a good person every time.”

W. Edwards Demming



*A strong ethical culture*  
[emphasis added] in the public  
service should have been the  
first line of defence against  
those tactics. The existing  
culture offered no resistance.

Bellamy, Honourable Madam Justice Denise E., Toronto Computer Leasing Inquiry,  
Toronto External Contracts Inquiry, Volume 1: Facts and Findings, 2005, p. 164.

Toronto Computer Leasing Inquiry  
Toronto External Contracts Inquiry

REPORT  
Volume 2: Good Government

The Honourable Madam Justice  
Denise E. Bellamy, Commissioner

2005

# Story of the 5 monkeys



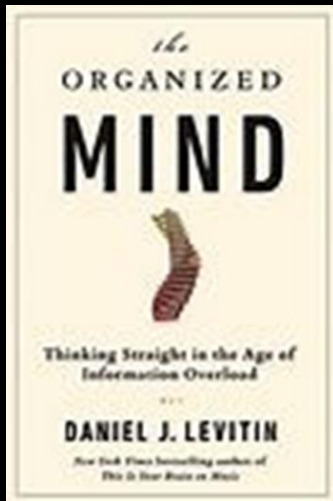
Fast  
Focused  
Flexible  
Friendly  
Fun



Fair

# The 5 (6) “F’s”

**Good behaviours are just as contagious as bad, and if we model correct behaviours others are likely to follow.**



Organizations that discuss ethics openly, and that model ethical behaviour throughout the organization, create a culture of adhering to ethical norms because 'it's what everyone does around here'.

**Organizations that allow employees to ignore ethics form a breeding ground for bad behaviour that tempts even the most ethically minded and strong-willed person, a classic case of the power of the situation overpowering individual dispositional traits.**

# Ethical Decision Making

Don't get blown  
off course.



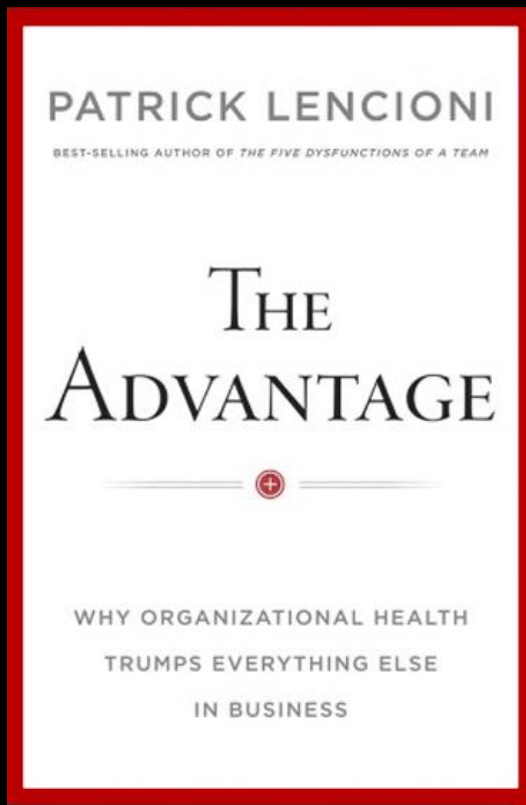
**Organizations that allow employees to ignore  
ethics form a breeding ground for bad  
behaviour**

It matters what leaders do or don't do

“The culture of any organization is shaped by the worst behavior the leader is willing to tolerate.”

Gruenter and Whitaker

**Good behaviours are just as contagious as bad, and if we model correct behaviours others are likely to follow.**



Whether it's a  
**friendship**  
or  
**relationship,**  
all bonds are built on **trust.**  
Without it, you have  
***nothing.***

**A TEAM is not a  
group of people  
who work  
together.**

**A TEAM is a  
group of people  
who trust each  
other.**

Simon Sinek



**LEADERSHIP IS NOT A  
POSITION OR A TITLE,  
IT IS ACTION AND  
EXAMPLE**

# Good Behaviors are Contagious

## Culture must...

- Be intentional**
- Be unique**
- Be maintained**
- Have a champion**

# The secret to effectively managing different generations (it's not what you think)

Jessica Kriegel, a talent strategist at Oracle and the author of a new book about generational stereotypes, says that smart bosses think of their employees as individuals—not labels.

Jessica Kriegel, Monster contributor



<https://www.monster.com/career-advice/article/manage-different-generations-work>

"The greatest leader is not necessarily the one who does the greatest things. He is the one that gets the people to do the greatest things."

- Ronald Reagan

**Leadership is action and impact, not position.**

Scott Douglas C. on LinkedIn 

A great leader is the one who does what *ought* to be done.

