

OREGON APWA



FALL 2011 CONFERENCE

The Effect of the Economy

“Salaries are not keeping up with rising costs. Employees are concerned with their personal buying power. Professionally, we have more work with less resources and this burden is weighing greatly on staff.”

Push



Michael Maloney / The Chronicle

No Quick Fix



Objective

1. Change

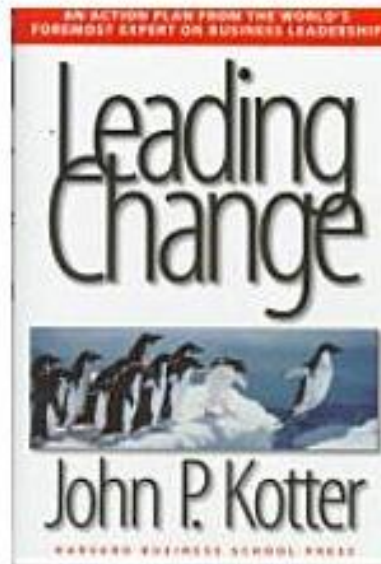
- What gets in the way change
- Why an organization resists change
- An incremental approach to change
- How Leadership drives change

2. Practical Application

- Lean Office
- Technology; leveraging & new
- Next Steps & Resources



Leading Change



8 Common Errors

1. Complacency:
 - Without a high sense of urgency significant change simply will not happen
2. Failure to create a powerful guiding coalition (team)
 - Not about a leader & a few managers;
 - All levels must pull together.
3. Underutilizing the power of vision
 - Rational, attainable
 - One that directs , aligns and inspires
4. Under communicating the vision
 - In word & deed



8 Common Errors

5. Ignoring obstacles (real or imagined)
 - Operating within narrow job categories
 - Lack of empowerment, innovation,
 - Supervisor or management refuse to adopt to change
6. Failure to create short term wins.
 - Real transformation takes time
 - Loss of momentum without short term goals to meet & celebrate
7. Declaring victory too soon
 - Change must sink deeply into a culture
 - New approaches are fragile and subject to regression
8. Failure to Anchor Change
 - “They way we do things around here”



The Consequence

- New strategies aren't implemented well
- Reengineering takes too long ; cost too much
- Fail to get costs under control, increase productivity or increase morale
- Complacency, discouragement, fear



Keys

1. Why an organization resists change
2. Integrating a multi-stage process
3. How Leadership can drive the process



Why Resistance?

1. Myopia, Inwardly focused
2. A culture paralyzed by bureaucracy, political jockeying;
3. Low level of trust, lack of teamwork , silos
4. General human fear of the unknown
 - Each of us respond to change in different ways



Ever Been Derailed?



Why Resistance?

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Multi-State Process

1. Successful change of any magnitude goes through stages in sequence
 - External and internal conditions affect the outcome
2. Skipping a stage or getting too far ahead will always create a problem



8 Stage Approach

4. Communicate The Vision

- Not “once and done”
- Use every vehicle possible; creatively, consistently communicate and reinforce

5. Get Rid of Obstacles

- Mindsets, Systems or Structures that undermine the vision
- Such will need to be shaken up and torn apart

6. Build in short term wins

- Create a path for visible/measurable improvement
- Recognize/reward people who make wins possible



8 Stage Approach

7. Consolidate & Leverage Gains

- Increased credibility to change **all** systems, structures, policies
- Reinvigorate by going after the next project

8. Anchor new approaches within the culture.

- Better performance to customer behaviors.
- More productivity oriented processes
- Innovation, collaboration
- Ensure future leadership & succession



How Leadership Drives Change



Management

Management is a set of processes that can keep a complicated system of people and technology running smoothly.

- *Includes planning, budgeting, organizing, staffing, controlling and problem solving*

Management produces a degree of predictability and order



Leadership

Leadership is a set of processes that creates an organization in the first place and/or adapts them to significantly changing circumstances.

Leadership defines what the future should look like.
Aligns people with a vision, then
inspires them toward it despite the obstacles.



