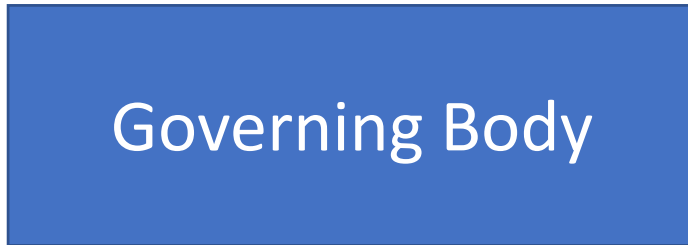


High Performing Governance: Bridging the Gap between Political Acceptability and Administrative Sustainability

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Outline

- A gap exists and is growing between what is politically acceptable and administratively sustainable
 - Bridging the gap requires political astuteness
- Astuteness facilitated by a “bi-lingual” leadership team understanding that politics involves choices among conflicting values—no value profile is best
- And that politics and administration involve more than different behaviors; they are different ways of thinking
- Identify bridge building, translating and aligning roles for chief administrative officers and leadership team (electeds value added)

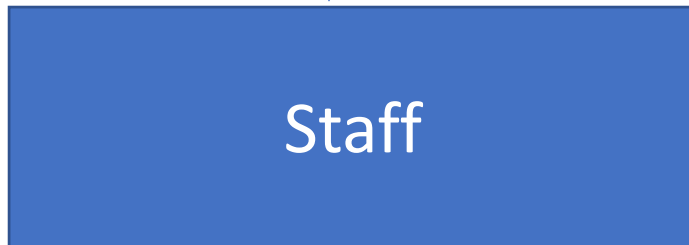


Hierarchy/accountability
Division of responsibility



Flow of communication

Have you considered whether the length and width of the line might have an effect on bridging the gap and also on leadership team member roles and responsibilities?



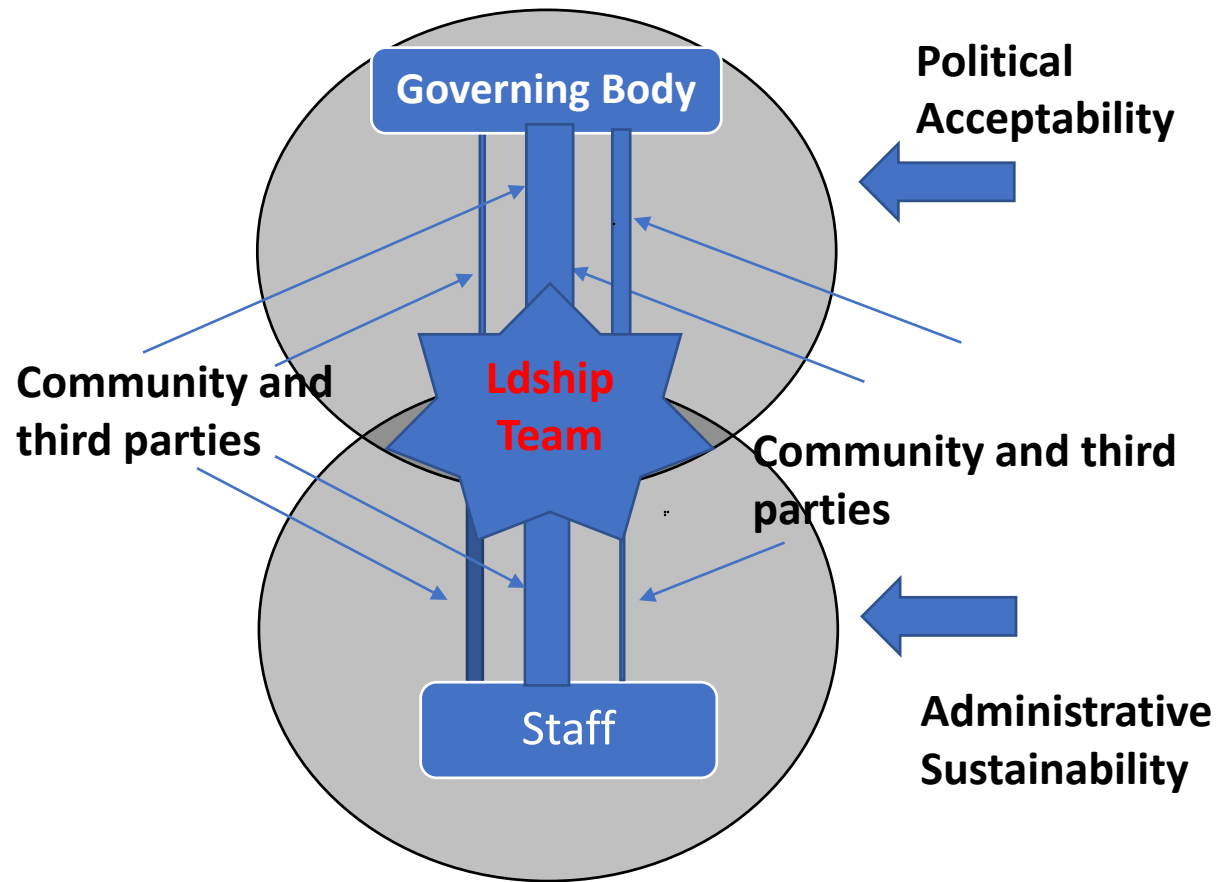
Governing Body



C
M



Staff



Values

- **RESPONSIVENESS =**
 - Representation/Participation +
 - Efficiency/Professionalism +
 - Social Equity +
 - Individual Rights

Characteristics of Politics and Administration

	Political acceptability ←————→	Administrative sustainability
Characteristics	Politics	Administration
Activity	Game/allocation of values	Problem Solving
Players	Representatives/trustees	Experts-trustees
Conversation	"What do you hear?" <ul style="list-style-type: none"> ■ Passion ■ Dreams ■ Stories 	"What do you know?" <ul style="list-style-type: none"> ■ Data ■ Plans ■ Reports
Pieces	Intangible: Interests and symbols	Tangible: Information; money, people, equipment
Currency	Power (stories), loyalty, trust	Knowledge (deeds)
Dynamics	Constructive conflict, compromise, change	Predictability, cooperation, continuity

Bi-lingual CAO and Leadership Team in the GAP
 ←————→
 Electeds*

*Value added

Bi-lingual Manager

- Understands that efficiency is one of four values if community building is the goal—cups matter
- Politics and administration are more than different roles, behaviors, and responsibilities—they are mindsets
- Facilitates bridging the gap between what is politically acceptable and administratively sustainable

Summary

- Bridging the gap is essential
- Cups matter
- Good politics is about values not right answers—stories matter (convey values)
- Do not ignore any value over time
- Democratic process is “messy”
- Politics/administration=ways of thinking
- Role of translator/bridge builder is critical
- Aligning governing body/staff expectations of each other is crucial
- Difference between “representative” and “trustee”
- Leadership team concept is necessary *adaptation* to changing pol/admin challenges and leadership team members are “bi-lingual”