



StaffConnections, LLC

*Helping People Improve Results Through
Project Management, Planning, Facilitation, Training and Coaching*

**Florida Chapter, American Planning Association
2006 Annual Conference
Marco Island, Florida**

***Why Can't We Be Friends?
Building Effective Public-Private Sector Working Relationships
Friday, September 29, 2006***

Facilitated by:

Terry A. Clark, AICP, PMP, CPF, President
StaffConnections, LLC, and
David L. Barth, AICP, ASLA, Vice President
Glattig Jackson Kercher Anglin Lopez Rinehart, Inc (Glattig Jackson)

Session Objectives

Mr. Clark and Mr. Barth welcomed approximately 50 participants to the session and reviewed the following workshop objectives:

- Understand cultural differences and drivers for public and private sector organizations
- Identify strengths and areas for improvement within public and private sector organizations that affect working relationships
- Identify specific actions that public and private sector managers and staff can undertake to improve working relationships

Exercise 1: The Power of Culture – Defining Public and Private Sector Cultures

Mr. Clark and Mr. Barth divided the participants into two groups: public sector and private sector. The participants were fairly evenly distributed with somewhat more members of the public sector group than the private sector group.

Each group was asked to describe in single words or short phrases the culture of their respective organizations. Each group then described the items listed on their flipcharts.

Table 1 presents the results of those discussions.

Table 1 – Descriptions of Public and Private Sector Organizational Cultures

Public Sector Culture as Described by Public Sector	Private Sector Culture as Described by Private Sector
Long term thinking	Dynamic
Competence	Innovative – creative
Teamwork	Driven
Collaborative	Fast-paced
Tactful	Bottom line
Schizophrenic	Multi-jurisdictional clients
Regulatory	Client focused
Competing demands	Time sensitive – schedule driven
Hierarchical	Productive
Independent work	Education driven – internal and external
Loyalty	Technology consumptive – updating IT
Detail oriented	Repeat clients
Patient	Solution driven
Productive	Out of box driven
Bureaucratic	Positive interpretation
Multi-task	Creating culture within the company
Creative and effective outreach	Public community service
Too much to do/ not enough resources	“It’s not a hobby”
Very committed	Time = \$
Evolving (young)	
Small town mentality	
Political	
Reactionary	
Customer service orientation	
Institutional competency	
Professional	
Micro managers	
Volatile	
Citizen pressure	
Like family	
Compromising	
Incremental	

Exercise 2: Identification of Issues

Each group was then asked to write down issues with the other group that hinders positive working relationships. **Table 2** presents the results of those discussions.

Table 2 – Issues Hindering Positive Working Relationships

Issues with the Private Sector as Identified by the Public Sector	Issues with the Public Sector as Identified by the Private Sector
Pushiness (developers)	Negatively unique
Disregard for regulations	Postponement
Integrity	Old Florida Good Old Boys
Over-zealous NIMBY's	Lack of clear policy
Political	Inconsistency
Conniving	Inflexible
Greedy	Interpretation
Not concerned with common good	Self importance/stubbornness
Unresponsive	Self important legal department
Hard getting attention	Lack of good customer service
Blame others	Not returning phone calls
Don't take responsibility	Understaffed
Don't understand process	Under qualified
Cookie cutter solutions	Impatient
Don't understand politics	"Magical" thinking
Cheap	Not accountable to deadlines
Yes men (and women)	Perception is different than scope
Expect staff to do work	Lack of decision making
Incomplete/inaccurate submittals	Pushing personal agenda
End runs/going overhead	Lack of innovative problem solving
Stubborn, obstinate	Shifting sands
Arrogant	
Hounding	
Late	
Lack of context	
Nimbyism	

Exercise 3: What They Do Well

Mr. Clark and Mr. Barth then asked the two groups to identify what the other group does well and should continue doing. Those results are presented in **Table 3**.