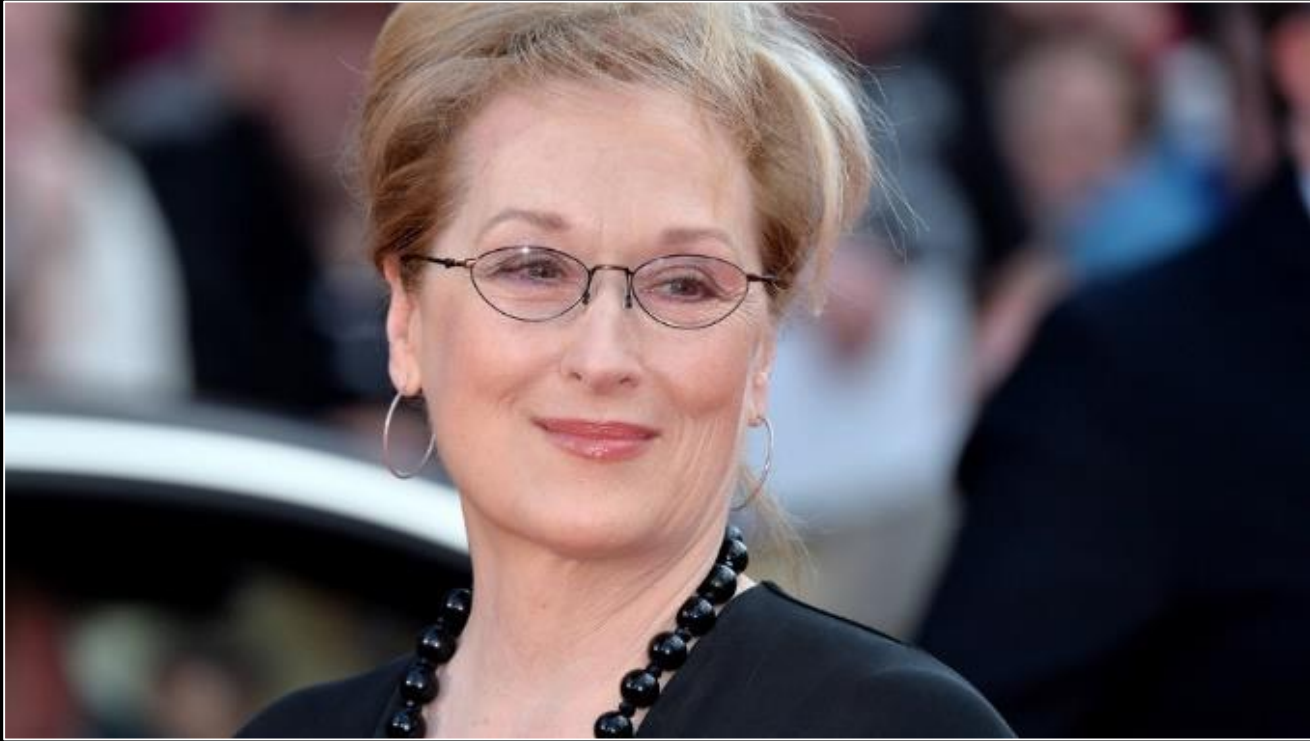


Nobody Cares What You Know,  
Till They Know That You Care.

# The Platinum Rule



Do unto others as they  
would have done unto them.



**“Disrespect Invites Disrespect”**

Meryl Streep

# A Real Leader is Someone Who Gives a Damn About You

## Even if You Leave

Published on Jul 18, 2019



**Cory Galbraith**

Owner, Webcast Canada

[+ Follow](#)

**That includes telling you what you might not wish to hear.**

# Leadership

– *Knowing the way and Showing the way*  
*Going the Way.*

Ethics is knowing the difference between what you  
have a right to do and what is right to do.

Potter Steward (1915-1985, American Jurist)

## Fiduciary Duties - Trustees

WHOSE  
MONEY  
IS IT?

**“EXAMPLE**

is not the main thing  
in influencing others.

It is the only thing.”

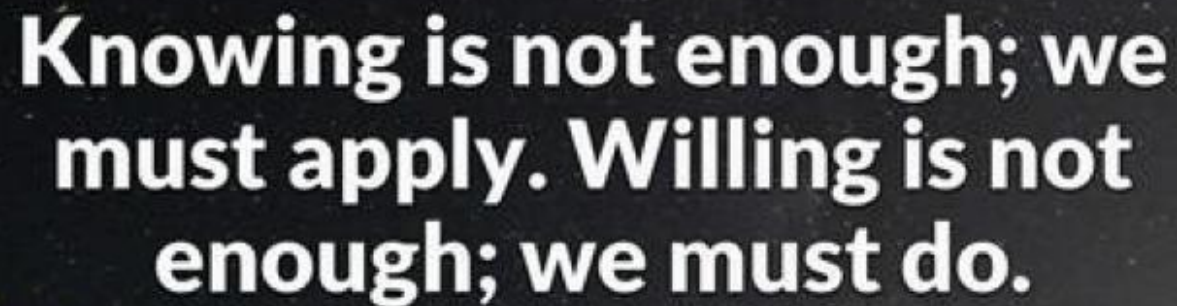
— Albert Schweitzer



# Discipline – Consistent Practice



**“Don’t worry that your kids don’t listen to what you say,  
worry that they are watching everything that you do.”**



**Knowing is not enough; we  
must apply. Willing is not  
enough; we must do.**

Johann Wolfgang von Goethe

# Clarity

'We are much less likely to achieve what we want when we are vague about our goals and intentions'

THIS IS  
WHERE  
I DRAW  
THE LINE

---

IAN STEVENSON

"Trust is the glue of life. It's the most essential ingredient in effective communication. It's the foundational principle that holds all relationships".

