

The Manager

**MICHIGAN
LOCAL GOVERNMENT
MANAGEMENT ASSOCIATION**

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The official newsletter of the Michigan Local Government Management Association

A State Affiliate of ICMA
Affiliated with the Michigan Municipal League

Winter 2014

Note from the President

Penny Hill, Village Manager, Kalkaska

Greetings and Happy New Year! I am writing this from the deep freeze of northern Michigan - the temperature right now is -2°F, but with the wind chill it feels like -29°F. Brrrr. I thought I moved "south" to enjoy the mild winters!

This is the time of year when you want to stay inside sipping on cocoa, reflecting on the past year, and looking forward to what the next year will bring. For me, this year was especially poignant and bittersweet; I was elected as President of this wonderful organization and became the pride of my family, but my father passed away shortly thereafter. I am extremely grateful for all the time we had together, just as I am extremely grateful for all the time I have spent with my friends and colleagues at MLGMA.

In 2013, we had a lot thrown at us that we need to deal with; new requirements for reporting Other Postemployment Benefits (OPEB), new and (tortuously) improved requirements for the Economic Vitality Incentive Program (EVIP),



compliance with the federal Affordable Health Care Act (aka Obamacare), the erosion of one of the sources of revenue for local units of government by allowing a personal property tax exemption for those taxpayers with \$80K or less of personal property value, attempts at the state level to cripple Downtown Development Authorities, and the list goes on and on.

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Note from the President Continued

Fortunately, in Michigan we have so many dedicated, knowledgeable professional managers who are willing to share their knowledge and expertise - a "brain trust" of knowledge and experience - that it makes it easier for us to prepare and understand the many changes that are occurring at what seems a faster and faster pace.

We are also fortunate to have ICMA as a resource to draw upon when we need to look at ourselves on a global scale, as opposed to the microcosm of our own community.

We also had a lot of movement within the profession, with managers retiring, moving to different communities, or taking new positions in the private sector or in state government. Even our own Kathie Grinzinger took a new position within the Michigan Municipal League.

Looking forward, we are improving our relationship with ICMA. One of the most beneficial things I have seen this year is the utilization of Cal-ICMA and its web-based training for professional managers. We are continuing to participate in the program for 2014.

Also in 2014, the Midwest region of ICMA has the opportunity to appoint a candidate for Midwest Regional Vice President. MLGMA has endorsed Daryl Delabbio, Kent County Administrator, for this position. Interviews for the Midwest Regional VP will be performed in late May.

In 2022, the Midwest region has an opportunity to host the 2022 ICMA international convention. MLGMA has endorsed the City of Grand Rapids and the Grand Rapids Convention and Visitors Bureau's bid to host this event. Selection of two finalists for site visits will be made at the June 2014 meeting of the ICMA board. If Grand Rapids is selected, MLGMA will need to step up to the plate and coordinate with ICMA to provide funding and volunteers for the event.

MLGMA is striving to be one of the stellar organizations for professional management nationwide, and every year we are getting better and better, providing improved services and programming for our members. Local government is getting more and more complicated, and we need to keep informed and ahead of the game if we are to be successful leaders. MLGMA provides the resources and knowledge for us to continue to improve, both professionally and personally.

It has been one of my greatest honors and pleasures this past year to serve as your president, and to work with such a wonderful, dedicated group of people. Thank you for all you do for your community, for MLGMA, and for Michigan.

This won't be the end of my service at MLGMA. I still plan to participate in whatever capacity I can...but for now...I'm off to make some cocoa and wait for the January thaw.

Sincerely,

Penny Hill,
Village Manager, Kalkaska

GVSU students tap managers' desire to support MPAs

Michigan's first ICMA Student Chapter is on a roll

When a couple of ambitious graduate students in Grand Valley State University's MPA program decided to form a new student group, they knew aligning themselves with ICMA would give them lots of street cred.

"We looked into a lot of different options," says Nathan Mehmed, who co-founded ICMA Grand Valley State University Student Chapter, with Jason Escareno, a 2013 MLGMA Summer Fellow and recent MPA grad. "But whatever we were going to do, we knew our main goal was to link current working professionals with students in Michigan," he says.

"We thought having ICMA in our title would help bring in ICMA members and professional managers to speak and network with students," Mehmed says. It sure has. Managers and professionals (including MLGMA members) have already spoken at their workshops and attended mixers.

One of the group's faculty advisors, Mark Hoffman, Director of the School of Public, Nonprofit, and Health Administration, shares his take.