Only Leadership

- Will blast through the sources of organizational inertia.
- Motivate action needed to alter behavior
- Anchor that change within culture



Leading Change

Management

Leadership

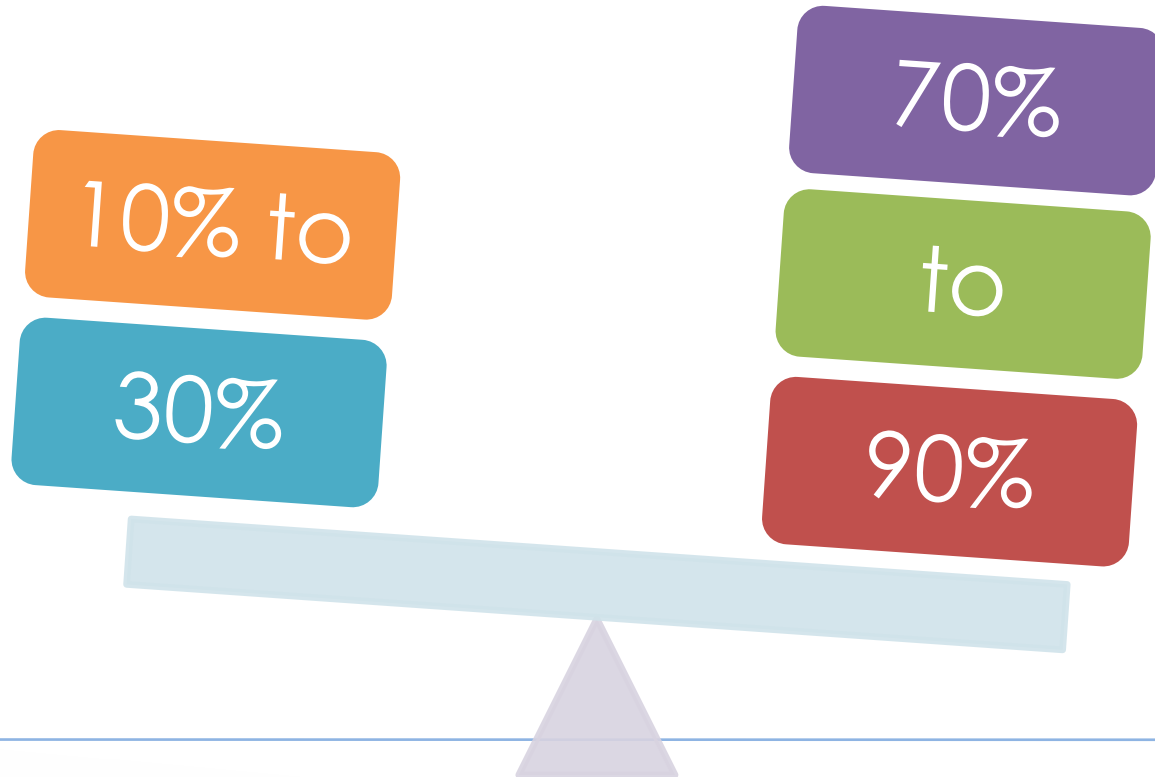
10% to

30%

70%

to

90%



Sustaining Change

Management

70%

to

90%

Leadership

10% to

30%



Integrity & Risk



Risky Business....

“Remove poor managers that are just out for themselves”

“Sticking to policies and practices that are out of date or not working in current work environment”

“....more visionary and less focused on immediate issues”

“We need to do more of our own work, and not so much with private company's”

“Poor performance by some offices have not been dealt with effectively. In good times, it can be absorbed, in bad times it hurts everyone”

Integrity

“Working in the best interest of the citizens and the business community”

“Fiscal responsibility, Technical accuracy. Management and leadership by example, from the front.”

“Working smarter with the resources we have, not cheaper. Reaching out to stakeholders in developing innovative solutions...”

“Doing what is right openly and without hidden agendas.”

“Making sure that everything we do is for the good of the city ; that the ratepayers are getting the best projects for the tax payers money.”

Leadership Skills

If your time at work encourages and allows you to develop leadership skills; you will develop leadership skills....



Leadership Skills

Thriving organizations will have **L**eadership with a capital “L” at the top .

&

In a more modest sense **l**eadership (“l”) *throughout* the organization.



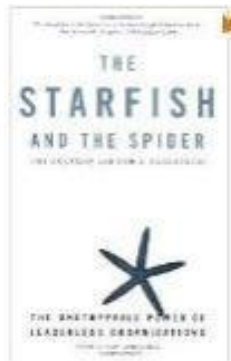


Gumby



The 21st Century Organization

- Flatter
- Leaner
- Innovative



A Devine Gift?



