



**LEELANAU COUNTY**

**COMMISSIONERS**

**EFFECTIVE  
GOVERNANCE**

February 8, 2024

Chet Janik

# Effective Governance Recent Workshops

Northport Village Council  
Missaukee Commissioners  
Traverse City Commissioners  
Kalkaska Commissioners

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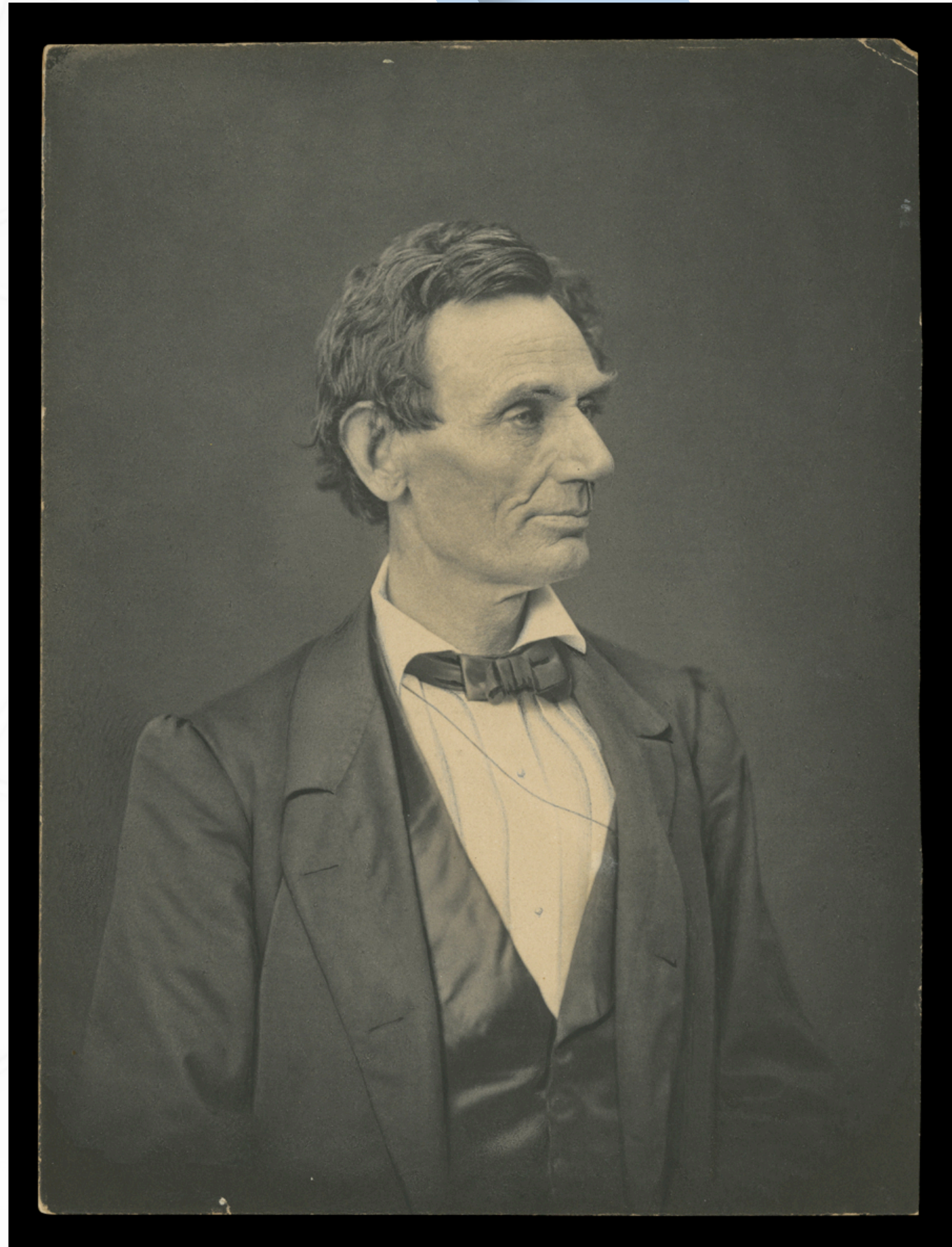
“ Good governance requires  
working towards common  
ground... It isn't easy”

