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Management Philosophy

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Guiding Principles Of The Management Philosophy City Manager Michael C. Van Milligen

Step 1: Plan your work and work your plan

Step 2: Input-Oriented

Team members should take advantage of the valuable input that can be provided by residents and employees for department decision-making.

Themes for effective use of the guiding principles include:

- Believing that people of all cultures and backgrounds can provide valuable input
- Understanding the benefits of receiving input from others
- Developing the processes that capitalize on the input of others, and work to remove barriers to participation
- Adopting an open-door policy that invites input from others
- Understanding the benefits of empowering others
- Seeking first to understand and then to be understood – Steven Covey
- Motivating staff and encourage employee initiative
- Delegating tasks to maximize the use of available resources

Step 3: Problem-Solvers

Team members' approach to issues should be to focus on what can be done to solve the problem.

Themes for effective use of the guiding principles include:

- Creating programs that help others be more creative problem solvers
- Perceiving problems as opportunities
- Avoiding the use of policies to get out of having to solve the problem
- Looking to others to help solve problems
- Developing an understanding of the various cultural approaches to conflict and learn skills to adapt
- Encouraging risk-taking
- Practicing flexibility and assume good intent from participants with whom you disagree
- Understanding that bureaucracies function best in black and white issues, while most issues are varying shades of gray

Step 4: Develop Partnerships

Team members can be more effective by developing partnerships with other departments and outside organizations.

Themes for effective use of the guiding principles

- Form teams around defined tasks
- Encourage employee involvement through problem-solving task forces
- Develop team processes for decision-making and setting goals and objectives
- Facilitate the group process and develop the ability to adapt to various communication styles
- Form partnerships that reflect the variety of backgrounds and interests in the community that we serve

Step 5: Act with a sense of urgency

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