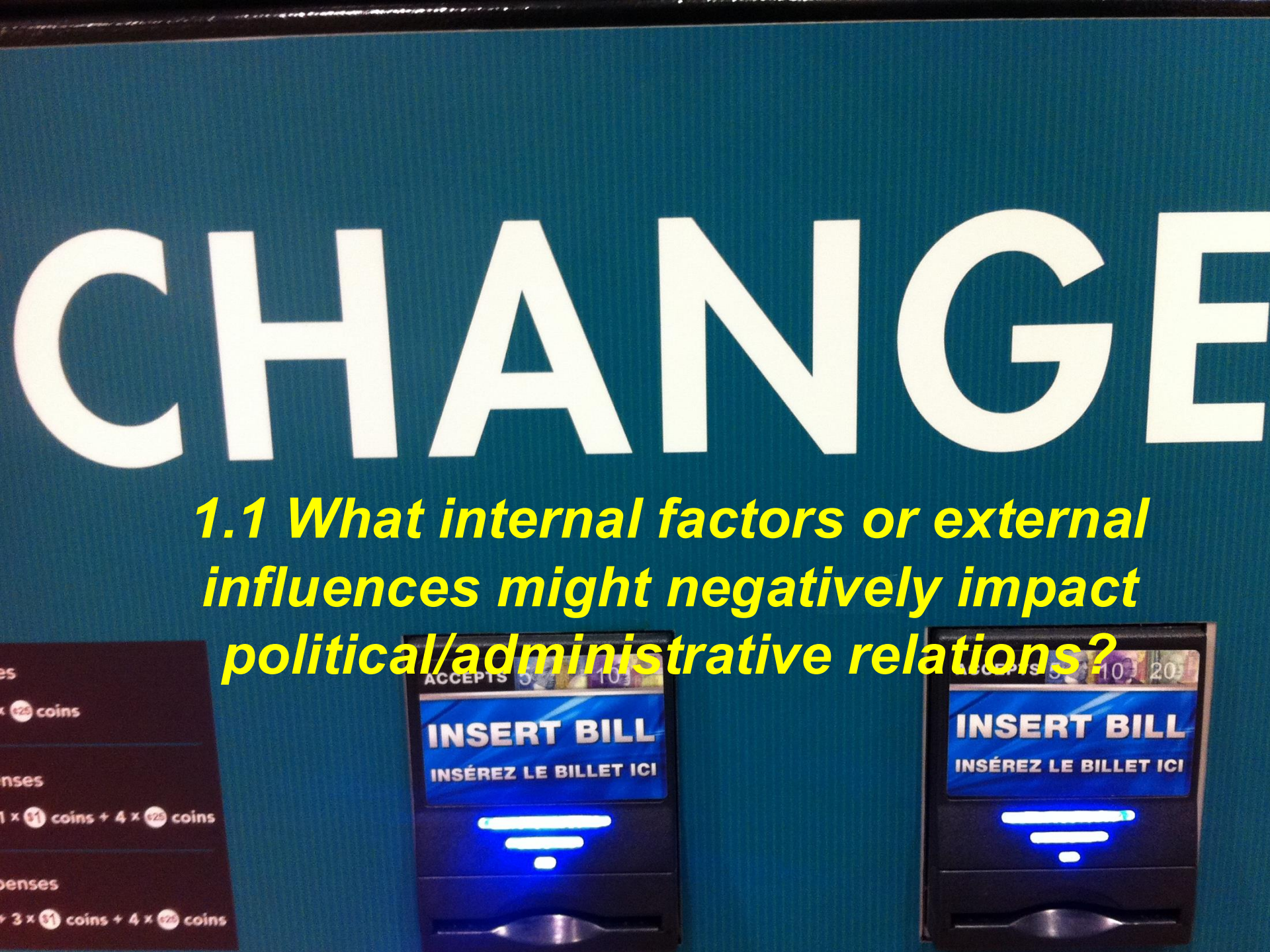

THE
ALIGNMENT
IMPERATIVE
GORDON A. McINTOSH

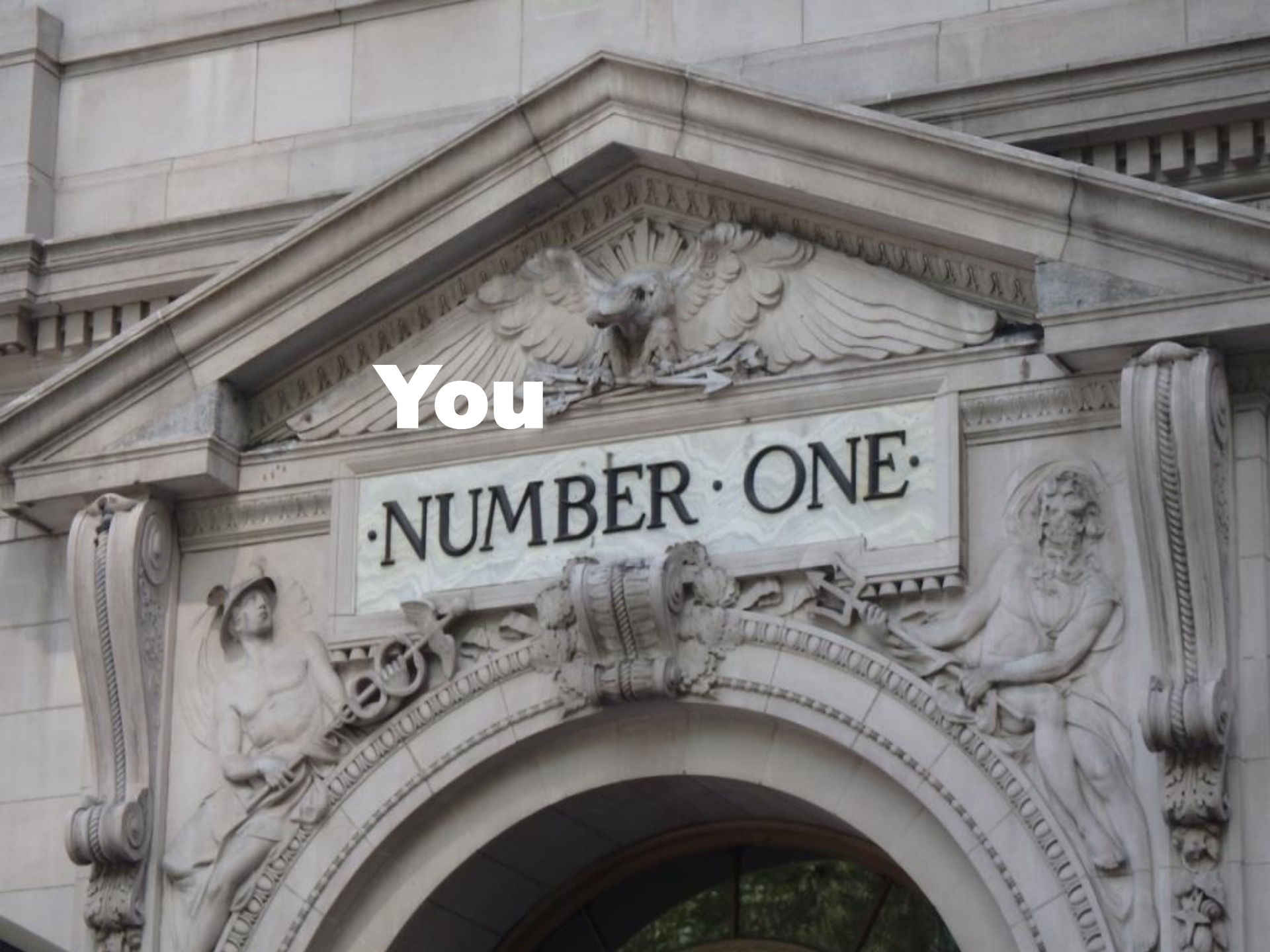

Alignment
FLAPS
FLAP SELECTOR DOWN FOR TAKE-OFF
C-FOCZ
214


The Imperative
Expectations
The Appraisal
Check-In - takeaway



1.1 What internal factors or external influences might negatively impact political/administrative relations?


1.2 Why is alignment important?
You
Council
Administration
Community


You
·NUMBER·ONE·



Council

Administration



TO GET
KEND



Trust No. 1 voter issue

Economy, health trail as concerns in pre-election poll

Community


Behaviour
NEW YORK

Behavioural Patterns Inventory

INSTRUCTIONS

1. **Word that best describes you # 1**
   Word that least describes you # 4