Stephen R. Covey

# Rule of law



Office of the  
Conflict of Interest and  
Ethics Commissioner

Commissariat aux  
conflits d'intérêts et  
à l'éthique

Trudeau II Report

2019

August 2019

Mario Dion

Conflict of Interest and  
Ethics Commissioner

[323] Lord Shawcross' pronouncement is widely regarded as emblematic of the principle of prosecutorial independence, a constitutional convention that flows directly from the rule of law. The Supreme Court of Canada has stated that the rule of law "lie[s] at the root of our system of government" and is "a fundamental postulate of our constitutional structure." Moreover, the rule of law "is supreme over officials of the government as well as private individuals, and thereby preclusive of the influence of arbitrary power." Simply put, this fundamental principle "requires that all government action must comply with the law [...]" (*Reference re Secession of Quebec*, [1998] 2 S.C.R. 217, paras. 70-72; *Roncarelli v. Duplessis*, [1959] S.C.R. 121, p. 142; *Reference re Manitoba Language Rights*, [1985] 1 S.C.R. 721, p. 748)



**...“Public Office holders must perform their official duties and functions in a manner that bears the closest the closest public scrutiny, an obligation that may not be discharged simply by acting within the law.”  
[286]**

**In terms of Ethics,  
the Law only represents the *Minimum Standard***



Doing the right thing is easy. [It is]  
much more difficult [to...] figure out  
what [the right thing] is.

— *Harry S. Truman* —

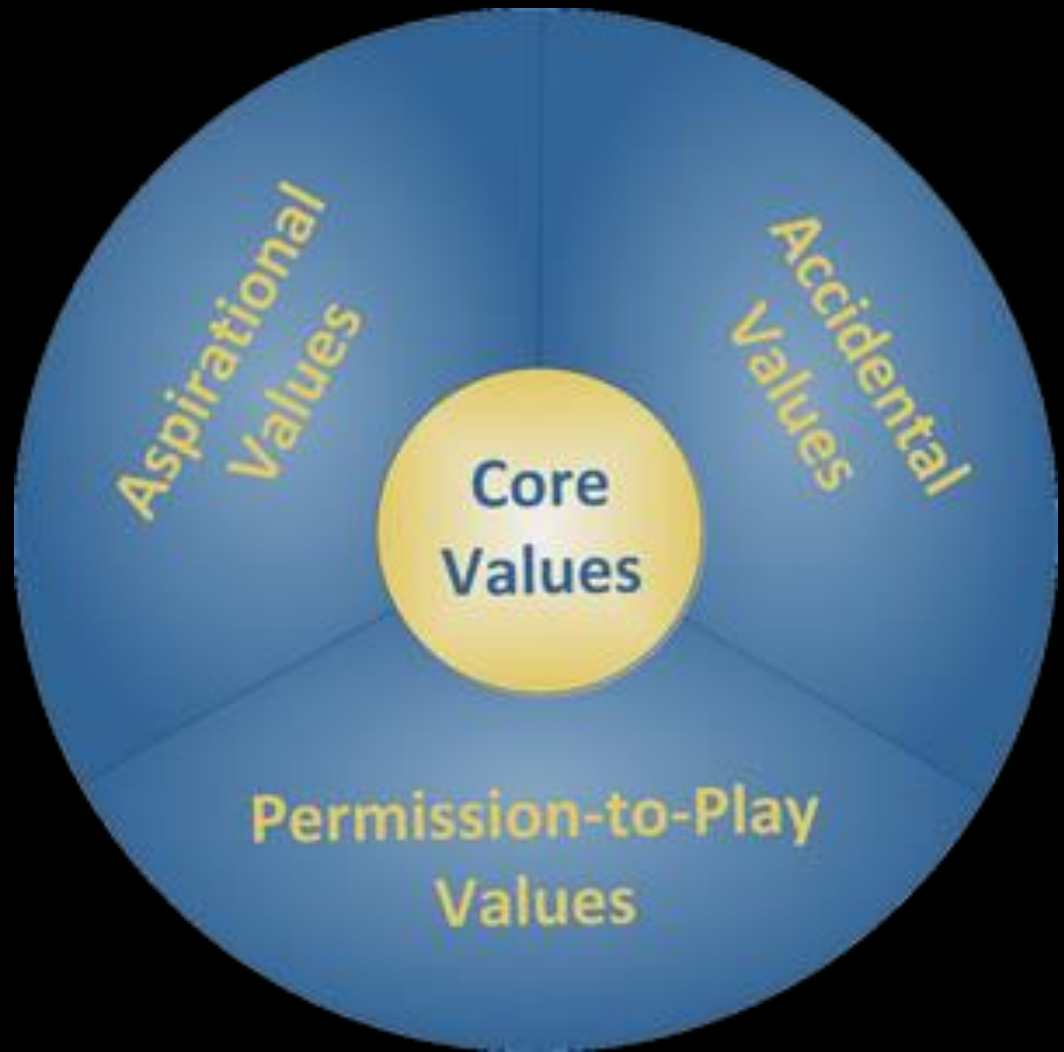
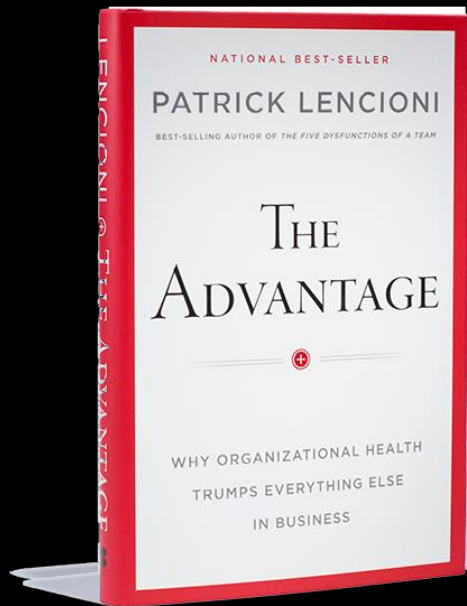
AZ QUOTES