Peter Hoekstra

# Effective Governance Data \ Theories

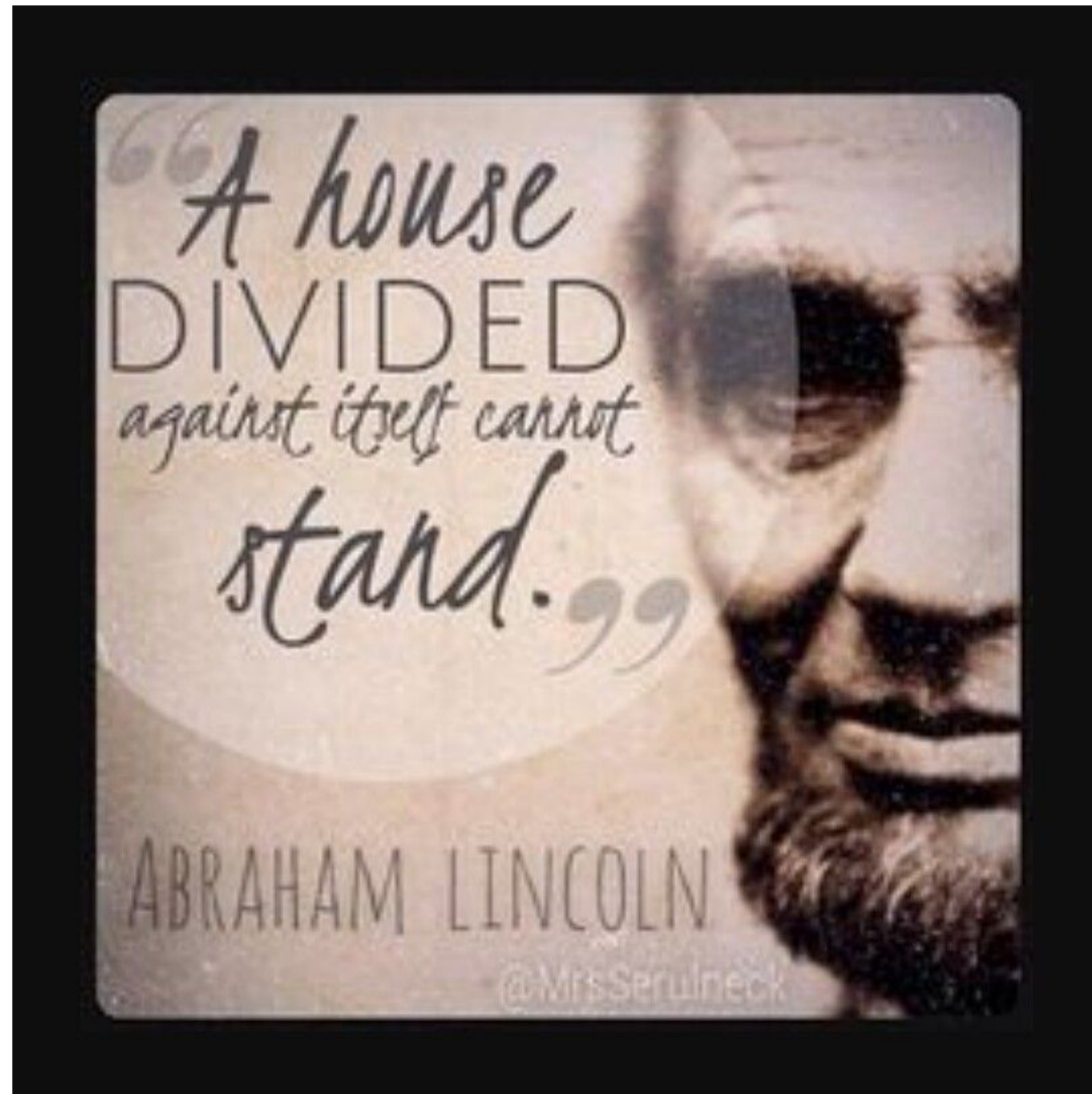
- Michigan Leadership Institute
  - Dr. Timothy Quinn
  - Research conducted by Chet Janik  
through the State of Michigan's "CHAIR  
ACADEMY" in partnership with the  
University of Nebraska
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When again touched, as surely we  
will be **BY THE BETTER ANGELS**  
**OF OUR NATURE**