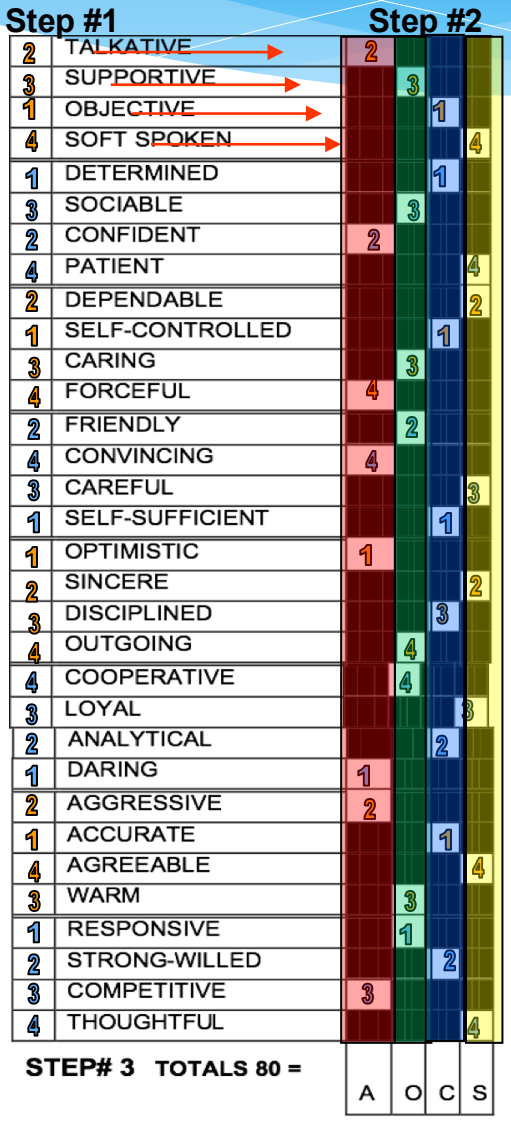
2. **Transfer scores to white squares**

3. **Add scores in each column (should total 80)**

4. **Transfer scores to A-O-C-S next page**

A O C S

17 + 21 + 17 + 25 = 80



LGLI

Courtesy of Dr. B. Heemsbergen

Behavioural Patterns Inventory

INSTRUCTIONS

5. Circle your number in each column

6. Join circles A-O-C-S

7. Tie breaker – If you have 2 circles the same that are LESS THAN 20 complete tie breaker question

Step #4

TOTALS	A	O	C	S
HIGH DIMENSION	08	08	08	08
	09	09	09	09
	10	10	10	10
	11	11	11	11
	12	12	12	12
	13	13	13	13
	14	14	14	14
	15	15	15	15
	16	16	16	16
	17	17	17	17
	18	18	18	18
	19	19	19	19
STEP# 5	20	20	20	20
	21	21	21	21
STEP# 6	22	22	22	22
	23	23	23	23
	24	24	24	24
	25	25	25	25
	26	26	26	26
	27	27	27	27
	28	28	28	28
	29	29	29	29
	30	30	30	30
	31	31	31	31
LOW DIMENSION	32	32	32	32
HIGHEST DIMENSION (Lowest Score)				
TOTALS				

STEP #7 TIE BREAKER

2 SYMPATHETIC				2
3 ASSERTIVE	3			
1 CAUTIOUS			1	
4 ENTHUSIASTIC		4		

Courtesy of Dr. B. Heemsbergen

BPI Characteristics

ACTION

DEPENDENT	**Need - recognition** **Save - effort** **O** **OUTGOING & SOCIABLE** **Avg. 10%**	**Need - control/results** **Save - time** **A** **ASSERTIVE & ACTION-ORIENTED** **Avg. 10%**	***INDEPENDENT***
RELATIONAL	**Need - stability** **Save - relationship** **S** **STABLE & STEADY** **Avg. 40%**	**Need - accuracy** **Save - face** **C** **CONTROLLED & DISCIPLINED** **Avg. 40%**	***TASK***