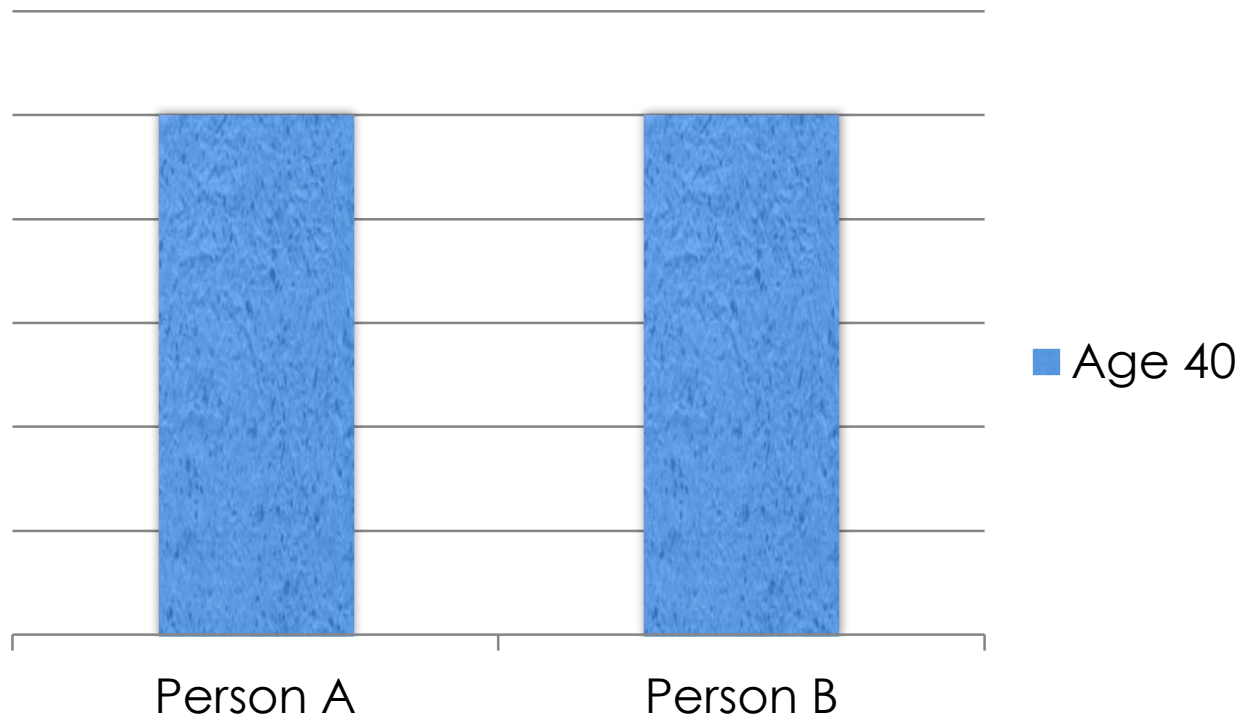
" Nothing inherent in human DNA prevents growth in later life".