“A house divided against itself cannot stand”





LEELANAU COUNTY

GOVERNMENT IS HAVING

A “DARK  
NIGHT OF THE  
SOUL”

JULY 2012



S.W.O.T SURVEY  
CLARIFICATION”



JULY 2012

Communications, Proclamations, Presentations –  
Administrator Update – Employee Survey Results:

Administrator Chet Janik gave a PowerPoint presentation for his update (on file with the Clerk's Office). Janik said we have a long term plan and need input from all the employees for the process. Any involvement must be meaningful, based on the ability to make contributions. Janik said he had sent out a survey to all County employees, asking them to list the top five strengths, weaknesses, opportunities and threats (SWOT) and received 46 responses.

Janik said the survey was based on employee perceptions. He then gave the top five strengths:

74% Quality of services/accessibility for residents

72% Experienced/dedicated employees

60% Fiscal responsibility is a high priority

52% New County building

38% Respected leadership in the Equalization, Planning and Emergency Management departments

24% This survey/new positive attitude/  
Spirit of teamwork

S.W.O.T SURVEY  
CLARIFICATION”

Weaknesses:

62% Internal conflicts between departments/employees

58% Micro-management/personal agendas by certain Board/Elected Officials

44% Technology/web-based services need to be upgraded/greater utilized by the public

**JULY 2012**

*Leelanau County Board of Commissioners*

*Executive Committee Meeting – July 10, 2012*

44% Issues with the Accounting Department

38% Professional concerns – a lack of opportunities for young employees and a need for professional development opportunities.

**S.W.O.T SURVEY  
CLARIFICATION”**

Opportunities:

- 66% Review/restructure duties of various departments
- 42% Greater cooperation between County/Township/Village services
- 38% Upgrade/increase technology and internet options and programs
- 34% Increase services/housing/employment options for younger generation
- 28% New "team approach" between Elected and Appointed Officials/Board
- 22% Streamline the budget process

Threats:

- 64% Internal staffing issues; lack of a "team approach" – "turf wars"
- 52% State and local economy
- 36% Lack of opportunities for younger generation/aging population
- 32% Resistance to change/complacency
- 28% Lack of public knowledge of County programs and services

**JULY 2012**

**S.W.O.T SURVEY  
CLARIFICATION”**

**JULY 2012**

Janik said on a scale of 1 to 10 for County services, with 10 being the highest, the average rating by employees who had responded to the survey was 8.2 – which he thought was high. This is the highest rating he has seen; most are 6 or 7. He will share the results with department heads and provide input from employees with the results and further thoughts. He will then develop some goals and objectives and share with the Board at the August meeting. Janik stressed this is the first step; not that there are problems, but this was a chance to get input.

**S.W.O.T SURVEY  
CLARIFICATION”**



**EFFECTIVE BOARD  
GOVERNANCE**

# COMMISSIONERS' FOUR MAJOR AREAS OF GOVERNMANCE

1

POLICIES

2

PERSONNEL  
LEVELS

3

FINANCE

4

LONG-TERM  
PLANNING

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# PEAK PERFORMING BOARDS

A

United in service to the  
residents of Leelanau County

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# PEAK PERFORMING BOARDS

**B**

Focus on issues and topics....

Not personalities

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# PEAK PERFORMING BOARDS

C

Keep small issues....small

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# PEAK PERFORMING BOARDS

D

Active participation in meetings and provide meaningful contributions

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# PEAK PERFORMING BOARDS

E

Respect the confidentiality of  
information

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# PEAK PERFORMING BOARDS

F

Board and Administrator  
have interdependent  
relationship

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# PEAK PERFORMING BOARDS

G

Equal access to all  
information

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# PEAK PERFORMING BOARDS

H

Equal access to the  
Administrator

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# PEAK PERFORMING BOARDS

I

The Clerk and Administrator  
have interdependent  
relationship

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# PEAK PERFORMING BOARDS

J

Strong and durable linkages  
with community

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# PEAK PERFORMING BOARDS

K

Free from the pressure of  
day-to-day operations, so can  
focus on vision and purpose

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# PEAK PERFORMING BOARDS

L

Direct link between the  
number of special meetings  
and committees to  
organizational effectiveness