THINKING

Courtesy of Dr. B. Heemsbergen


ROUGH
SECTION
NEXT
4 years

STRATEGIC DIRECTION

POLICY CHOICES

2.1 Framework

PG. 3

SYSTEMS COORDINATION

SERVICE DELIVERY

Strategic Direction





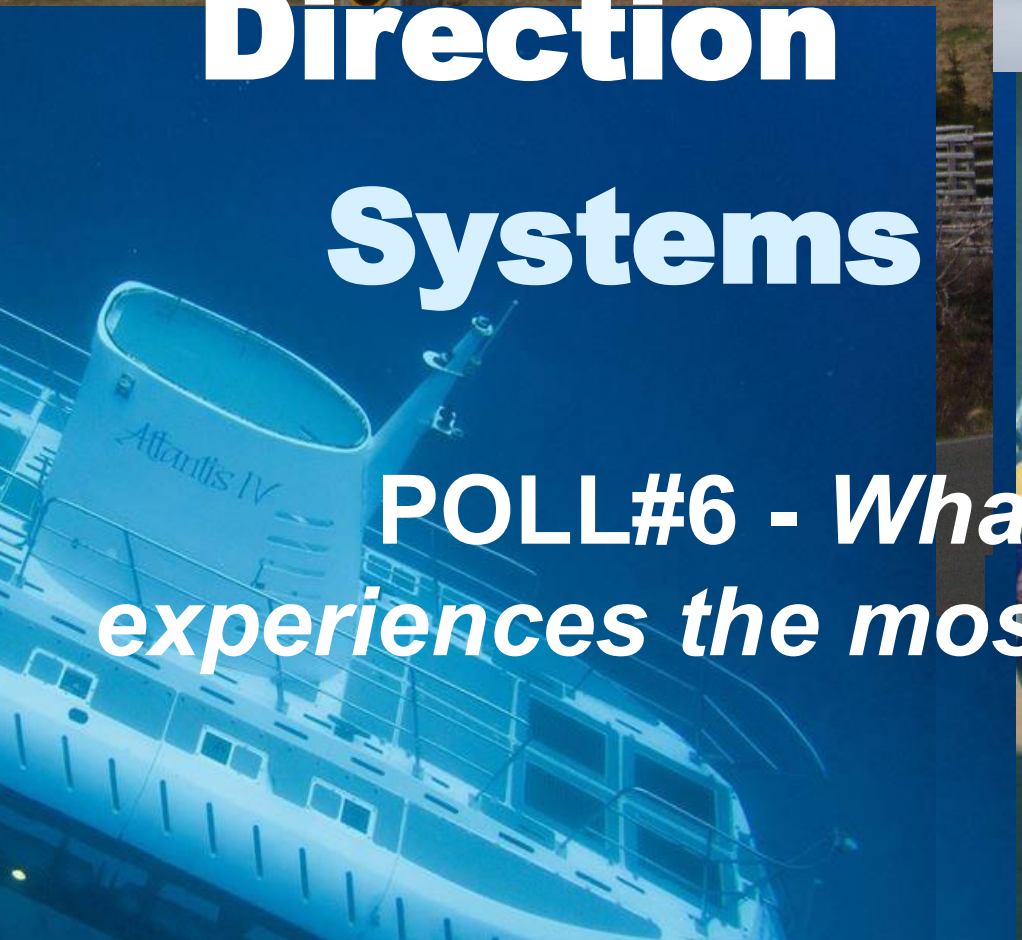


Direction

Choices

Systems

Services





POLL#6 - *What quadrant experiences the most misalignment?*


2.2 Expectations
Positional
Leadership
Shared

2.3 Activity PG. 4

Process (use attached worksheet)
Determine who will present the group's highlights and who will hand in notes.

Group A

Identify positional & leadership expectations of Council, Councillors & CAO for the assigned function.

Group B

Identify positional & leadership expectations of the CAO for the assigned function.

Select 4 key expectations to present to the other group.

ELECTED OFFICIAL	FUNCTIONS	CAO
COUNCIL Mayor Councillor	**STRATEGIC DIRECTION** • Vision for the Future • Organizational Mission • Long Term Goals • Specific Objectives • Shared Values	
COUNCIL Mayor Councillor	**POLICY CHOICES** • Legislative Compliance • Budget Allocations • Policy Decisions • Contractual Arrangements • Short Term Priorities	
COUNCIL Mayor Councillor	**SERVICE DELIVERY** • Action Plans • Production Systems • Resource Schedules • Delivery Strategies • Service Standards	
COUNCIL Mayor Councillor	**SYSTEMS COORDINATION** • Personnel Practices • Information Systems • Financial Accountability • Performance Management • Communications	

