

Taking Over and Moving Forward

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North Central Florida Regional Planning Council
Gainesville, FL



National Association of Development Organizations
and
National Association of Regional Councils

Executive Directors Conference
Austin, TX
August 10, 2015



Taking Over and Moving Forward

Panelists

- **Tim Armer**, Executive Director
 - North Central New Mexico Economic Development District
- **Chris Brown**, Executive Director
 - Ark-Tex Council of Governments
- **Alene Carr**, Executive Director
 - Southeastern Illinois Regional Planning & Development Commission
- **Lisa Daglian**, Interim Executive Director
 - New York Metropolitan Transportation Council
- **Kathleen Lomako**, Executive Director
 - Southeast Michigan Council of Governments
- **Larry Mattson**, Executive Director
 - Yakima Valley Conference of Governments



Taking Over and Moving Forward

- Understand Agency Finances
 - Budget
 - Financial Statements
 - Accounts Receivable
 - Accounts Payable
 - Cash Flow



Taking Over and Moving Forward

- Board Relations
 - New Member Orientation
 - Communications
 - Roles and Responsibilities



Taking Over and Moving Forward

■ Organizational Documents

- Interlocal Agreement or Charter
- Bylaws
- Policies and Procedures



Taking Over and Moving Forward

■ Imprint Your Organization

- Logo/Letterhead
- Building
- Meeting Protocol
- Employee Benefits
- Staff Reorganization



Taking Over and Moving Forward

Questions

1. Why are we doing it this way?
2. Are these programs and services right for today?
3. Who are the key stakeholders in the region?
4. Who can you count on to get things done?
5. Where should we be in five years?



What I wish I Knew — and Then Some

Becoming Your Best: Training for
Executive Directors
August 9-11, 2015
Tim Armer

The Little Details

“Day 10 – “Oh, by the way, we have this lawsuit...”

“First 30 days – “Yeah, she hates you because she applied for your job because your predecessor said she should be the next Director, but the Board didn’t think so.”

“Month 3 – “Well which policies and procedures do you want? We have about 4 or 5.”

Change

“It happens with a new Director – it can't be avoided

“It is constant

“Nobody likes it

“The response will make a team or break it

“Building trust and mastering conflict – *The Advantage*, Patrick Lencioni

Who Knows?

- “ State Association – NewMARC
- “ Regional Association – SWREDA
- “ National Association – NARC,
NADO

The New Kid

“Why did my predecessor always start my introductions with, “Tim was born and raised in New Mexico”?

“My Board President was installed when I was 11 months old

“I have 4 board members who have been in public service longer than I’ve been alive

“All my board members have known my staff two years or longer before I came on

The Questions to Ask

“The Little Details – Can you put all the cards on the table?”

“Change – How do we handle change?”

“Who knows? – cling to a mentor and the phone is your friend

“The New Kid – Why should they trust me? Initiate, initiate, initiate with your Board and member governments



Evaluating existing Managers
(what I wish I knew then)

What a Board needs

Following a Legend





gers

ced retirement



Tr



st

Communication





TOP 5

Things Every New Director Might Need To Know.

1. There will always be 1st that come along!
2. Use the “Sorry, I’m new at this” card as long as you can!
3. EDA and NADO are your friends!
4. You will be the “Bad Guy/Gal”
5. Expect The Unexpected

Taking Over and Moving Forward

Lisa Daglian

Interim Executive Director

New York Metropolitan Transportation Council



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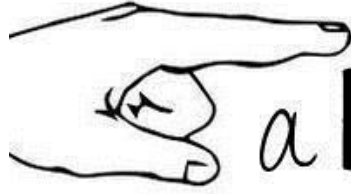


Past *Time of Transition* *Future*





The differences between a **BOSS** and a **Leader**



Drives employees
Depends on authority
Inspires fear
Says "I"
Places blame for the
breakdown
Knows how it's done
Uses people
Takes credit
Commands
Says "Go"

