

# FLA. LEAGUE OF CITIES

## **PURPOSES OF CITY COUNCIL DISCUSSION ON JAN. 6:**

- BRIEFLY DESCRIBE FLORIDA LEAGUE OF CITIES
- ENCOURAGE PARTICIPATION BY CITY COUNCILORS
  - TARGETED F.L.O.C. PROGRAMS
  - REGIONAL OFFSHOOT: S.W.F.L.O.C.

## **INCLUDED FOR BACKGROUND:**

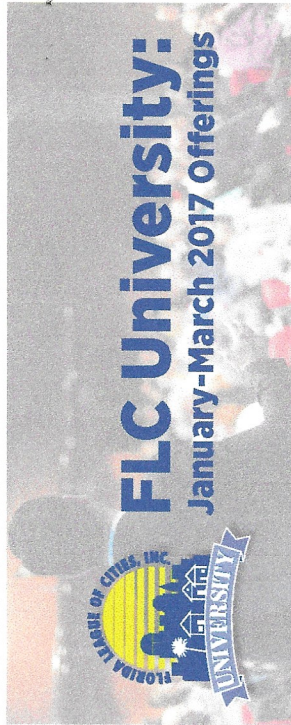
- Sample display of F.L.O.C. training (“FLC University”)
- Sample agenda for S.W.F.L.O.C. meeting (bimonthly)
- Sample agenda for I.E.M.O. class
  - I.E.M.O. = Institute for Elected Municipal Officials
  - Designed to concentrate and fast-track certain skills
- Sample materials reviewed in I.E.M.O. class
  - Summary of Myers-Briggs Type Indicator
  - Summary of “Open Space Meetings” prototype



## Exclusive Training for Florida League of Cities Members – Elected Officials and Staff

### FLC UNIVERSITY MAKES BUILDING YOUR KNOWLEDGE EASY, WITH FEATURES INCLUDING:

- » **Hot-topic courses.** Training on issues of importance to Florida's elected city officials and staff.
- » **Cost-effective training.** Most courses are free to League members.
- » **Training specifically for elected officials.** New to office? The IEMO is for you as you learn the requirements of your new role. Two advanced courses for elected officials address more complex leadership and policy issues.
- » **Convenience.** Courses are held on-demand at your location, regionally, online and at the League's centrally located facility in Orlando.
- » **Training in ethics.** Held several times a year, the League's four-hour class meets the state's requirements for annual ethics training.



#### ORLANDO TRAINING CENTER CLASSES\*

**135 E. Colonial Drive** – located near I-4 and downtown.

Two classes are held each day.

Stay for both classes and we'll provide your lunch!

#### January 12

##### **CIVICS AND GOVERNING**

- » Understanding Florida's Local Governments
- » How to Develop a Citizens' Academy

#### January 19

##### **LEADERSHIP**

- » Leadership Lessons from Peanuts™
- » Turning Conflict Around

#### January 26

##### **SOCIAL MEDIA**

- » Social Media Uses and Abuses
- » Developing a Social Media Policy

#### March 2

##### **ETHICS AND SUNSHINE**

- » Creating and Maintaining a Culture of Ethics
- » State-Mandated Ethics Training (4 hours)

#### March 16

##### **COMMUNICATION**

- » Effective Team Communication
- » Presenting to Council: Alone at the Dias

#### March 30

##### **PUBLIC ENGAGEMENT**

- » Public Engagement: What You Design Matters
- » Engaging Youth: Models for Bringing Youth to Your City's Table

#### GENERAL INFORMATION

\*There is no charge for these workshops and webinars.

\*\*There is a charge for the IEMO classes.

To register, visit the League's training calendar at [floridaleagueofcities.com](http://floridaleagueofcities.com). For more information, visit the training calendar or contact Shwanda Barnette at [sbarnette@fcities.com](mailto:sbarnette@fcities.com) or visit [fcuniversity.com](http://fcuniversity.com).

#### ELECTED OFFICIALS - IEMO CLASSES\*\*

The **Institute for Elected Municipal Officials (IEMO)** is now in its 25th year.