# PEAK PERFORMING BOARDS

L

More special and committee meetings equate to less effectiveness as an organization



# PEAK PERFORMING BOARDS

M

Do not discuss personnel  
issues with the community  
outside of Commissioners'  
events

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# PEAK PERFORMING BOARDS

N

Do not discuss personnel  
issues with the employees  
outside of Commissioners'  
events

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# PEAK PERFORMING BOARDS

O

Evaluation of Administrator  
every 6 months in the first  
two years

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# PEAK PERFORMING BOARDS

O

Evaluation of Administrator at  
least annually after two years

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# PEAK PERFORMING BOARDS

P

Abide by majority decision on  
issues

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# PEAK PERFORMING BOARDS

Q

Effective, ongoing planning  
and monitoring process

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**LEADERSHIP TRAITS  
OF VISIONARY  
ADMINISTRATORS &  
BOARDS**

# LEADERSHIP TRAITS

## 1 They have received “THE CALLING”

“That place where your deep passion meets the world’s greatest needs.”

-Buechner

“This is the true joy in life - being used for a purpose recognized by yourself as a mighty one.”

-George Bernard Shaw

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# LEADERSHIP TRAITS

## 2 They have a strong belief in the system

“If you don’t know what you believe, followers won’t believe you.”

-Dr. Tim Quinn



# LEADERSHIP TRAITS

## 3 They dedicated masters of self

Physical - Social/Emotional - Intellectual - Spiritual

“When you have a problem in one area of your life and choose to ignore it, it doesn’t go away; it only comes back later in some uglier form.”

-Gandhi

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# LEADERSHIP TRAITS

## 4 They are dedicated servants of others

“Those among you who would be your leaders must first be your servant.”

-The Gospel according to Mark

“People won’t follow unless they believe the leader is committed.”

-Dr. Tim Quinn

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# LEADERSHIP TRAITS

## 5 They are focused, tireless, and enthusiastic workers

“The main thing is to keep the main thing the main thing.”

-Stephen Covey

“Every leader has the capacity to shed either their light or their darkness on the organization.”

-Jay Conger

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# LEADERSHIP TRAITS

6 They assume the role of an advocate and collaborator

“Better than a thousand days of diligent study is one day with a great teacher.”

-Japanese Proverb





# LEADERSHIP TRAITS

7 They are visionary, they define success in absolute terms

“Doing the same thing and expecting different results is insanity.”

-Albert Einstein



# LEADERSHIP TRAITS

## 8 They are politically astute

“Conflict is inevitable, but combat is optional.”

-Max Lucado

“Being a leader like wrestling a gorilla. You don't stop when you get tired, you stop when the gorilla gets tired.”

-Unknown Author

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# LEADERSHIP TRAITS

## 9 They have the courage to lead deep

“Knowing and living your beliefs is the only path to happiness and fulfillment.”

-Max Lucado

“The ultimate measure of a man is not where he stands in moments of comfort, but where he stands at times of challenge and controversy.”

-Martin Luther King, Jr.

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# LEADERSHIP TRAITS

## 10 They are trustworthy and competent

“Trust is the glue that makes it possible for organizations to work.”