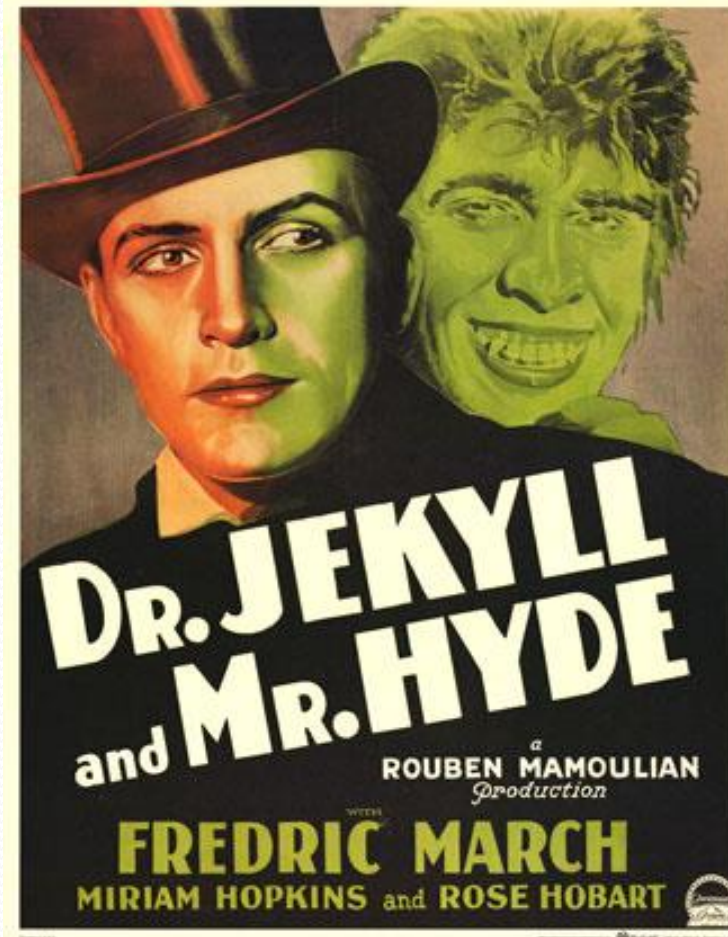
Coaches employees
Depends on goodwill
Generates enthusiasm
Says "We"
Fixes the breakdown
Shows how it's done
Develops people
Gives credit
Asks
Says "Let's go"