What the Private Sector Does Well and Should Continue Doing as Identified by the Public Sector	What the Public Sector Does Well and Should Continue Doing as Identified by the Private Sector
Refined technical expertise	Genuine concern for the environment
More time for research	Dedicated and committed
Quick	Understanding of politics
Creative	Oriented to sustainable environment
Bring the \$	Esprit de corps – natural
Capacity to design good community projects	Public outreach and community pride in town
Efficient	
Above and beyond minimums	
Technologically savvy	
Politicians listen to them	
Client oriented	
More resources	
Keep showing up - persistent	

The Role and Benefits of Project Management

Mr. Barth briefly explained that when he first facilitated a session on the subject of public and private working relationships, it became apparent to him and Mr. Clark that the project management process could be used to alleviate many of the issues arising from the public and private sector working relationship.

Mr. Barth and Mr. Clark gave a brief overview of the five processes of project management and how they could be used to address public and private sector working relationships. The five process of project management are: Initiating; Planning; Executing; Controlling; and, Closing.

Exercise 4: Recommended Actions

The groups were then asked to identify those things that their own sector can do to benefit their working relationship. **Table 4** presents the results of those discussions.

Table 4 – Actions to Improve Working Relationships

Actions that the Private Sector Can Do as Identified by the Private Sector	Actions that the Public Sector Can Do as Identified by the Public Sector
Put resources on web for client to use	Communicate effectively
Acknowledge public person contributions	Identify landmines
Partnering – risk assessment and risk management	Invest in technology
Defining community protocol	Focus on common ground
Develop tool kits	Clear regulations
Take time to understand political process	Receptive to alternatives
	Share budget information
	Let client know timelines

Participants agreed that the session provided them with insight to help them in their work with public sector clients and consultants and that it would be helpful to get a copy of the results of the session. Mr. Clark agreed to write up the results and e-mail them to the participants.

Facilitator Bios

Terry A. Clark, AICP, PMP – Mr. Clark is President and founder of StaffConnections, LLC (www.staffconnections.com) a professional services firm committed to improving employee performance through project management, planning, training, facilitation and coaching. Mr. Clark held several management and leadership positions at the South Florida Water Management District, Treasure Coast Regional Planning Council and Collier County. Mr. Clark was also Vice President in Charge of Planning for an environmental engineering and planning consulting firm in Palm Beach County. Mr. Clark has a Bachelor of Arts degree and a Master of Science degree in geography, and a Master of Science degree in human resource development. He is certified as a Project Management Professional (PMP) by the Project Management Institute, is a member of the American Institute of Certified Planners (AICP) through the American Planning Association and a Certified Professional Facilitator (CPF) by the International Association of Facilitators. Mr. Clark is also a qualified administrator of the Myers-Briggs Type Indicator. Mr. Clark is the author of the book entitled *Project Management for Planners: A Practical Guide* (ISBN 1-884829-63-5) published in January 2002 by the American Planning Association Planners Press.

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David L. Barth, AICP, ASLA - is the Vice President of Glattig Jackson Kercher Anglin Lopez Rinehart, Inc (Glattig Jackson) and Principal-in-Charge of the West Palm Beach office of Glattig Jackson, a 100 + person Community-Planning firm with offices in West Palm Beach, Orlando and Atlanta. Dave specializes in community visioning, strategic planning, parks and open space system planning, redevelopment planning and natural resource management planning, working with communities throughout Florida and the southeast. Representative projects include the Martin County Sustainable Communities Vision Plan; City of Coral Gables Parks and Open Space Plan; Jupiter Inlet Village Redevelopment Plan; Indian Riverside Park Master Plan; and the Suwannee River Water Management District Strategic Recreation Plan.

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Culture

Basic Assumptions, Values and Norms Drive Practices and Behaviors

Shared attitudes, values and beliefs.