**IEMO - January 20-22**

Cocoa Beach Hilton Oceanfront

**ADVANCED INSTITUTE - April 28-29**

Daytona Beach

**IEMO III (Invitation only) - March 10-11**

Tampa

#### "SAFE CITIES, SAFE FLORIDA" SUMMIT SERIES - Your City at Risk: Be Prepared\*

**FLC President Susan Haynie** chose **Safe Cities, Safe Florida** as her presidential initiative. This summit series will help your city identify risk areas and provide tools for reducing or eliminating those risk factors. This daylong workshop will be held:

**February 17**

**Northwest:** Crestview, Warriors Hall

**Central:** Altamonte Springs, Eastmonte Community Center

**March 3**

**Southwest:** St. Pete Beach, Community Center

**February 24**

**Southwest:** St. Pete Beach, Community Center

**March 3**

**Northwest:** Crestview, Warriors Hall

**March 24**

**Central:** Altamonte Springs, Eastmonte Community Center

**March 31**

**Southwest:** St. Pete Beach, Community Center

#### WORKSHOP\*

**February 24** – Tallahassee

Grants: A 360-Degree Perspective

#### ONLINE LEARNING\*

**January 12** – Ethics Law Update: Opinions, Cases and Controversies

**February 2** – Enhancing Municipal Services with AmeriCorps Funding and Challenges

**February 9** – Leadership: Opportunities and Challenges

**February 23** – Emergency Management 101

**March 2** – 2017 Legislative Preview

**March 9** – What Our Citizens Are Thinking: Current Public Opinion

All sessions are recorded and placed in our on-demand learning library. Visit our website to view these sessions.





Southwest Florida League of Cities

Thursday September 19, 2019

**1:00 p.m. sharp**

Village of Estero Council Chambers  
9401 Corkscrew Palms Circle  
Estero, Fl 33928

1. Call to order: Invocation, flag salute, Welcome from President Ribble, introduction of elected officials, roll call, quorum establishment
2. Presentations: Chauncey Goss, Chairman of the South Florida Water Management District  
C. Scott Dudley, Florida League of Cities Legislative Affairs Director
3. Minutes: May 16, 2019\* (need motion and approval by voting members)
4. Reports: Executive Director & Financial Report\* (need motion & approval by voting members)
5. Unfinished Business:
  - a. Meeting dates: November 21<sup>st</sup> meeting, 1/16/2020, 3/19/2020, 5/21/2020, 7/16/2020, 9/17/2020, 11/19/2020
6. New Business: SWFLC Travel Policy for Voting Members
7. Announcements: Each voting member report city's highlights (3 minutes each)
8. Announcements from the floor
9. Adjournment



# FLORIDA LEAGUE OF CITIES, INC.

Events My Account

## 2019 IEMO IV: Municipal Leadership



The 2019 IEMO IV class will be held November 15-16, at the close of Legislative Conference, in the Embassy Suites Orlando - Lake Buena Vista South.

Registration is limited to the first 25 elected municipal officials who are graduates of the Basic IEMO, Advanced IEMO, AND IEMO III, only.

Building on the insights gained in IEMO III, **IEMO IV:**

**Municipal Leadership** provides both a deeper dive into our own preferences as leaders (and working with those of others) and a rich environment for sharing our experiences and envisioning the future of Florida's municipalities. Due to the design of this training, it is one elected officials can repeat on an annual basis. However, every eligible official from your municipality should have the opportunity to attend before you repeat this class.

The IEMO IV agenda is as follows:

### Friday

- 12:00-12:30 Registration/Lunch
- 12:30 -1:00 Introductions and Explanations
- 1:00-5:30 Types and Traits: Leadership and Personality (MBTI and FIRO-B)
- 5:30-6:00 Break
- 6:00-6:30 Reception
- 6:30-7:15 Dinner
- 7:15-8:00 The Future of Florida's Cities (Initiating the Open Space Meeting Process)

### Saturday

- 8:00-8:30 Breakfast
- 8:30-3:30 The Future of Florida's Cities (Open Space Meeting Process)(includes lunch)

Need help logging in or creating an account?