FUNCTION pg. 5

EXPECTATIONS OF COUNCIL

MAYOR

COUNCILLORS

EXPECTATIONS OF CAO

Setting Direction

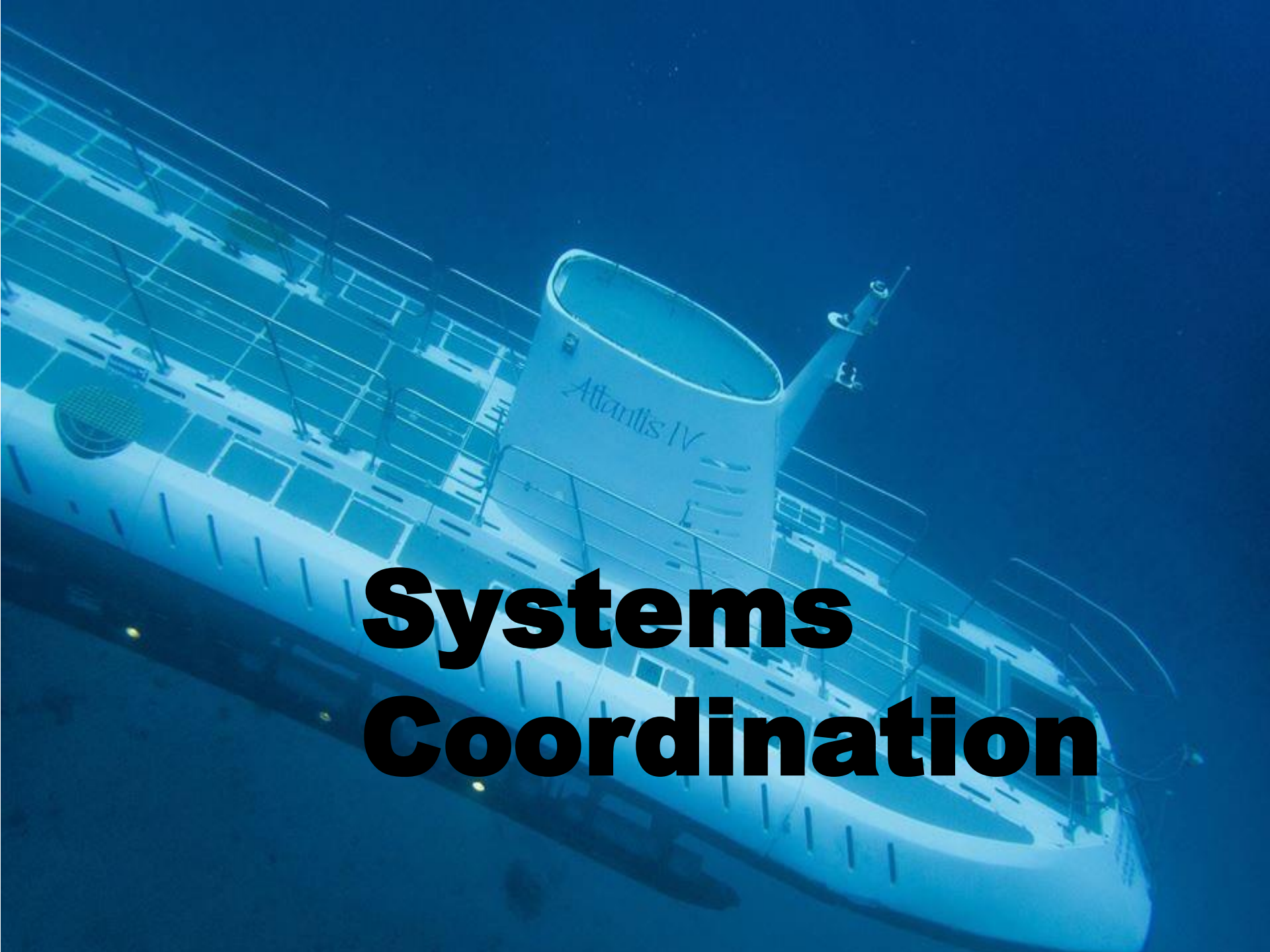


Please Use Chat



Policy (Decision) Choices


Service