"I think Jason and Nathan tapped into a desire of local officials to address a college-age audience. A new student group might assume it would be difficult to find people who would sacrifice their time to talk to students. But once they started asking, they found it wasn't hard at all," Hoffman says.

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ICMA Student Chapter Continued

Aligning with ICMA and GVSU has given the MPA students another point of access into the profession - conferences.

You will meet some of them at the MLGMA 2014 Winter Institute, in Battle Creek.

Three of the group's officers, Mehmed, Escareno and Sandra Braden, attended the ICMA Conference in Boston to participate in a special meeting of ICMA Student Chapters from around the country, with support from funds that GVSU dedicated to graduate student activities. Another fringe benefit - free student memberships to ICMA.

GVSU's chapter stood out at ICMA Boston in a few different ways. For one, they are the first chapter to form in the state of Michigan.

"We stood out from the others because we had a lot of events at the end of Fall. The other student chapters were interested in that, because we were bringing in practitioners to speak and meet with students, which some of the other groups hadn't done yet," Mehmed says. Some of the others have been more focused on mentorship programs and reaching out to alumni, he reports.

Managers are already getting involved, and you can too. Hoffman suggests some things every member of MLGMA can do to connect with MPAs.

"I would recommend that any city manager interested in interacting with students making career choices should contact the MPA director at their nearest university or their alma mater. Find out if there are opportunities to talk to a class, meet with a student organization, serve on an advisory board, or attend career orientations," Hoffman says.

If you would like to connect with MPAs at GVSU, contact Nathan Mehmed at mehmedn@mail.gvsu.edu

A New Year for MLGMA NextGen

By **Julius Suchy**
Village Manager, Dundee

The **MLGMA NextGen** Committee has had an extremely active year. The committee to date has 60 MLGMA members on our e-mail list which allows us to reach a wide range of professionals for training opportunities, career opportunities and other events. The committee held two professional development events in Lansing this past year (Public Works 101 & HR, IT and Risk Management 101) that were extremely informative to those who attended.

During the past year the committee identified a large gap that existed in the connection between local government and university students. To address this issue the committee decided to send local government professionals into each university to present to them what it means to work in local government and why they should want to know more about this profession.

In the past 6 months the committee has been connecting with students who are currently in undergraduate or graduate programs at various Michigan universities. There a number of visits still planned for early 2014, but so far the reception has been excellent. Many students weren't aware of what local government was about and have been very interested in learning more.

NextGen is reviewing its strategic plan to determine how it can continue to be an asset to all local government managers regardless of age, community size and position.

Next time there is an event or training please join us so you can learn more about what NextGen has to offer MLGMA members.

Welcome to MLGMA's 2014 Winter Institute

James Ritsema

2014 Winter Institute Planning Committee Chair
City Manager, Kalamazoo
Former City Manager, Battle Creek

As told to Jennifer Eberbach, Editor

The theme of this year's Winter Institute, "The Transition," is the idea that we are transitioning from some pretty dark times financially and with the great recession and slow recovery. Hopefully, we are transitioning to steady growth, and with that comes a lot of potential challenges. How do you grow a community back? Things aren't the same as they were prior to 2008, and they will probably never be again. How are we transitioning to a new reality?

The tracks we developed for the Winter Institute are around that idea of transition; ever-evolving **technology**, with social media, internet, the Cloud; the **MPA** track is a refresher, because it's important to go back to come of the fundamentals; and **current issues** include the Detroit bankruptcy and what that means for other communities. We have some rating agencies coming in that will present their new criteria for general obligation ratings.

The City of Battle Creek is implementing a Bio-Solid Energy project, right now, and there's going to be a site visit. We'll take a bus to the Pulver Dryer facility, in Springfield. It is basically taking municipal sludge, solid waste, and converting it to energy. The company has been around in different industries, but this is a first-of-its-kind project in the application to municipal waste. With any new technology, it has to go through the permitting process. Once that gets done and it's an approved process for handling solid waste, then building it and scaling it up - that's all planned. And when it's all up and running, it will actually take what is now pretty substantial cost and create a revenue stream back to the system in the form of energy sales. And it's a green project.

MLGMA 2014 Winter Institute

January 28 - January 31
McCamlly Plaza Hotel
Battle Creek, MI

Pre-conference Workshop:
**"Engaging Citizens in Local
Decision Making"**
with Dr. Joe Ohren,
Eastern Michigan University
January 28, 1 p.m. - 4p.m.