-Warren Bennis



# LEADERSHIP TRAITS

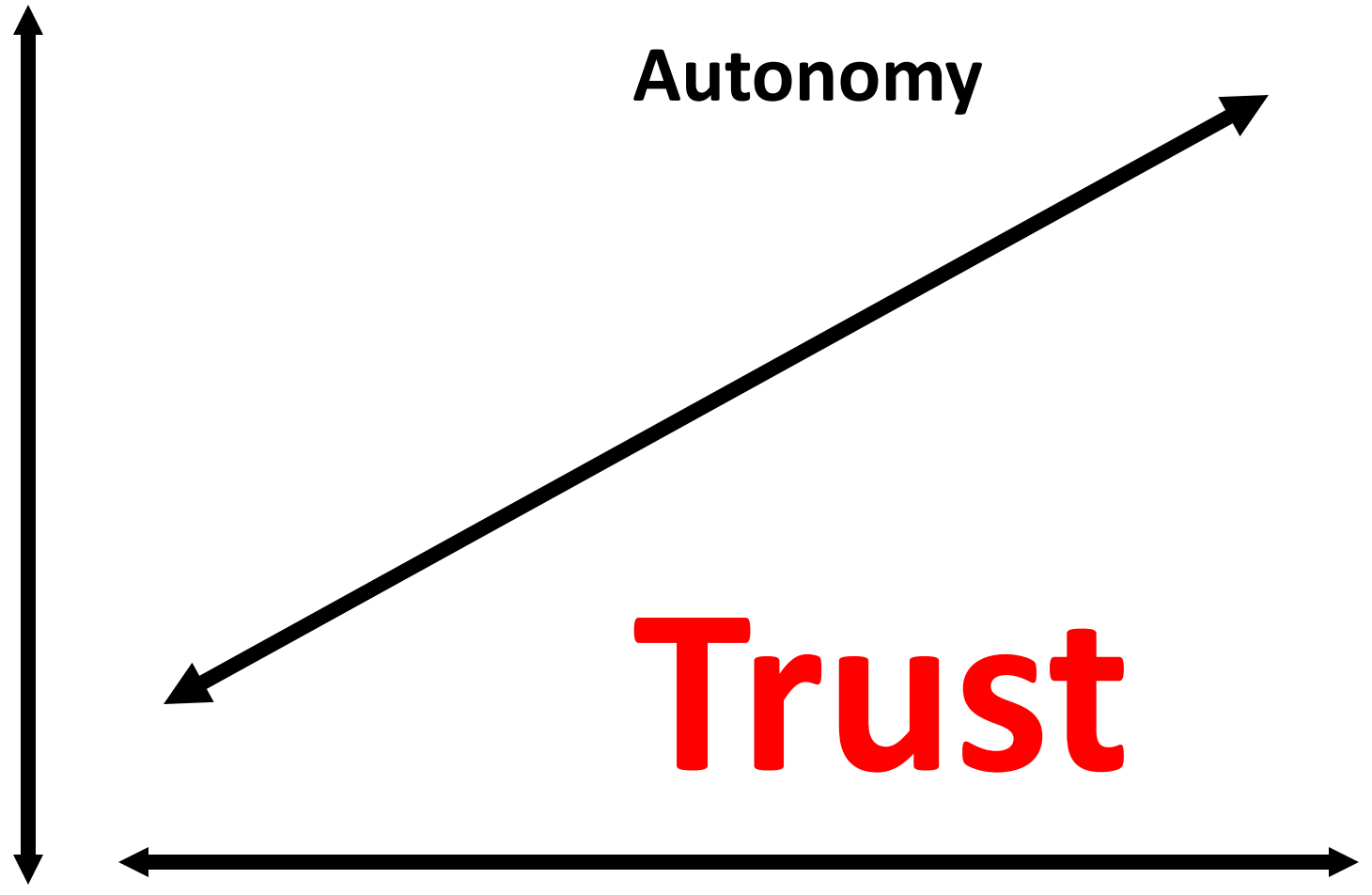
Commissioners and an Administrator  
function best when...

It works as a team to achieve the objectives of  
the organization it governs

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**Competence**



Autonomy

**Trust**



# PERSPECTIVES ON PLANNING

# PERSPECTIVES OF PLANNING

Alice: Which way should I go?

Cat: That depends on where you are going.

Alice: I don't know where I'm going!

Cat: Then it doesn't matter which way you go!!

-Lewis Carroll

“Through the Looking Glass,” 1872





# PERSPECTIVES OF PLANNING

“Failing to plan is planning to fail.”

-Henry Ford

“Make no small plans..for they have not the power to stir men’s blood.”

-Niccolo Machiavelli, The Prince,1514

“Where there is no vision, the people perish.”

-Proverbs 29:18



# PERSPECTIVES OF PLANNING

“Progress might have been all right once, but it has gone on too long.”

-Ogden Nash

“After you’ve done a thing for two years, you should look at it carefully. After five years, look at it with suspicion. After ten years, throw it away and start all over..”

-Alfred E. Perlman

“We should all be concerned about the future because we have to spend the rest of our lives there.”

-Charles F. Kettering

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# Final Thoughts

**“Great leaders always strive for good governance.”**

— Gugu Mona

**“There should be only one political ideology and that**

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**is good governance.”**

— Amit Abraham —





**THANK  
YOU**