Life Long Learning



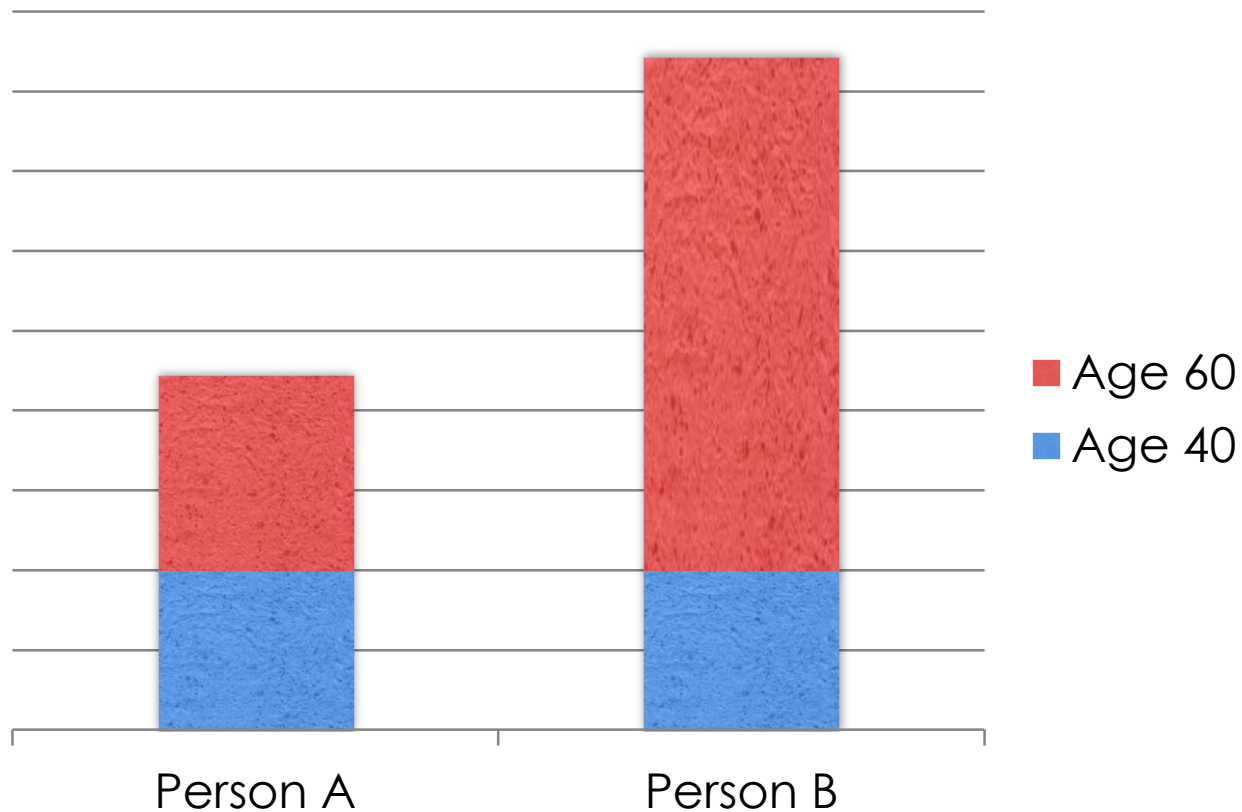
Skill & Experience

- Units of Capacity 100
Age 40



Compounded Growth

- Units of Capacity 122 vs. 321



More with Less



Process Improvement

“Letting staff know about changes before they reach the grapevine...”

“(We) have not been organized across departments in process changes”

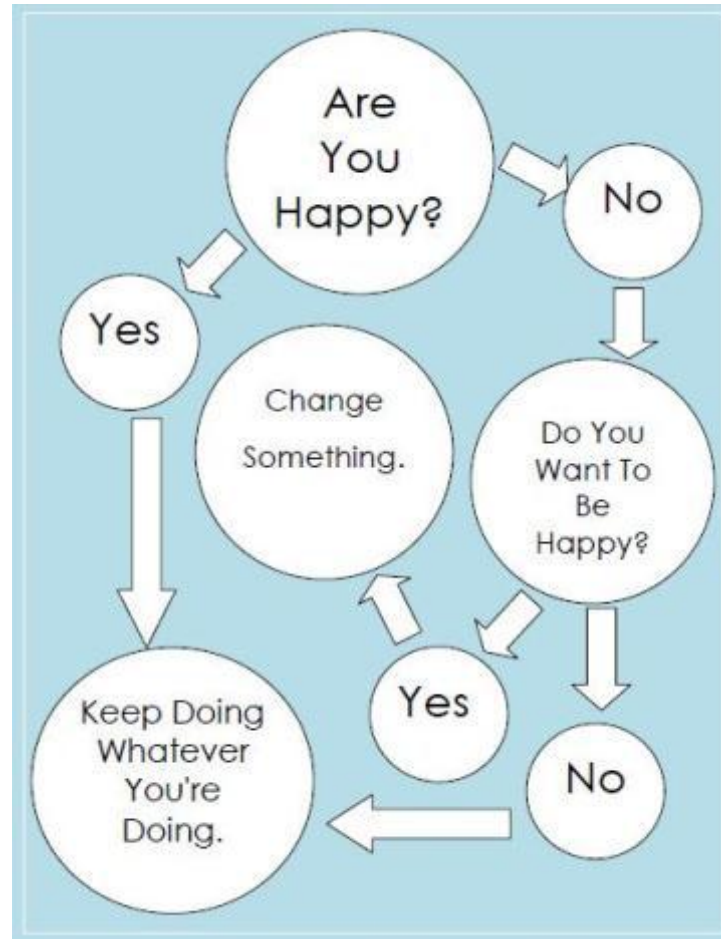
“Budget prioritization”

“Educate public leadership in the realities of public versus private professional salaries and benefits.”

Collaboration



Are You Happy?



Resources