Here are some of the highlights;

Rich Harwood is going to give a speech on his whole philosophy. Battle Creek is implementing Harwood Institute's methodology, "Beacon Communities, a civic engagement process. The whole idea is to get people back from empathy and antagonism to hope and positive discussion on social topics related to government and how it interfaces with residents.

Senior Capitol Correspondent & Host of *Off the Record* **Tim Skubick** will have plenty to talk about with the elections and the governor's race. He does a whole discussion on the political landscape that is entertaining and very informational.

We've heard Big 12 Referee **Reggie Smith** has a good story - he's speaking on the pyramid of officiating - which even applies to city managers.

Visit <http://www.mlgma.org/events/winter2014/institute-2014.html> for the full agenda, list of speakers, and updates.

New Years Resolution: Don't Put Off Professional Development Any Longer

By **Nate Geinzer**

Assistant to the City Manager, Farmington Hills

In 2013, the MLGMA Professional Development Committee awarded nearly \$10,000 in scholarships to MLGMA members. The renewed interest in this program is no doubt due in part to slowly improving local budgets, but much is driven by the expanded program.

MLGMA has had a strong history of supporting attendance at such programs as Harvard University, the University of Virginia Senior Executive Institute, Disney, and many others. New to the program are Professional Development Opportunities such as Leadership ICMA and the MEDA Basic Course, which may be of particular interest to NextGeners.

However, the biggest change to the program was the new eligibility of professional development conferences such as the Annual ICMA Conference and other State programs like MML. Through research conducted in 2012, the Professional Development Committee found that members were very interested in expanding the program to provide financial support to attend conferences. For example, in 2013, the Committee was able to help six individuals attend ICMA in Boston.

The Professional Development Committee looks forward to witnessing the continued growth of the MLGMA Scholarship Program.

[Scholarship Guidelines](#) can be found here.

Applications will be accepted throughout 2014 for consideration on the following dates:
March 7, June 30, and October 31.

Any questions regarding the program can be directed to me at ngeinzer@fhgov.com, or 248-871-2507.

Register for 2014 Cal-ICMA Webinars

March 19

"Effective Ways to Increase Revenues"

4:00 p.m. - 5:30 p.m. EST

[Register Here](#)

April 9

"Taking Smart Risks"

4:00 p.m. - 5:30 p.m. EST

[Register Here](#)

May 22

"Strategies and Tools for Civic Engagement"

4:00 p.m. - 5:30 p.m. EST

[Register Here](#)

September 11

"Saying 'No' When Saying 'No' Doesn't Seem Like an Option"

4:00 p.m. - 5:30 p.m. EST

[Register Here](#)

October 15

"Leading by Example - Developing Your Leadership Values and Narrative"

4:00 p.m. - 5:30 p.m. EST

[Register Here](#)

October 29

"Storytelling to Promote Positive Solutions"

4:00 p.m. - 5:30 p.m. EST

[Register Here](#)

For more information, visit www.cal-icma.org/coaching or contact **Don Maruska**, Director, Cal-ICMA Coaching Program, at Cal-ICMA@DonMaruska.com

Archived presentations, resource materials, and digital recordings are under the "[Agendas & Archives](#)" tab of www.cal-icma.org/coaching. Subscribe to the free email list for webinar and program updates at www.cal-icma.org/coachingList.

Destination China

ICMA to hold 1st-ever International Regional Summit

Eco-friendly urbanization is the theme of ICMA International Committee's and ICMA China Center's brand new, 1st-ever **International Regional Summit in China**, which will be held May 11 - May 15, in Yangzhou, China.

"Sustainable development initiatives such as clean energy, clean water, clean air, and brownfield development are getting increasing attention among local government officials around the world. Chinese cities have been experiencing significant urbanization, making environmental challenges critical concerns for local government," according to ICMA's event webpage.

"All ICMA members and international affiliates are invited to convene with Chinese local government professionals and professors from the China University of Political Science and Law (CUPL)," at the summit, according to ICMA.

"The ICMA China Center offers pre-summit and post-summit educational and **cultural study tours** with alternative itineraries," including Beijing, Wuxi, Hangzhou, Shanghai, and Xi'an, which you can sign up for.

"The opportunity will be tremendous to see a nice part of this amazing dynamic critical country. We have great host support in Yangzhou and at the ICMA China Center in Beijing."

- Clay Pearson,
City Manager, Novi



The Five Pavilion Bridge in Yangzhou (Photo Credit: ICMA)

There is still time to register for the summit and study tours, by **January 31**.