Delivery

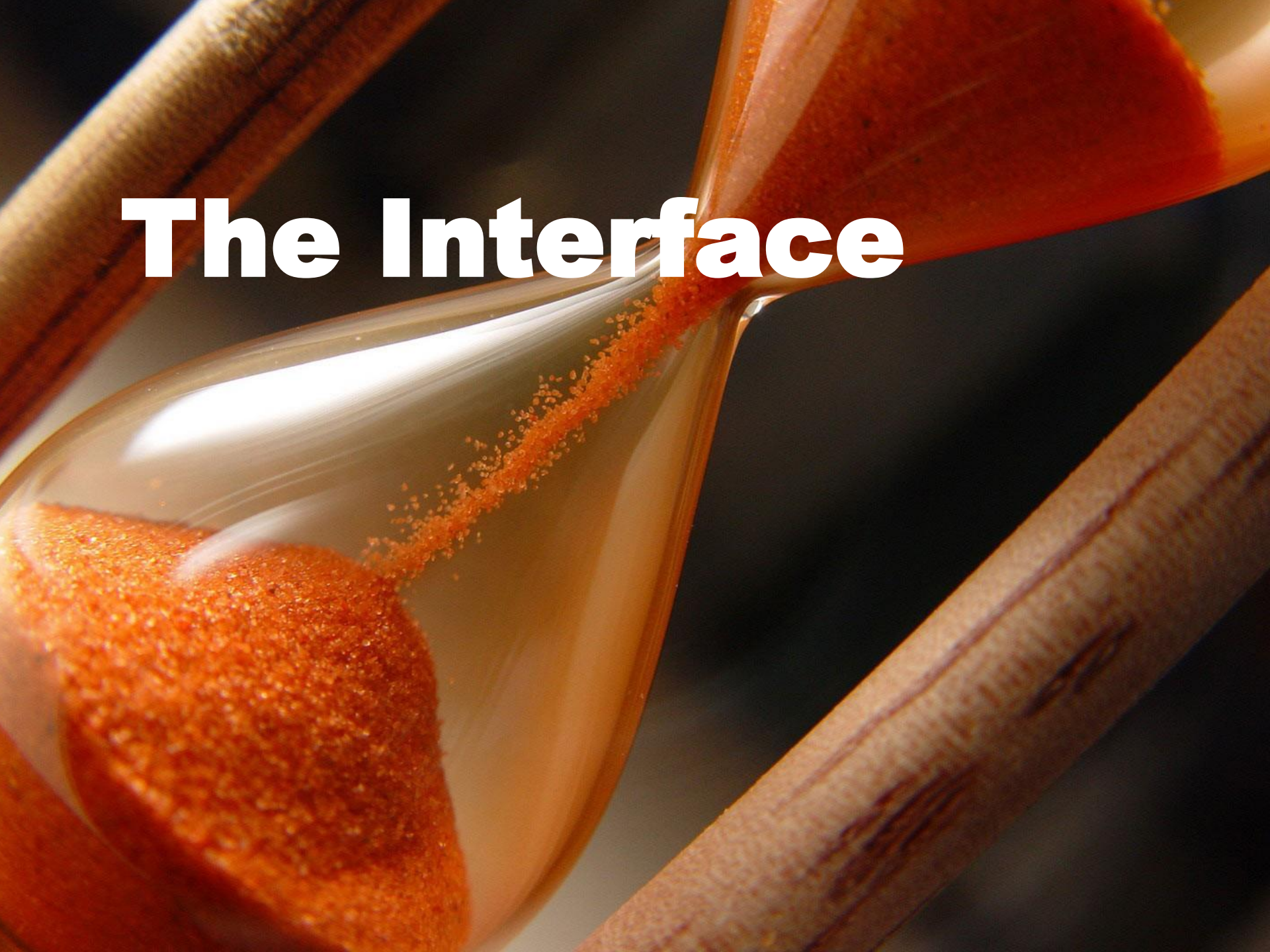


Systems Coordination


Ways that the CAO or Administration enters the political realm?
Ways that the Council enters the administrative realm?