**Clear and Consistent Values and Congruent Actions**

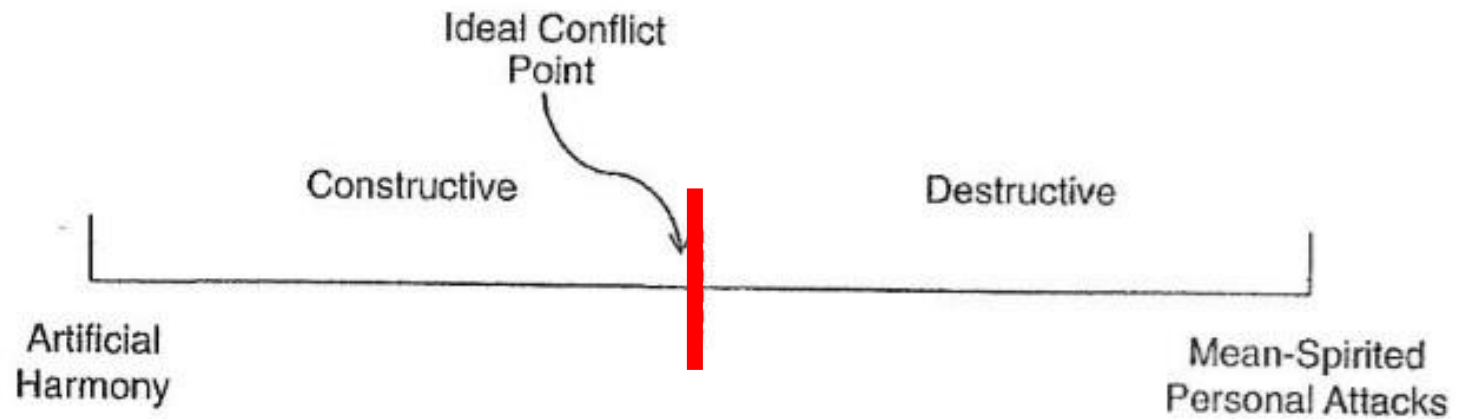
# Willful Blindness



Image owned and Copyrighted by Davidson & Company 1996 ©



## The Conflict Continuum



PATRICK LENCIONI

BEST-SELLING AUTHOR OF THE FIVE DYSFUNCTIONS OF A TEAM

## THE ADVANTAGE

WHY ORGANIZATIONAL HEALTH  
TRUMPS EVERYTHING ELSE  
IN BUSINESS

# Speaking Truth to Power

When you have a  
person in power who  
punishes people for  
speaking their mind,  
it's truly dangerous.

Tim Robbins

QuoteAddicts





“

The biggest concern for any organization should be when their most passionate people become quiet.

WorkSafeBC

# Code of Business Ethics and Behaviour



WORK SAFE BC

## Happy Birthday and Retirement and Congratulations on the Wedding and...



### ETHICS Gift Acceptance

Thinking about giving a gift to someone in your office? Have you ever wondered if accepting that gift was the right thing to do? As a Connecticut state employee, you have been placed in a position of trust and are held to a high standard of ethical conduct.

For more information on the ethics laws regarding gift acceptance, please contact your agency's ethics liaison or the Connecticut Office of State Ethics.



Office of State Ethics  
18-20 Trinity Street, Suite 205  
Hartford, CT 06106-1660  
Main Phone Number: (860) 263-2400  
Fax Number: (860) 263-2402  
[www.ct.gov/ethics](http://www.ct.gov/ethics)

## Impartiality.



### ETHICS Impartiality

Would a reasonable person question your involvement with that project? How would your actions be interpreted on the evening news? As a Connecticut state employee, you have been placed in a position of trust and are held to a high standard of ethical conduct.

For more information on the ethics laws regarding impartiality, please contact your agency's ethics liaison or the Connecticut Office of State Ethics.



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18-20 Trinity Street, Suite 205  
Hartford, CT 06106-1660  
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[www.ct.gov/ethics](http://www.ct.gov/ethics)

## Looking for a new job?



### ETHICS Seeking Employment

Applying to your dream job? Is that company affected by your state work? As a Connecticut state employee, you have been placed in a position of trust and are held to a high standard of ethical conduct.

For more information on the ethics laws regarding seeking employment, please contact your agency's ethics liaison or the Connecticut Office of State Ethics.



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Hartford, CT 06106-1660  
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[www.ct.gov/ethics](http://www.ct.gov/ethics)

## Will you be there?



### ETHICS Widely Attended Gatherings

Have you been invited to attend an event related to your occupation? Wondering if you can attend? As a Connecticut state employee, you have been placed in a position of trust and are held to a high standard of ethical conduct.

For more information on the ethics laws regarding widely attended gatherings, please contact your agency's ethics liaison or the Connecticut Office of State Ethics.



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[www.ct.gov/ethics](http://www.ct.gov/ethics)

## Wearing too many hats?



### ETHICS Outside Activities

Applying for a second job? Interested in writing a book, volunteering in the community, or teaching a class? Your agency may require prior approval before engaging in certain outside activities. Some outside activities may be restricted or prohibited by the Code of Ethics. As a state employee, you have been placed in a position of trust and are held to a high standard of ethical conduct.

For more information on the ethics laws regarding outside activities, please contact your agency's ethics liaison or the Connecticut Office of State Ethics.