ICMA International Committee is offering **Scholarships** for younger professionals to attend the summit in China, ICMA announced in its *Membership Monday* newsletter. The application deadline is **February 5, 2014**

"Young professionals who would like to attend the ICMA International Regional Summit in China but can't find the financial resources can apply for a scholarship offered by the ICMA International Committee. The John Garvey Fund will provide two \$3,500 scholarships to ICMA members under the age of 41 designated for a U.S. citizen and another for a non-U.S. citizen."

MLGMA endorses Daryl Delabbio for ICMA Midwest VP

As a state affiliate of ICMA, MLGMA has the opportunity and duty to put a manager forward to be considered for ICMA Midwest Region Vice President. MLGMA Board of Directors has endorsed Daryl Delabbio, Kent County Administrator/Controller.

“My career has led me to a number of wonderful positions in wonderful communities; I have been afforded a lot of opportunities to serve local government. My intent is to end my working career in Kent County, so I do not view the ICMA Board as something that will add to my professional resume. I do view it as an acknowledgement by my peers for my work and my service. Being recognized and selected by my peers in this manner would be most humbling and rewarding—the highest honor one could expect in this profession,” Delabbio says.

“I am concerned about the state of the profession and the declining number of candidates for job openings. It takes a special person to want to be a public servant—it’s the highest and most noble of callings. City/County Management is a challenging profession. I am also concerned about the potential decline in the Association by members of the ICMA, especially its conferences, although the virtual conference ICMA has hosted the past several years is a great effort. Usually when municipal budgets are stretched, conferences and other training activities tend to be the first to see reduced (or eliminated) funding. I came into this profession and found outstanding mentors and met great city and county managers. Those of us who have been around for 20-30-40 years owe it to our communities and our profession to mentor younger colleagues,” Delabbio says.

Daryl Delabbio has been in local government for almost 37 years - all in Michigan. For over 18 years, he has served Kent County. Delabbio has been County Administrator / Controller there since 1998, after serving as Assistant County Administrator from 1995 to 1998.



Prior to that, he spent the first 18 years of his career in city management - working in Rockwood, Garden City and Rockford - including 11 years as City Manager of Rockford.

Delabbio was MLGMA President, in 2001, and served on a number of committees as a member of the Board of Directors, in 1980 to 1982 and 2000 to 2002.

“In addition, I have served on three ICMA committees: Nominating Committee (2001), Awards Recognition Panel (2003-2005; chair 2004-2005), and since 2008, the Credentialing Advisory Board. I have also been a contributor to the ICMA Fund for well over a decade. I have also been active in the Michigan Municipal League (various committees and the Board of Trustees in 1994-95) and the Michigan Association of County Administrative Officers (Board 2006-2012; President 2008-2010),” he says of his resume.

“I would hope that my perspective, and longevity, would add value to the ICMA Board,” Delabbio says in response to MLGMA’s generous endorsement.

Life, Well Run and You: Why ICMA's Newest Initiative Matters

By **Catherine Smith**,
ICMA Life Well Run Campaign Manager

Origins of ICMA's Life, Well Run Campaign: In 2007, the members of ICMA, the International City/County Management Association, raised concerns that as they neared retirement, they did not see an equivalent number of young people preparing to succeed them as professional local government managers.

One reason for this dearth of interest was that many young people are unaware that the local government management profession exists and what the work of the profession entails. A Harris Interactive poll conducted in 2009, for example, confirmed that while a third of citizens polled are aware that (city) managers oversee the day-to-day operations of a community, only five percent could describe what managers do or explain their important role in shaping a community.

As elected officials, many of you understand the significance of this situation because you rely on professional managers to partner with you and realize your vision for your community. You rely on the management expertise of these individuals to align the local government's administrative systems with the values, mission, and policy goals defined by you and your constituents. You rely upon the training and experience professional managers bring to the table as they work with you to develop sound approaches to community challenges. You expect your professional manager to nurture the public trust, to abide by the highest ethical standards, and to instill those standards in all who work for the community.

As federal and state governments continue to face a fiscal crisis and deep political divisions, our quality of life increasingly depends on effective local government and the skills and innovation of highly trained, experienced, and ethical local government managers. But what if the pipeline of professional managers dries up?

Enter the Life, Well Run Campaign: Life, Well Run is ICMA's answer to assuring that the pipeline of talent will be there for you and your constituents in the future.

