Who is Here?

- Public or Private Sector
- Level of Education?
- AICP?
- Years in Planning?
Stories of “Planners Under Fire”
› Residents have a tendency to resist change
› Residents may demand some changes
› Board members have a tendency to console voting constituents particularly around election time
› Planners/Staff have a tendency to take things personally

Main Reasons People Resist Change
› Fear of the Unknown/Surprise
  • When change (especially what is perceived as negative change) is pushed onto people without giving them adequate warning and without helping them through the process of understanding.
› Mistrust
  • If local government has built up trust over a period of time, the community will be more accepting of any changes.
› Loss of Security/Control
  • When an announcement about change causes a fear that they are losing something or will be forced to behave in a certain way – all without their input (i.e. control).

Main Reasons People Resist Change
› Bad Timing
  • As the old saying goes, “Timing is everything.” Heaping too much change on a community over a short period of time can cause resistance.
  • If change is not implemented at the right time or with the right level of tact or empathy, it usually won’t work.
› An individual’s Predisposition Toward Change
  • Differences
› Feeling Controlled vs Feeling Lead

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The Planning Disconnect

- What we learned in class. Is it a reality?
- Group Discussion
  - What are some differences that practicing planners see now that they didn’t learn in College?

So, where do we go from here?

LEADERSHIP & MENTORING

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What is Leadership?

› Be a Visionary
› Good Communicator
› Build Partnerships

“Don’t tell people how to do things, tell them what to do and let them surprise you with their results.”
General George S Patton

What is Leadership?

› Be a Knowledgeable Decision Maker
› Be an Agent of Change
› Lead with Passion and Honesty
› Be a Servant Leader

“Don’t tell people how to do things, tell them what to do and let them surprise you with their results.”
General George S Patton

Leadership: Diffusing a Bad Situation

› Learn to Separate the Facts from Emotion
› Understand the difference between Passion and Conflict
  • Peoples opinions have value whether you agree or not.
  • Take time to listen!
› Avoid Absolutes and Unbending Opinions
Leadership: Diffusing a Bad Situation

- Be Prepared to Talk About Multiple Options
  - When Possible
- Lead the Meeting
  - Don’t allow the public to take over the meeting
- Know When to End the Discussion
- End the Discussion with Positive Points

Leadership: Think-It-Through

Think through the planning implications of presenting/participating in a public-oriented setting.

- Planners Should Know:
  - What is included in the proposed?
  - Who will be impacted by the changes?
  - How it will impact them?
  - How they might react?
    - Understanding reasons why people might resist the changes
  - What is the political environment?

Leadership: Guiding Elected Officials

- Creating Continuous Awareness of the Code
- Interpretation of the Code
- Decision-Making
  - Code-based Decisions
  - Opinion-based Decisions
  - Fact-based Decisions
Mentor

› A friend of Odysseus entrusted with the education of Odysseus’ son Telemachus
› Someone who teaches or gives help and advice to a less experienced and often younger person
› A trusted counselor or guide

Mentoring: Why is it so important?

› Creates the Opportunity for Collaboration
› Sets Parameters for goal Achievement
› Encourages Problem Solving
› Teaches Future Leadership

Mentoring: Why is it so important?

› Enables Staff to Deal with and Learn from Diversity
› Teaches “Active Listening” and Confidence
› Opens the Lines of Communication for Older and Younger Generations
› Most Important: Reinforces Staff Retention

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Helpful Hints: Know your Audience

- Ethnic Background
- Age Diversity
- Male vs. Female
- Knowledge of the Topic
- Proximity to the Subject Matter
- Be an Educator
  - Encourage Residents to Listen

Helpful Hints: How to Run a Meeting

- Manage the Agenda
- Keep the Meeting Moving
- Set up the Room for Success
- Use Roberts Rules for Small Gatherings

Helpful Hints: Know How to React

- Lay Some Ground Rules
  - Two people talking at one time
  - Stating the same opinion over and over
  - Turning over the podium
  - Interruptions
- Avoid Buzz Words
- Slow Down your Speech Pattern

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Helpful Hints: Know How to React
› Refrain from Pointing
› Restate a Resident’s Position
   • Let them know you heard them
› Projection vs Talking Loud

Helpful Hints: Offer Key Phrases to Pacify
› “I'm glad you asked that question”
› “I can see you are upset”
› “I respect your position on this issue”
› “We have discussed your complaint to great length”
› “I think I understand how you feel”
› “I’m sorry about your inconvenience”
› “You sure have a problem; let's see if we can find a solution together”

Helpful Hints: Keeping your Cool
› Pause
   • Collect your thoughts
› Turn attention
   • To someone who might be able to re-educate
› Verify known facts
   • Reiterate big-picture benefits
› Do not take things personally
› Ask
   • “What do you think is fair?”
› Reiterate what you can do
› Remain calm
   • Keep a calm tone of voice
Helpful Hints: Feel, Felt, Found

- Acknowledge a resident’s feelings and offers explanation in a way they can listen.
  - I understand how you could feel that way
  - Others have felt that way
  - And then they found, after an explanation, that this policy protected them, so it makes sense.

How do You Feel Today?

Keeping your Cool: Life in the Public Realm

- Questions or Comments?
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