[Help me!](#)

### Important note concerning registration confirmations:

We need the email address of the registrant(s) in order to send confirmations. Please provide the email address of the attendee(s) using the badge information link located directly below the registration button.

If you are not the attendee, you will have the option to send yourself copies of the email confirmation(s) after submitting the registration(s), at the end of this sign-up process.



# Personality Type Basics and Dynamics

Personality doesn't determine behavior, but it influences the choices that determine how we act. The first part of this section offers an introduction to Swiss psychologist Carl Jung's model of personality type. If you are already familiar with Jung's work, this information will serve as a review. If you are new to personality type, you may want to read more about it in Isabel Briggs Myers' *Introduction to Myers-Briggs® Type*. The second part takes type to a deeper level, exploring the concept of type dynamics.

## TYPE BASICS

The personality type framework discussed in this booklet derives from Carl Jung's work, as refined by Katharine Briggs, Isabel Briggs Myers, and many others. Briggs and Myers developed the *Myers-Briggs Type Indicator®* (MBTI) assessment, a widely administered tool that helps people identify their *personality preferences*. A critical part of interpreting MBTI results is validating the assessment's findings by comparing them to your experience to determine your "best-fit" type. If you have not yet validated your type, please consult with an MBTI® Certified Practitioner or visit [www.mbtionline.com](http://www.mbtionline.com) to take the assessment and complete an interactive online verification process. After you have determined your best-fit type, you will be equipped with enhanced self-awareness and ready to improve your leadership.

There are two basic components of the Myers-Briggs personality type system:

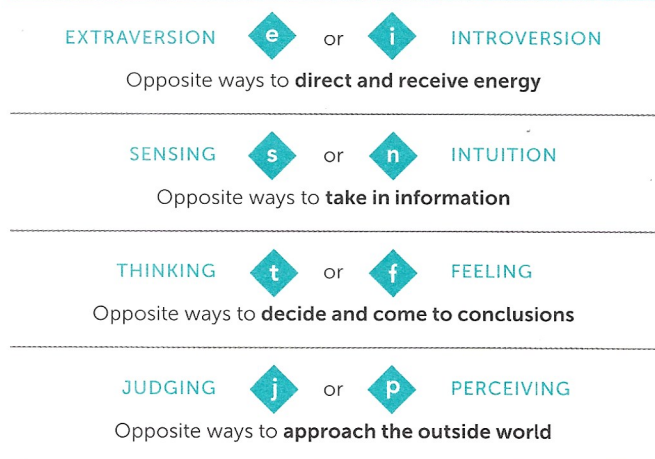
- The four *preference pairs*—pairs of opposite type preferences
- The 16 four-letter *types*—personality patterns resulting from the interaction of people's choices on the four preference pairs

## The Four Preference Pairs

The fundamental differences between people, in terms of the four basic ways in which they use their mind, are described by the four preference pairs: Extraversion–Introversion (E–I), Sensing–Intuition (S–N), Thinking–Feeling (T–F), and Judging–Perceiving (J–P). Figure 1 illustrates the four preference pairs.

The four pairs of opposite preferences describe four different aspects of personality, as shown on the next page.

FIGURE 1 | THE FOUR PREFERENCE PAIRS



---

### The way you direct and receive energy

**e** **EXTRAVERSION**  
People who prefer Extraversion tend to direct their energy toward the outside world and get energized by interacting with people and taking action.

**i** **INTROVERSION**  
People who prefer Introversion tend to direct their energy toward their inner world and get energized by reflecting on their ideas and experiences.

---

### The way you take in information

**s** **SENSING**  
People who prefer Sensing tend to take in information that is real and tangible. They focus mainly on what they perceive using the five senses.

**n** **INTUITION**  
People who prefer Intuition tend to take in information by seeing the big picture. They focus mainly on the patterns and interrelationships they perceive.

---

### The way you decide and come to conclusions

**t** **THINKING**  
People who prefer Thinking typically base their decisions and conclusions on logic, with accuracy and objective truth the primary goals.

**f** **FEELING**  
People who prefer Feeling typically base their decisions and conclusions on personal and social values, with understanding and harmony the primary goals.