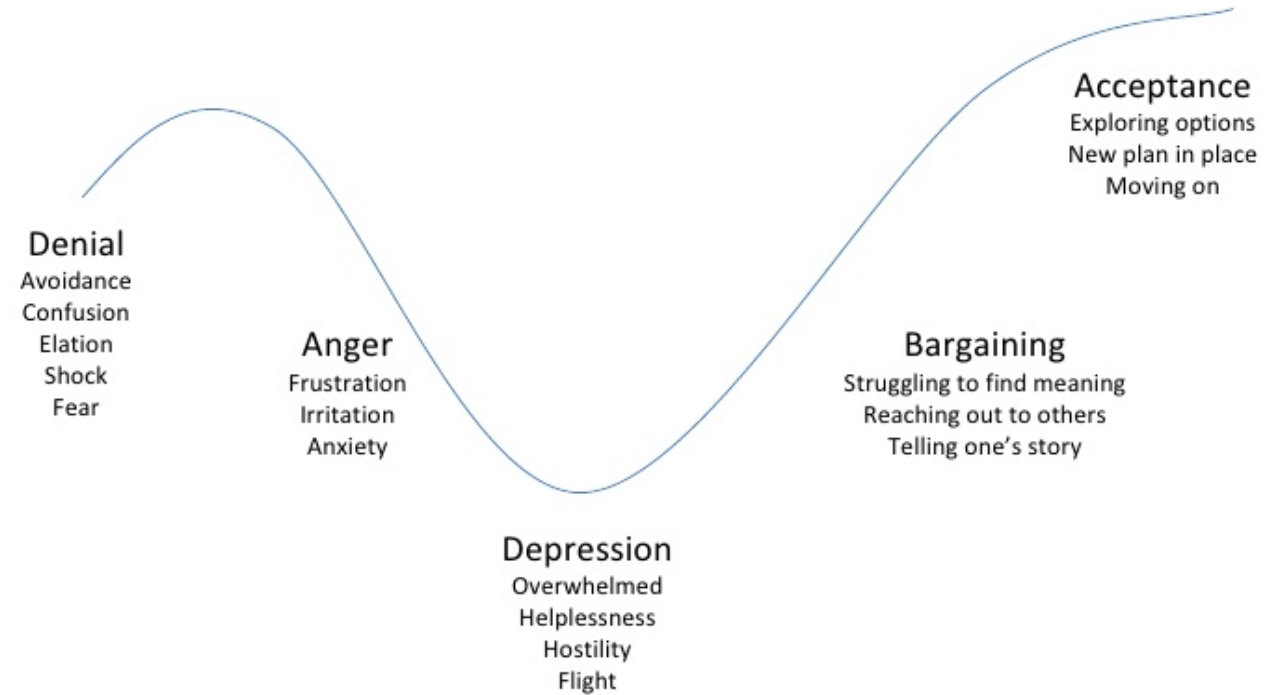
Yakima Valley Conference of Governments

What You Inherit...



Change...

Kübler-Ross Grief Cycle

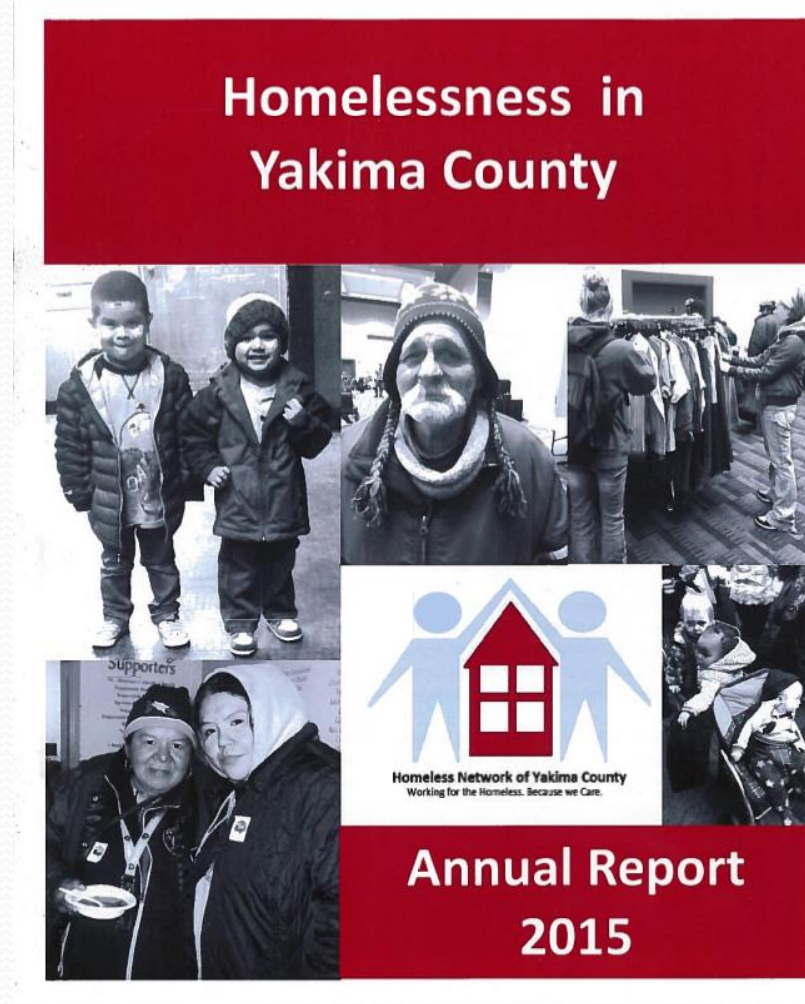


Information and
Communication

Emotional Support

Guidance and
Direction

First challenge...



[Selling] the benefits of regional
problem-solving...