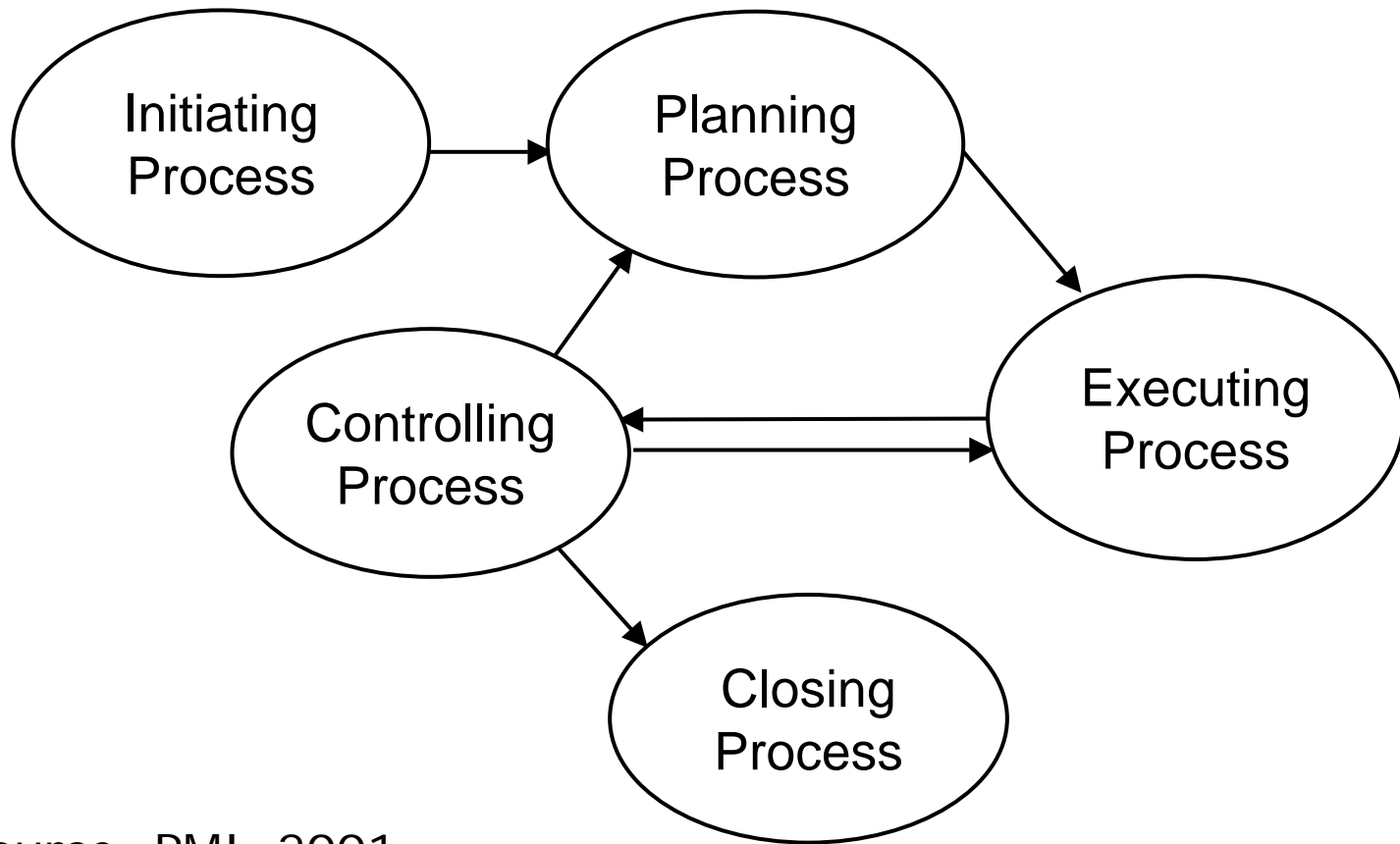
“How we do things around here.”



How would you answer the following questions about your organization?

- What 10 words would you use to describe your company?
- Around here what is really important?
- Around here who gets promoted?
- Around here what behaviors get rewarded?
- Around here who fits in and who doesn't?

The Five Processes of Project Management



Source: PMI, 2001

Drivers of Public and Private Sector Organizations

Public Sector Drivers

- Idealism leading to strong dedication
- Commitment to a larger “mission”
- Desire to do the right thing
- Money as a means to an end

Private Sector Drivers

- Project-oriented culture
- Deadline driven
- Bottom line orientation
- Flexibility