---

### The way you approach the outside world

**j** **JUDGING**  
People who prefer Judging typically come to conclusions quickly and want to move on, and take an organized, planned approach to the world.

**p** **PERCEIVING**  
People who prefer Perceiving typically look for more information before coming to conclusions and take a spontaneous, flexible approach to the world.

## The 16 Personality Types

The eight preferences in the four preference pairs shown in Figure 1, when combined in all possible ways, form a total of 16 four-letter types. Table 1 shows the 16 types and some of the characteristics typically associated with each.

## TYPE DYNAMICS

---

The four letters of your type also contain important hidden information—including information about the four mental processes and clues about your development path.

## The Four Mental Processes

The four preferences in the middle two preference pairs (Sensing, Intuition, Thinking, and Feeling) describe the important elements of how a person uses his or her mind. These are referred to as the *mental processes*. Sensing and Intuition, known as the *perceiving processes*, describe two opposite ways people tend to take in information. Thinking and Feeling, the *judging processes*, describe two opposite ways people tend to make decisions and come to conclusions.

Each of these four mental processes takes on a different character depending on whether it is directed toward the outside world (extraverted) or toward one's inner world (introverted). This refinement of the four processes yields the eight patterns of mental activity shown in Figure 2, on page 8.



TABLE 1 | CHARACTERISTICS FREQUENTLY ASSOCIATED WITH EACH TYPE

ISTJ	ISFJ	INFJ	INTJ
<p>Quiet, serious, succeed by being thorough and dependable. Practical, matter-of-fact, realistic, and responsible. Decide logically what should be done and work toward it steadily, regardless of distractions. Take pleasure in making everything orderly and organized—their work, their home, their life. Value traditions and loyalty.</p>	<p>Quiet, friendly, responsible, and conscientious. Committed and steady in meeting their obligations. Thorough, painstaking, and accurate. Loyal, considerate, notice and remember specifics about people who are important to them, concerned with how others feel. Strive to create an orderly and harmonious environment at work and at home.</p>	<p>Seek meaning and connection in ideas, relationships, and material possessions. Want to understand what motivates people and are insightful about others. Conscientious and committed to their firm values. Develop a clear vision about how best to serve the common good. Organized and decisive in implementing their vision.</p>	<p>Have original minds and great drive for implementing their ideas and achieving their goals. Quickly see patterns in external events and develop long-range explanatory perspectives. When committed, organize a job and carry it through. Skeptical and independent, have high standards of competence and performance—for themselves and others.</p>
ISTP	ISFP	INFP	INTP
<p>Tolerant and flexible, quiet observers until a problem appears, then act quickly to find workable solutions. Analyze what makes things work and readily get through large amounts of data to isolate the core of practical problems. Interested in cause and effect, organize facts using logical principles, value efficiency.</p>	<p>Quiet, friendly, sensitive, and kind. Enjoy the present moment, what is going on around them. Like to have their own space and to work within their own time frame. Loyal and committed to their values and to people who are important to them. Dislike disagreements and conflicts, don't force their opinions or values on others.</p>	<p>Idealistic, loyal to their values and to people who are important to them. Want to live a life that is congruent with their values. Curious, quick to see possibilities, can be catalysts for implementing ideas. Seek to understand people and to help them fulfill their potential. Adaptable, flexible, and accepting unless a value is threatened.</p>	<p>Seek to develop logical explanations for everything that interests them. Theoretical and abstract, interested more in ideas than in social interaction. Quiet, contained, flexible, and adaptable. Have unusual ability to focus in depth to solve problems in their area of interest. Skeptical, sometimes critical, always analytical.</p>
ESTP	ESFP	ENFP	ENTP
<p>Flexible and tolerant, they take a pragmatic approach focused on immediate results. Bored by theories and conceptual explanations; want to act energetically to solve the problem. Focus on the here and now, spontaneous, enjoy each moment that they can be active with others. Enjoy material comforts and style. Learn best through doing.</p>	<p>Outgoing, friendly, and accepting. Exuberant lovers of life, people, and material comforts. Enjoy working with others to make things happen. Bring common sense and a realistic approach to their work, and make work fun. Flexible and spontaneous, adapt readily to new people and environments. Learn best by trying a new skill with other people.</p>	<p>Warmly enthusiastic and imaginative. See life as full of possibilities. Make connections between events and information very quickly, and confidently proceed based on the patterns they see. Want a lot of affirmation from others, and readily give appreciation and support. Spontaneous and flexible, often rely on their ability to improvise and their verbal fluency.</p>	<p>Quick, ingenious, stimulating, alert, and outspoken. Resourceful in solving new and challenging problems. Adept at generating conceptual possibilities and then analyzing them strategically. Good at reading other people. Bored by routine, will seldom do the same thing the same way, apt to turn to one new interest after another.</p>
ESTJ	ESFJ	ENFJ	ENTJ
<p>Practical, realistic, matter-of-fact. Decisive, quickly move to implement decisions. Organize projects and people to get things done, focus on getting results in the most efficient way possible. Take care of routine details. Have a clear set of logical standards, systematically follow them and want others to also. Forceful in implementing their plans.</p>	<p>Warmhearted, conscientious, and cooperative. Want harmony in their environment, work with determination to establish it. Like to work with others to complete tasks accurately and on time. Loyal, follow through even in small matters. Notice what others need in their day-to-day lives and try to provide it. Want to be appreciated for who they are and what they contribute.</p>	<p>Warm, empathetic, responsive, and responsible. Highly attuned to the emotions, needs, and motivations of others. Find potential in everyone, want to help others fulfill their potential. May act as catalysts for individual and group growth. Loyal, responsive to praise and criticism. Sociable, facilitate others in a group, and provide inspiring leadership.</p>	<p>Frank, decisive, assume leadership readily. Quickly see illogical and inefficient procedures and policies, develop and implement comprehensive systems to solve organizational problems. Enjoy long-term planning and goal setting. Usually well informed, well read, enjoy expanding their knowledge and passing it on to others. Forceful in presenting their ideas.</p>