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18-20 Trinity Street, Suite 205  
Hartford, CT 06106-1660  
Main Phone Number: (860) 263-2400  
Fax Number: (860) 263-2402  
[www.ct.gov/ethics](http://www.ct.gov/ethics)

## Let's do lunch.



### ETHICS Contractor

All of the contracts bids are in. One of the bidders would like to take you out to lunch. Ask yourself: 1.) Is this a gift I can accept? 2.) How would this look to an outsider? As a state employee, you have been placed in a position of trust and are held to a high standard of ethical conduct.

For more information on the ethics laws regarding working with contractors, please contact your agency's ethics liaison or the Connecticut Office of State Ethics.



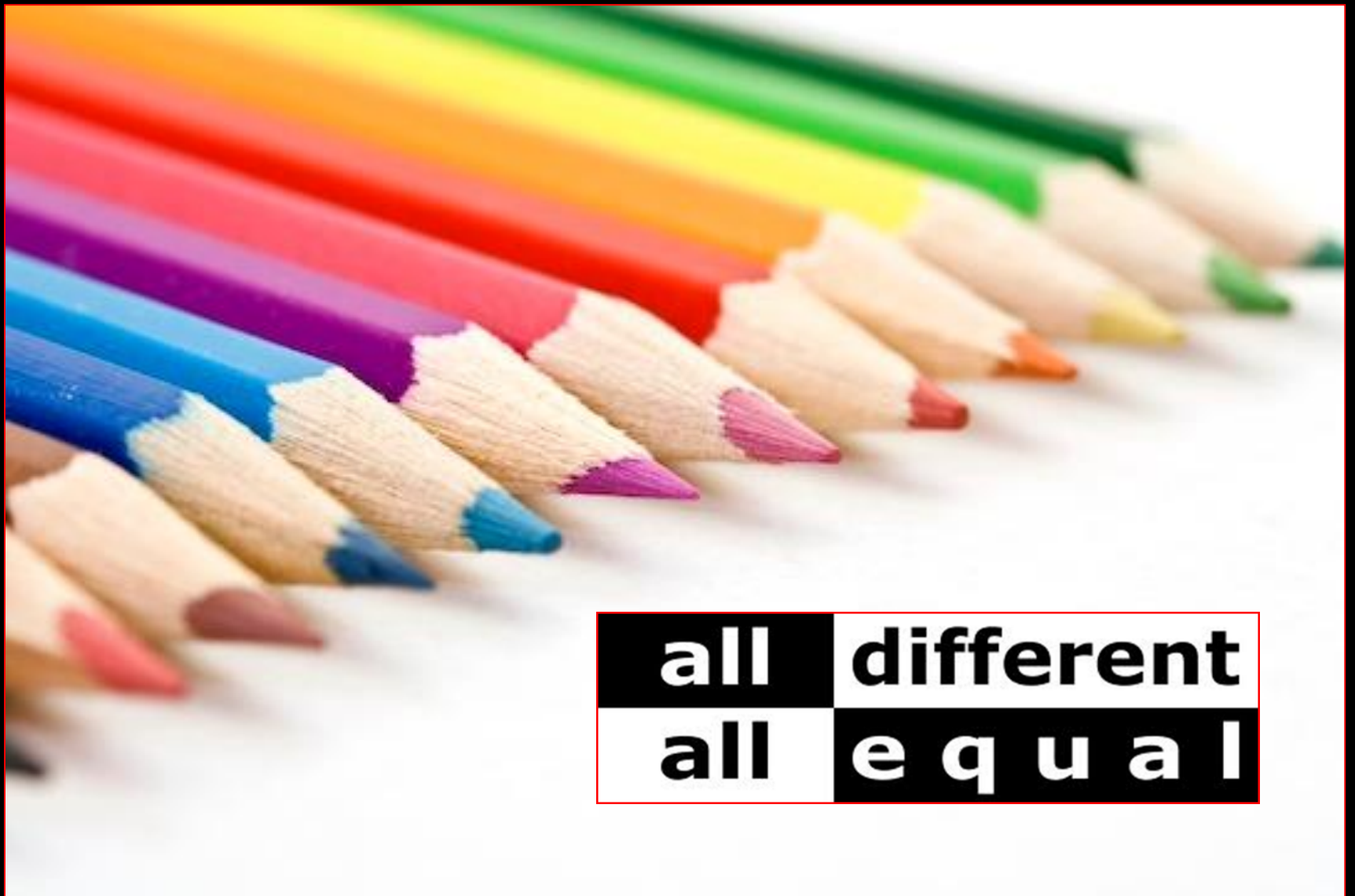
Office of State Ethics  
18-20 Trinity Street, Suite 205  
Hartford, CT 06106-1660  
Phone Number: (860) 263-2400  
Fax Number: (860) 263-2402  
[www.ct.gov/ethics](http://www.ct.gov/ethics)

## Apolitical Professional Staff

“The CAO must steer clear of the “politics of securing office”, but he or she must take a leadership role with to dealing with operational issues and with regard to the “politics of governing society”. The contemporary municipal chief administrative officer must be separated from electoral politics, but must be operationally oriented, politically sensitive and definitely involved in the politics of governing society.” P 160



The one principal agreed on universally is that while senior city staff may be involved in the political elements of governance, they should NEVER be involved in electoral politics.