The
CAO Appraisal


Role
Misalignment


The Interface



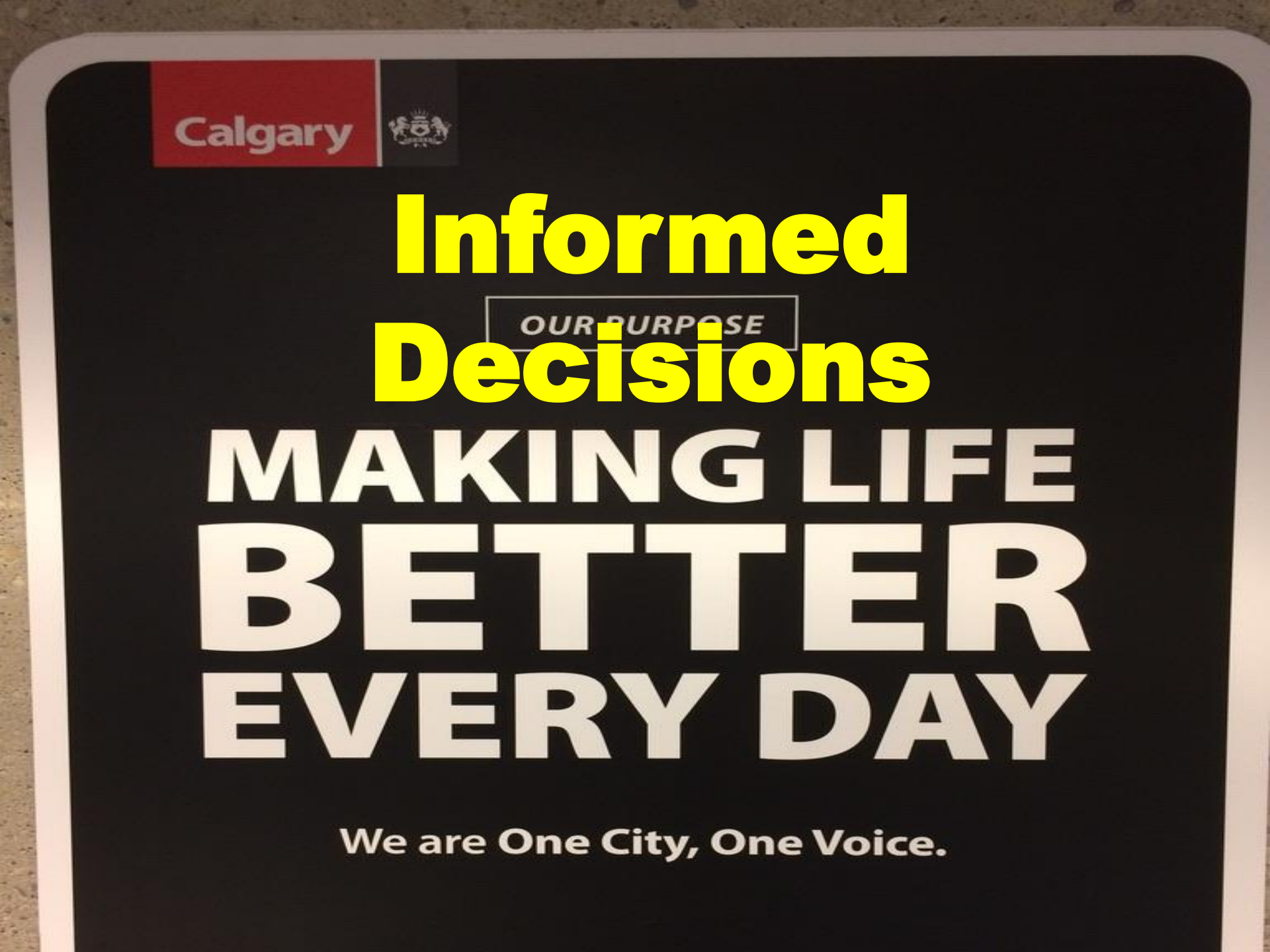
Mayor/CAO Relationship


Strategies


Direction Clarity



Service Expectations


Calgary
Informed Decisions
OUR PURPOSE
MAKING LIFE BETTER EVERY DAY
We are One City, One Voice.


YOU SHOULD SEE IT
FROM THE INSIDE!
Sound Systems

4.0 Check-Ins pg.8




On Your Own!
POLICE


A Dashboard

1. Adhere to defined **roles** and **responsibilities**.
2. Develop and achieve **strategic directions**.
3. Develop a smooth transition of **plans into action.**
4. Monitor and recognize **performance**.
5. Facilitate a positive **organizational environment**.
6. Account for **organizational resources**.
7. Make **good decisions**.
8. Ensure good external & internal **communication**.
9. Respect **diverse opinions**.
10. Achieve **stability** amidst changing conditions.
11. Evaluate & enhance **service delivery**.


HAPPY OR NOT®
Howzit?



Closing Gaps


It's About Alignment!


Take-Away