Source: *Introduction to Myers-Briggs® Type*, Copyright 1998, 2015 by Peter B. Myers & Katharine D. Myers. All rights reserved. Myers-Briggs and MBTI are trademarks or registered trademarks of The Myers & Briggs Foundation in the United States and other countries.



# MYERS-BRIGGS TYPE INDICATOR® | STEP II™ INTERPRETIVE REPORT

Prepared for  
**LARRY HONIG**

October 19, 2019

Interpreted by  
**Dr. Scott Paine**  
FLCU  
Florida League of Cities

Developed by  
**Naomi L. Quenk, PhD**  
**Jean M. Kummerow, PhD**

 The Myers-Briggs  
Company

+1 800 624 1765 | [www.themyersbriggs.com](http://www.themyersbriggs.com)

Myers-Briggs Type Indicator® Step II™ Interpretive Report Copyright 2001, 2003, 2015 by Peter B. Myers and Katharine D. Myers. All rights reserved. Myers-Briggs Type Indicator, Myers-Briggs, MBTI, Step I, Step II, the MBTI logo, and The Myers-Briggs Company logo are trademarks or registered trademarks of The Myers & Briggs Foundation in the United States and other countries.





---

# Leadership Report Using the FIRO-B® and MBTI® Instruments

Developed by Eugene R. Schnell

---

Report prepared for

**LARRY HONIG**

October 19, 2019

Interpreted by

**Dr. Scott Paine**

**FLCU**

**Florida League of Cities**



CPP, Inc. | 800-624-1765 | [www.cpp.com](http://www.cpp.com)

Leadership Report Using the FIRO-B® and MBTI® Instruments Copyright 1999, 2005, 2009 by CPP, Inc. All rights reserved. FIRO-B, the FIRO-B logo, and the CPP logo are trademarks or registered trademarks and Fundamental Interpersonal Relations Orientation—Behavior is a trademark of CPP, Inc., in the United States and other countries. Myers-Briggs Type Indicator, Myers-Briggs, MBTI, Introduction to Type, Step II, and the MBTI logo are trademarks or registered trademarks of the Myers & Briggs Foundation in the United States and other countries.