**all**

**different**

**all**

**e q u a l**



...AND Minority Rights

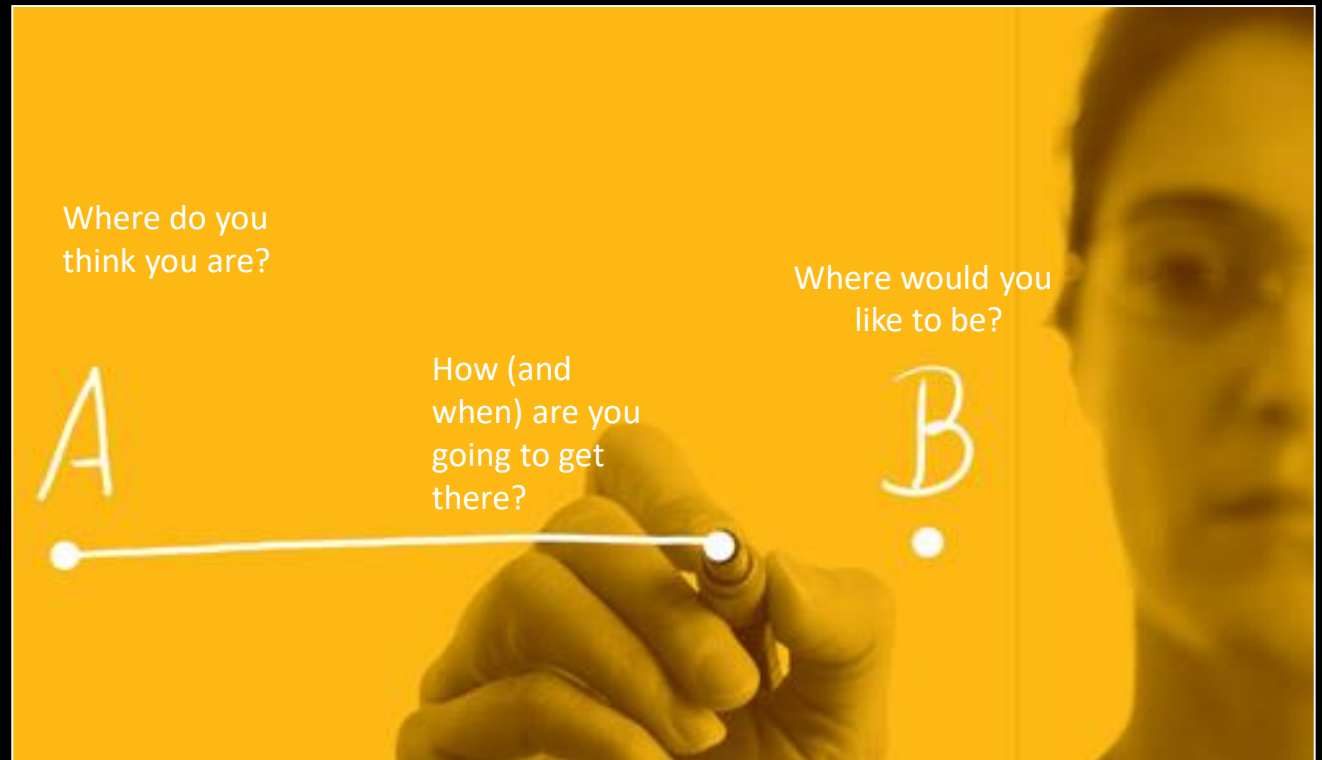


Democracy's real test lies in its  
respect for minority opinion.