The Life, Well Run campaign was developed in 2011 to raise awareness of and appreciation for the value professional local government managers bring to building ethical, efficient, effective local government and communities we're proud to call home. Life, Well Run is designed to inspire a new generation of talented young people to become professional local government managers, particularly important as the profession enters its second 100 years. The campaign's target audiences are elected officials, business and civic leaders, and students.

In 2012, the campaign was tested in pilot communities in Texas and Illinois. In 2013, ICMA has launched the Life, Well Run campaign nationwide through targeted digital and print media and the easy availability of free resources on the campaign website, LifeWellRun.org

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Career Compass No. 36: Creating a Leadership Presence

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The resources available on the Life, Well Run website include videos describing the different roles professional local government managers play in their communities; brochures about the relationship between these managers and elected officials and business and community leaders; and a Local Government 101 presentation that can be used with a variety of audiences. A publication titled “Leading Your Community: A Guide for Local Elected Leaders,” which sells for \$29.00, is also available free to elected officials who visit the Life, Well Run website. The website showcases an interactive map of community success stories from professional local government managers throughout the country. These real-life examples provide insight into the contribution ICMA’s members make in communities everywhere.

Join with ICMA by becoming an advocate for the effective, efficient, ethical government that our professional local government managers provide to our communities. Spread the word about how important and rewarding a career in local government is. Insist that a professional local government manager lead your local government organization’s staff.

Contact Catherine Smith, campaign manager, at csmith@icma.org or 202-962-3632.

In this issue of *Career Compass*, Dr. Benest offers us some tips on standing out

By **Dr. Frank Benest**, Co-Chair,
Cal-ICMA Coaching Program
Reprinted from www.frankbenest.com

I am a human resources senior management analyst in a fairly large city government. At one of our HR department management meetings, I made what I thought was a good suggestion about how to proceed on a new HR initiative. However, my idea was not considered. This has happened to me before. I’m now reluctant to speak up. How can I get others to listen to me and take me seriously as a leader?

Your real concern is how to better project “leadership presence” so you and your ideas are taken seriously. Leadership presence is a “skishy” attribute—it’s hard to define. Yet when you have it, people pay attention, listen to your ideas, tend to follow, and want to collaborate.

Leadership presence is something you can learn. There is no one best way to exert positive presence. You want to start small and practice some behaviors so that you can exert confidence and leadership presence in larger settings. Here are some strategies.

Preparation: Before a key meeting at which you want to put forward an idea or proposal or raise an important issue, try out some of these techniques:

* Connect with a few key players, share your idea in an informal conversation, and get feedback.

* Incorporate into your proposal some thoughts from these conversations with colleagues.

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*Frame your idea in a way that resonates with the “influentials” with whom you discussed the idea.

* Figure out a compelling “why” for your proposal so that the group might be more open to considering it and taking action.

*Craft your message in terms of organizational values, larger goals, and the need to act now.

If someone supports the idea, and that someone is influential, ask him or her if you can mention the conversation in the staff meeting, noting that you both are enthusiastic about the idea.

You might also “tag-team” the idea. Join with someone with “presence” and influence who shares your idea and would like to co-present the proposal. The proposal will be better perceived at the meeting (and you will be, too, especially if you handle yourself well in co-presenting).

Before the meeting, you can prepare a few points about your proposal. Remember less is more. After talking to a few colleagues, get their feedback on your key points.

In preparing your comments, don’t provide a lot of technical detail. Don’t strive to show people how smart you are.

You can identify a powerful and provocative question to engage others in the issue. For example:

* What do we really know about this challenge?

* Is this the underlying problem or is there something more fundamental challenging us?

* What are some barriers to improving this situation and how can we overcome them?

* Why is it better that we act sooner rather than later?

* Are we passionate enough about this new initiative that other organizational members will follow us?

* What if we take a completely different approach?

* How do we accelerate our learning about this key challenge?

If appropriate, you can put the item on the management team agenda with you as the designated staff person to introduce the item and frame it for the team.

In preparation, practice your key points by saying them out loud. Don’t write everything out. A few bullet points will help you remember what you want to stress, while allowing you to make eye contact with others at the upcoming meeting. You should also identify a few tough questions and how you would respond. Close your eyes and visualize your participation in the meeting and your responses to questions.

At the Meeting: Be present in the moment, listen intently, and be open to how you can connect your idea to other thoughts that are presented. Don’t let your mind wander; don’t become distracted by your smartphone. Be attentive to what people are saying and feeling. When you present your idea, pay attention to your tone, posture, and eye contact, as well as your message and follow-up commitment.

