Vision?

How Namby Pamby!!

Our Vision: Being Minnesota’s favorite place.
Our Values: Be responsible. Treat people right. Build a better future.
Here’s the Situation:

- Team hasn’t had a leader in two years.
- Group redefined key work conditions.
- Prolonged service delivery times without agreement from their clients.
- Collectively demanded relocating a co-worker that was too loud.
New Situation:

- Team gets a new supervisor.
- Within a few months, new supervisor hit with two hostile work environment claims from two employees.
- Lots of chaos and disruption.
- Employees complaining of micromanaging.
What had she done?!!:

- Established clear criteria around scheduling, service, professionalism, and teamwork.

What’s the one mistake the new supervisor made?
Thinking there had been a leadership vacuum!!

There is never a leadership vacuum.
Let’s apply this lesson to county government:

• If the County Board does not supply leadership to the organization, who will? Who gets to govern if not you?

• Whose interests will they most likely advance: yours or theirs?

• If the County Board hasn’t historically supplied leadership, how well will it likely be received now?
Micromanagement is a management style whereby a manager closely observes or controls the work of subordinates or employees. Micromanagement generally has a negative connotation.

Wikipedia

So, is that a good thing or a bad thing?

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The term “micromanagement” is used to mean an action that has a disparaging, derogatory, or belittling effect.

So, what’s a good public servant who wants to make a positive difference to do?
A Houleism to take home and nurture:

"If the staff doesn’t want the Board to micromanage, then they need to get the hell out of the business of governing. If the Board doesn’t want the staff to govern, then they need to get the hell out of the business of micromanaging."
When you hear the term “micromanaging,” I want you to think leadership misalignment. It is telling you that you are out of alignment.

There is an easier, softer way.
The cure: **Stay in your lane:**

- The **County Board** leads and governs the organization. Politics!
- The **staff** administers the policies and wishes of the Board*. Administration!

*Unless what they want is illegal, immoral, or unethical.

**Best barometer of misalignment:** Lots and lots of chaos and fighting. **Bad** recipe for effectiveness!
How do you govern:

- **Collective gasp!**: Establish a clear **vision** of where you want the organization to go.
- Define your **mission** in a clear and easy-to-remember way.
- Declare the **values** against which you invite people to hold you accountable.
Cascade from the top:

• Determine **clear organizational priorities**.
• Develop measurable objectives that tell you when you are achieving those things. **Outcomes**
• Cascade the component parts all the way through the organization to line staff’s duties and responsibilities. **Inputs**.
• This is how you keep the train running on time.

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Other necessary components:

- **Use policies to provide guidance to staff** on how you want them to handle repetitive circumstances. Personnel policies, finance policies, IT policies, and on and on. **Govern through the broad strokes** to be most effective.

- **You cannot effectively manage a multi-million organization transaction by transaction:** to try is to cede your authority to someone else!!
Other necessary components:

• **Develop a strategic plan** every year to define key objectives for the coming year.

• Include these in **budget**

• **Assign projects** to leaders necessary to achieve these.

• **Expect project plans** be developed and **timely updates** reported.

• This is how you move the organization forward.
Most important objective: **Alignment**!

- Winning **hearts and minds** is critical.
- Having a **purpose bigger than yourself** inspires.
- There are too many who can stop you.
- This is how you **move the glacier of government**
- This is the **nitty-gritty of governing**.

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**Our Mission**: Serve well. Deliver value. Drive results.

**Our Values**: Be responsible. Treat people right. Build a better future.
Questions or Comments

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