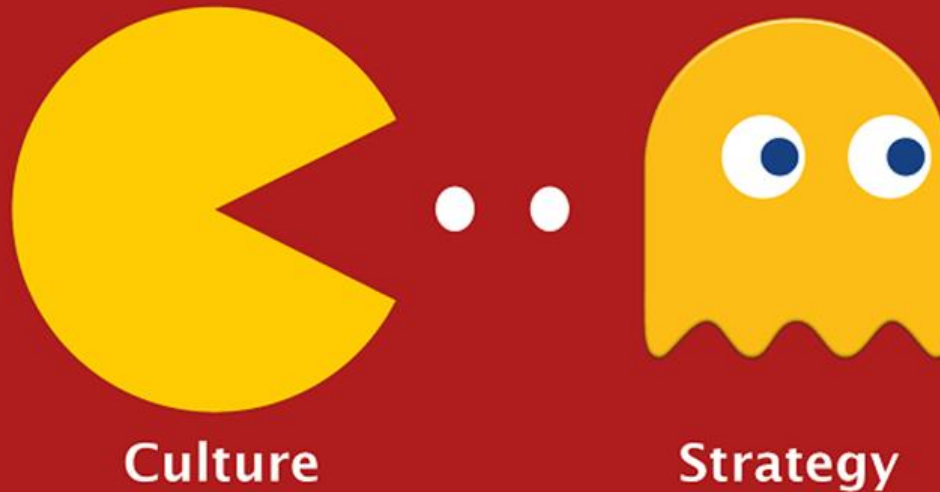
— *Ellery Sedgwick* —

AZ QUOTES

# Results



**Organizational culture eats strategy  
for breakfast, lunch and dinner**



<https://hbr.org/2011/03/culture-trumps-strategy-every>

# Deontological Ethics and Culture

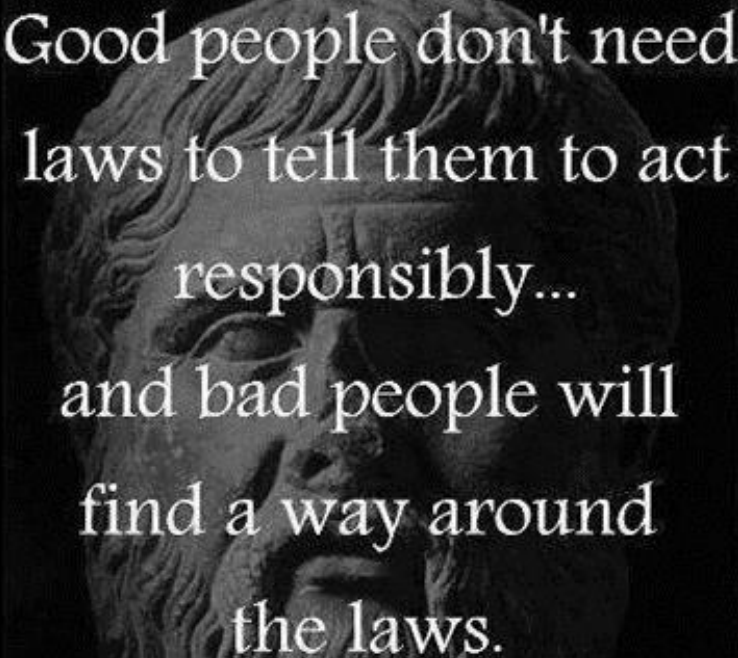
## Obligation and Duty





**When you are in trouble...  
keep quiet and look like you know what's going on.**

# The Consequences of **NO** Consequences



Good people don't need  
laws to tell them to act  
responsibly...  
and bad people will  
find a way around  
the laws.

–PLATO

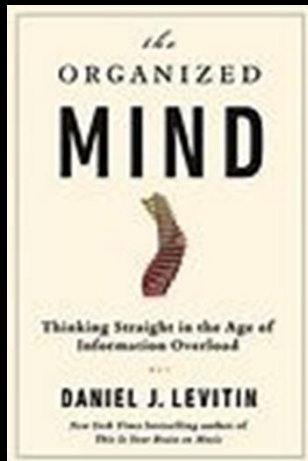
**Actually – Good People do need guidance, support  
and, most of all, leadership – particularly  
by example!**

**Bad people need meaningful consequences**



WE NEED TO  
BACK UP OUR  
BOUNDARIES WITH  
CONSEQUENCES.

BOUNDARIES

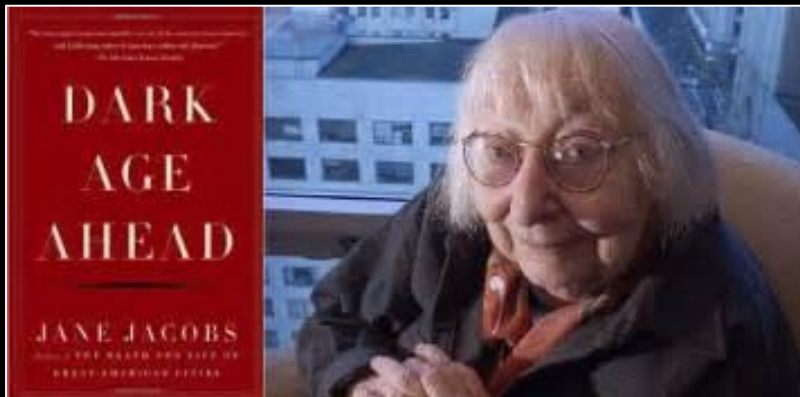


# Accountability

Diffusion of responsibility extends to diffusion of blame for inaction. (Crowd doing nothing)

*The Organized Mind, Thinking Straight in the Age of Information Overload, p. 158*

“There is no quicker way for a profession to lose public respect than to cover up, institutionally, for members who have done arrant wrong...”