Posture. If everyone is sitting at a conference table, lean in a bit. If it is appropriate, stand up straight, with good posture, shoulders back and weight distributed on both feet.

Eye Contact. Eye contact helps you connect with people. Make eye contact with a few individuals, especially influentials, around the table. Hold eye contact for 3-6 seconds and then connect with someone else.

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Tone. You want to sound knowledgeable and be assertive yet not forceful, vociferous or “pushy.” You want to project your voice yet not be loud. Show enthusiasm for your proposal. If you are not enthusiastic, why should others be enthusiastic?

Your Message. Before speaking, slow down and take a deep breath. Then make a concise statement and perhaps ask a provocative question to engage others. Make reference to what others have said, connecting your ideas to those of others. You are looking for a “yes, and” rather than “yes, but.” Use “we” as appropriate. Acknowledge and be open to any concerns or fears that are raised but focus on the “why” and the upsides.

Visuals. If it adds value, write out a few key words or draw a simple diagram on the white board or a flip chart.

Dealing with Nay-Sayers. If it is an emotional topic or issue and someone attacks your proposal (or you), it is essential to say calm and positive. Again, acknowledge the concern, without judging others, and then concisely reassert the compelling need or “why.”

Follow-Up Action. Let the group know that you commit yourself to taking some action, such as talking to some colleagues in other departments, collecting some more data, or developing an action plan for further discussion. Ask who else would like to join you. Even if no one else joins you, take another step and demonstrate your commitment.

After the Meeting: As a follow-up to the meeting, debrief with a trusted colleague, your manager, or a coach. Get some feedback to learn how you were received and if you came off in an appropriately authoritative and assertive manner.

Growing Your Leadership Presence: Once you practice at your HR department management meetings and get more comfortable and confident in that environment, you can try a more challenging setting such as a multidepartment task force or at a council subcommittee meeting or a professional association discussion.

Finally, I suggest that you pay attention to those who seem to exude leadership presence. Critique how they connect with others, what and how they communicate, how they project confidence. Then figure out how you can use some of what you learn from their leadership performances.

Anyone can grow their leadership presence and become more influential. It is just a matter of learning, practicing, and taking a few risks.

One Final Comment

Leadership has many voices. There is no one best way to exert leadership. Over time, you will discover the voice and style that works best for you.

Career Compass is a monthly column from ICMA focused on career issues for local government professional staff. Dr. Frank Benest is ICMA’s senior advisor for Next Generation Initiatives and resides in Palo Alto, California.

If you have a career question you would like addressed in a future Career Compass, e-mail careers@icma.org or contact Frank directly at frank@frankbenest.com

A Special Thanks to Out-going MLGMA Board Members!

Changes are blowing in the wind as we embark on a new year of MLGMA. Our out-going Board of Directors members should all be enthusiastically thanked for their service.

To **Jon Lynch**, City of Midland, **Curtis Holt**, City of Wyoming, **Clay Pearson**, City of Novi, **Frank Peterson**, City of Muskegon, and **Jennifer Tubbs**, Watertown Charter Township - thank you for all you have done for MLGMA (and for your news tips!).

The best to you all!

Job Changes

Kathie Grinzinger has retired as City Manager of Mt. Pleasant, to lead Michigan Municipal League's Executive Search Service.

Nathan Henne is the new manager of Springfield. Congratulations to MLGMA's own 2012 Summer Fellow!

John Openlander has resigned from Ecorse and will be working in another state.

Jim Ritsema will see you all in Battle Creek for the MLGMA 2014 Winter Institute, but the city manager now leads the helm in Kalamazoo. Good luck in your new position!

Sherry Ball has retired from her position as City Manager of Pleasant Ridge. Thanks for your decades of service!

Not yet a member?

Take a gander at MLGMA's membership registration form online;

www.mlgma.org/membership.html

or email membership@mlgma.org



Michigan Local Government Management Association

A State Affiliate of **ICMA**

The **Michigan Local Government Management Association** is the professional association for local government managers from municipalities, counties, and townships throughout the state of Michigan. The non-profit organization is the Michigan section of the International City/County Management Association (ICMA), and members follow ICMA's code of ethics. MLGMA is affiliated with the Michigan Municipal League and in partnership with Alliance for Innovation. *The Manager* newsletter is edited for MLGMA by journalist **Jennifer Eberbach**.

To suggest a story idea or contribute to the newsletter, email JenniferEberbach@gmail.com