



*5th Healthy Cities: Working
Together to Achieve Liveable Cities*
Conference

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***Good Governance and achieving goals –
Getting Good Urban Plans off the Ground***

Good Governance and achieving goals

- Getting Good Urban Plans off the Ground**

The issues:

- Governance
- The Organisational Character Index (OCI)
- Analysis of subject organisation using OCI
- Strategies for achieving better outcomes



Background:

Communication:

How to access the planning system / why things don't work / demystify the complex relationships / Where do good plans go to die (and why?)

Purpose of this research:

- *An examination of the complex web of relationships inherent in governance* and how to make sense / manipulate those relationships to achieve the stated goal (not examine the merit of the plan or goal).

Subject of the Research:

Local government organisation

- Mistrust between Divisions
- Silos poor communication/ mistrust
- Lack of transparency
- Blurring & overlap of roles
- Ill defined /inconsistent relationship with external customers/stakeholders
- Lots of statistics but results are hard to gauge accurately
- Some high risk behaviour

This situation resulted in:

- Formal resolution mandating communication between Divisions

Unsatisfactory stopgap measure – need to look at the mechanics of governance and the interrelationships between stakeholders.

HOW? ... first, examine Governance

Principles for sustainable City Governance (Danish Ministry of the Environment 2007)

- *Break down silos – embrace multidisciplinary approach*
- Redistribute urban decision making – *recognise all layers of decision making/ stakeholders*
- Go Global – *look further afield for inputs*
- Embrace Chaos, Crisis and Change – *encourage flexibility*
- *Encourage urban leadership* – nurture leadership skills to address the increasingly complex interconnections in governance

From the UK (*Good Governance Standards for the Public Service 2004*)

- Engaging stakeholders and being accountable
- Developing the capacity for good governance
- Transparency in decision making
- Consideration of outcomes

- Governance involves a series of complex interrelationships between the 3 main stakeholders;
 - State
 - Market
 - Community

Benchmarks for good governance

- Interactions – *Complex network of relationships... relative power imbalances* between stakeholders.
- Transparency – *trust the system* and engage the process in good faith.
- Equity – Stakeholders should have *access to the mechanisms of governance*.

So ...how does this relate to the case at hand?

- The concept of good governance forms the benchmark
- key indicators for good governance
- When we look at our organisation we can see that some elements of good governance are missing or poorly handled.

Now....

Examine the organisation in more detail.

The Organisational Character Index – OCI

From William Bridges *The Character of Organisations*
(Davies-Black, 2000)

- Based on the Briggs Meyer Type Indicator©

OCI

This tool is used to measure an organisation's tendency in four specific areas. The tool assumes a spectrum between two approaches to each area;

Orientation	Extraversion (E)	Introversion (I)
Perception	Sensing (S)	Intuition (N)
Decision Making	Thinking (T)	Feeling (F)
How the organisation deals with the world	Judging (J)	Perceiving (P)

The initial results

Applying the OCI tool to the *whole* organisation

- The Orientation of the organisation is Introverted (not extroverted)
- The Perception of the organisation is Sensing (not Intuitive)
- The Decision Making of the organisation is based on Thinking (not Feeling)
- The way the organisation deals with the world is by Judging (not Perceiving)

ISTJ

What is an ISTJ organisation? (from Bridges 2000)

- Most stable and traditional of organisation types
- Doesn't handle unexpected change
- Typically a closed organisation
 - Internal processes not evident externally
 - Sometimes inertia prevents problems from being addressed
- Moves slowly and deliberately (has a conventional culture)
- Lives by schedules and deadlines
- Tendency to subdue disorder

What is an ISTJ organisation?

- Discourages change – may lose contact with their market
- Emphasis on methodology not outcomes
- Organisation respects experience and assumes hierarchy embodies experience
- Logic appeals – intuition and radical innovation frowned upon
- Prefer written to oral communication
- Organised functionally – tendency to have isolated domains between which communication is difficult.

Briggs 2000 p73

- *“If the organisation is a government agency...Paperwork becomes an end to itself and baroque procedures turn every undertaking into an endurance test for someone seeking assistance”*
- *“...within an organisation distortions about the true character of that section can lead to serious communication problems and power struggles that make everyday dealings difficult and render collaboration impossible”*

Observations and comments

- This is an initial analysis, further works needs to consider the characteristics of individual divisions/ teams
- Keep the mission of the organisation at the forefront of all efforts. Each organisation needs its own recipe for change based on its character and purpose
- Different professions / organisations attract certain character types. 'Strengths' and 'weaknesses' are relative to who is making the assessment.
- Leadership is vital. Where needed, change personnel or build links around them. Change the medium or route of the message if it is being blocked

What have we done so far?

- Improve communication & trust / share information
- Promote good processes
- Joint problem solving between divisions / Start small
- Share resources/ Offer training to other divisions
- Move quickly when key personnel move on. Don't let inertia take hold.
- Recognise your own role in conflict
- Acknowledge common challenges



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To Be Continued.....