Jane Jacobs, *Dark Age Ahead*,  
Random House, New York, 2004, p.  
129



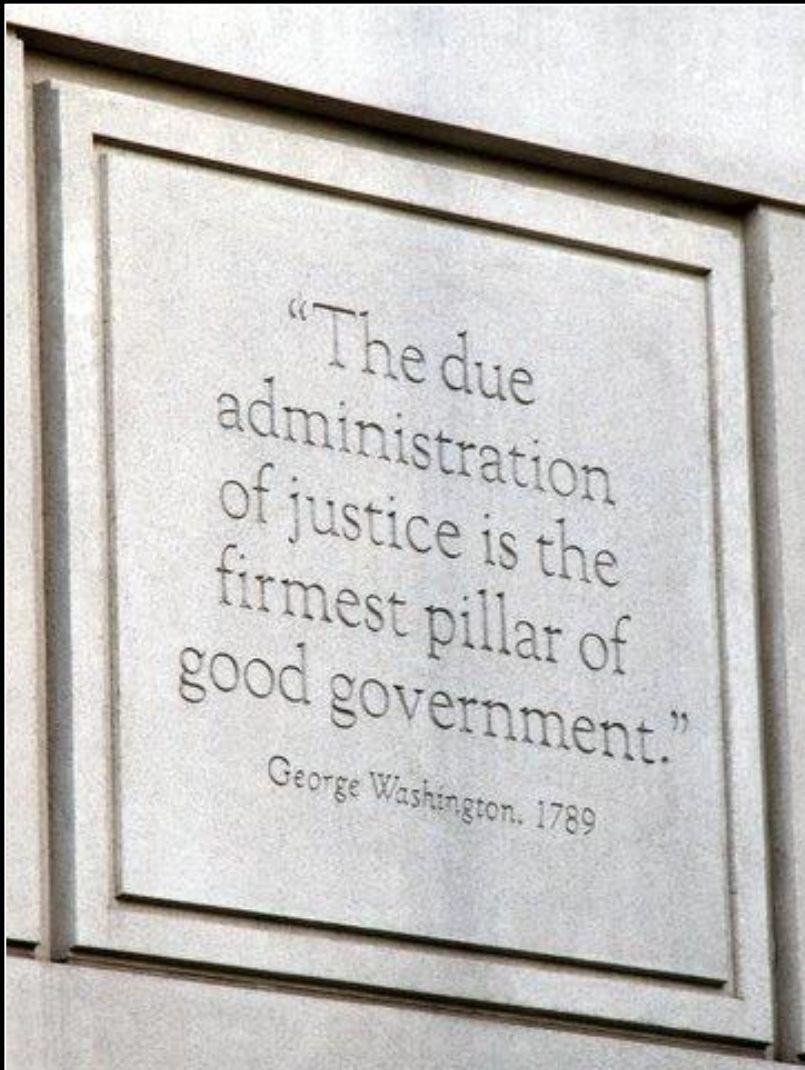
# Feedback

Timing is  
Everything

# Relationships and Organizational Culture



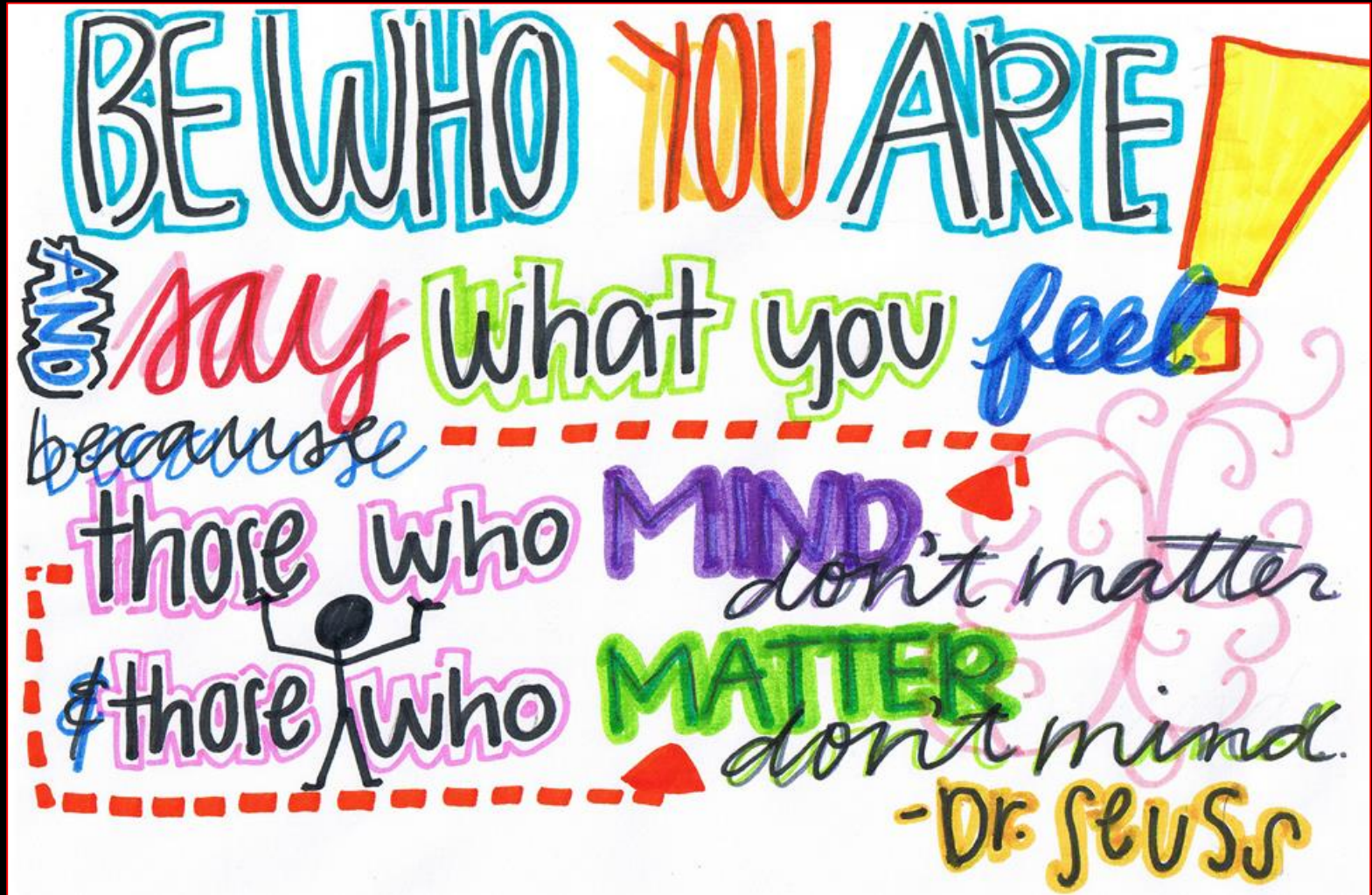
Easier not to damage than to fix broken ones



Openness, Transparency, Rule of Law, Procedural Fairness, Consistency,  
Fairness = Trust



# Integrity





Not all storms come to disrupt your life,  
some come to clear your path

# Change the game, structure, Musical chairs



Thank you



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