An Introduction to Open Space Meetings  
Scott C. Paine, Ph.D.

In most large meetings, most elements of the meeting are controlled by some small, preselected group of people. Whether we are talking about a city council meeting or a student government meeting, this small group usually controls or at least profoundly influences:

- The subject matter(s) covered in the meeting
- The order in which subjects are covered
- How much time is allotted to each subject
- How much time is allotted to each speaker
- What form of action (if any) results

There are good reasons for giving this control to selected individuals or small groups, especially when they have earned that role through a process of election or appointment.

But it's not the only way to have a meeting. And, in some cases, it's far from the best way.

What if . . .

- Anyone could introduce a subject
- Anyone could decide when to discuss the subject he/she wanted to introduce
- Everyone could decide, by individual action, how much time they chose to allot to a subject
- Everyone could decide, by individual action, how much time they chose to allocate to each speaker
- Everyone could decide, by individual action, what form of action (if any) would result

Impossible, right? Or, if not impossible, guaranteed to be utter chaos.

It's neither impossible nor chaos. It's an open space meeting.

An open space meeting is a set of conversations taking place at the instigation of meeting participants around a common question. Sometimes, multiple conversations are going on simultaneously in different parts of the 'space'. Sometimes, everyone is involved in one conversation. It all depends on the participants' choices.

Conversations start when one or more participants call for a conversation about a subject. They end when the one(s) who called for that conversation decide they want to stop. And each conversation leads to the creation of a short summary of the conversation to be shared with all meeting participants, whether or not they were a part of the conversation.

There are **four principles** that underlie effective open space meetings:

- 1. Whoever comes (to the conversation), they are the right people.**
- 2. Whatever happens is the only thing that could have happened.**
- 3. Whenever the conversation starts is the right time.**
- 4. When the conversation is over, it is over.**

There also is one law or overarching rule to which all open space meeting participants must commit if the meeting is to be productive. It's called **The Law of Two Feet**:

**Use your feet  
to get to the place  
where you can make a difference**



An Introduction to Open Space Meetings  
Scott C. Paine, Ph.D.

Here are some tips for getting the most out of our open space meeting:

**Remember the principles**

- Even if you are the only one present for a conversation, if that conversation is important to you, have it with yourself, then write up your thoughts as your report.
- Times are flexible. Use your start time as a guide, and, when it seems like the conversation is over, that's the end time.
- Since whoever is there is part of the group that should be there, give space for each person to participate and treat each person with respect, whether you agree with them or not.
- Be open to what happens. Don't come to a conversation with a pre-determined outcome in mind (even if you are the one who called for the conversation).

**Remember the law**

- If you do not feel you can make a useful contribution to the conversation, thank everyone in the group, get up on your two feet, and find a conversation where you can make a difference.
- You are free to leave and join conversations at any time, not just at the specified start or end times.
- Making a difference doesn't mean you have to be an expert, or that your ideas have to persuade others. If you can enrich the conversation, that's making a difference.

**If you call for a conversation, remember three things:**

- **Be flexible.** People may ask you to combine with another group or change your time or location. You are free to decide what to do but be open to the possibility that change is good.
- **Be facilitative.** Calling for a conversation doesn't mean that you should dominate the conversation. Your job is to facilitate the conversation. Invite everyone who attends to contribute and give them space to do so. Feel free to speak; feel a special obligation to listen.
- **Be attentive.** When the conversation you called for ends, you'll need to type up a short summary to share with all open space meeting attendees. So be attentive to what is said and take good notes.

One more thing: since everything about this meeting (other than the framing question) is subject to your influence, that means your experience will be profoundly influenced by . . . you. If you wish a topic was being discussed that isn't being discussed, call for a conversation about that topic. If you believe that important perspectives aren't being heard in a conversation, call for another conversation and facilitate so that all perspectives can be heard.

And if you feel like you're the only one who thinks a certain way about something, then call for a conversation to discuss it. If you're the only one who attends that conversation, organize your thoughts and write up your report to be shared with all attendees.