

Minnesota Association of County Administrators & Minnesota County Human Resources Management Association

MACA-MCHRMA

fall Conference

October 4 - 6, 2023 Ruttger's Bay Lake Lodge

The State of **Today**  
and the **Effect** on the  
State of **Tomorrow**

David M. Limardi

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1

1

Organizational Leaders

Managing  
Complex  
Technical  
Work

Personal  
Analytics  
Who am  
I?

Leading  
Yourself  
Leading  
Others

Technical Expertise

Relational Expertise

Perceive  
Think  
Act

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2

2

## Presentation Objectives

1. Identify 5 Foundational Public Sector Organizational Leadership Data Points
2. Explore Current Work Environment Roadblocks to Sustained Success
3. Reflect on the Data and its Impact

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3

3

## 1. Trust Facilitates the Democratic Process

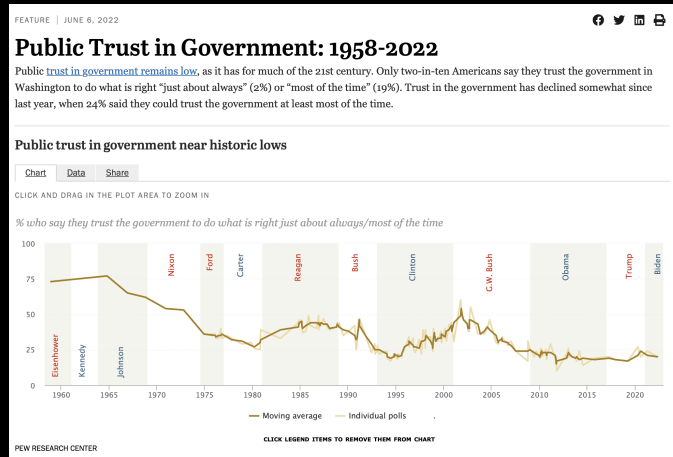


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4

4

# Pew Research Center

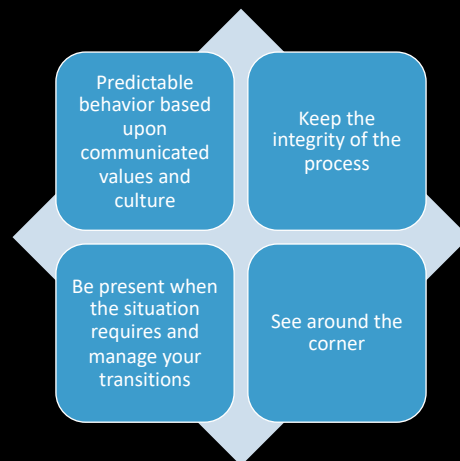


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5

5

## Trust Based Relationships



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6

6

## 2. Understand the Clear Differences between the Public Sector and Private Sector

Representative Democracy	Voluntary Exchange
<ul style="list-style-type: none"> <li>• Diffused Power Environment</li> <li>• Resources Secured from Businesses and Individuals &amp; Representatives make Spending Decisions</li> <li>• Revenue Systems Operate Independently from Delivery of Services</li> <li>• Accountability can be Elusive</li> <li>• Constrained Resource Flexibility</li> <li>• Mixed Motives – Redistribution &amp; Stabilization</li> <li>• The Stage is Public</li> </ul>	<ul style="list-style-type: none"> <li>• Centralized Power Environment</li> <li>• Resources Via Voluntary Exchange</li> <li>• Revenues and Products Directly</li> </ul> <p><b>Connected</b></p> <ul style="list-style-type: none"> <li>• Accountability is Transparent</li> <li>• Resource Flexibility</li> <li>• Markets Allocate Invisibly</li> <li>• Decision-making in Controlled Setting</li> </ul>

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7

## 3. There is an **Inherent Tension** between building an efficient, effective organization and the realities of politics and between the immediate present and a sustainable future.

Professional

↓

Experience, Data & What is Known

↓

Execution

↓

Proactive

↓

Long View

Representative

↓

Stories

↓

Symbols

↓

Reactive

↓

Short View

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8

## 4. Know and Understand the 3 Leadership Situations You will Definitely Encounter

Type 1	Type 2	Type 3
<ul style="list-style-type: none"> <li>• Clear Problem</li> <li>• Clear Solution</li> <li>• Leader/Expert Performs the Work</li> <li>• Intellectual Challenge</li> <li>• Technical Work</li> </ul>	<ul style="list-style-type: none"> <li>• Clear Problem</li> <li>• Requires Learning</li> <li>• Shared Responsibility for the Work</li> <li>• Intellectual and Emotional Challenges</li> <li>• Technical and Adaptive Work</li> </ul>	<ul style="list-style-type: none"> <li>• Problem and Solution Require Learning</li> <li>• Group Works / Leader Facilitates</li> <li>• Intellectual and Emotional Challenges</li> <li>• Adaptive Work</li> </ul>

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"Leadership Without Easy Answers"  
Ronald A. Heifetz

9

9

*"No man ever steps into the same river twice;  
for it's not the same river and it is not the same man"*

Ancient Greek Philosopher Heraclitus  
535 B.C.-475 B.C.

## 5. Change is Inevitable

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10

10

## The New Order of Things

It must be remembered that there is nothing more difficult to plan, more doubtful of success, nor more dangerous to manage, than the creation of a new system. For the initiator has the enmity of all who would profit by the preservation of the old institutions and merely lukewarm defendants in those who would gain by the new ones "

Niccolo Machiavelli 1513

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11

11

### 5 Data Points for Public Sector Organizational Leaders

- 1. Trust Facilitates the Democratic Process – Build a Culture of Trust
- 2. Understand the Specific Aspects of the Public Sector – Clarity of Purpose
- 3. Embrace the Inherent Tension – Be the Translator
- 4. Be Aware of the Three Fundamental Leadership Situations – Identify the Type Before You Act
- 5. Accept that Constant Change is Inevitable – Feel It, Know It, Accept It

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12

12

Presentation Objectives

2. Explore 6 Current Work Environment Roadblocks to Sustained Success

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13

13



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14

14



15

## 1. Polarized Politics

The divergence of political attitudes to ideological extremes

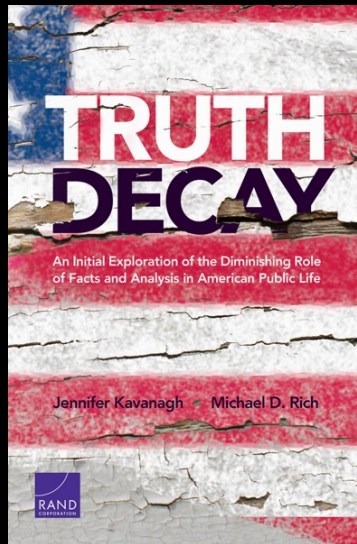
The defining feature of 21<sup>st</sup> Century politics

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16

16

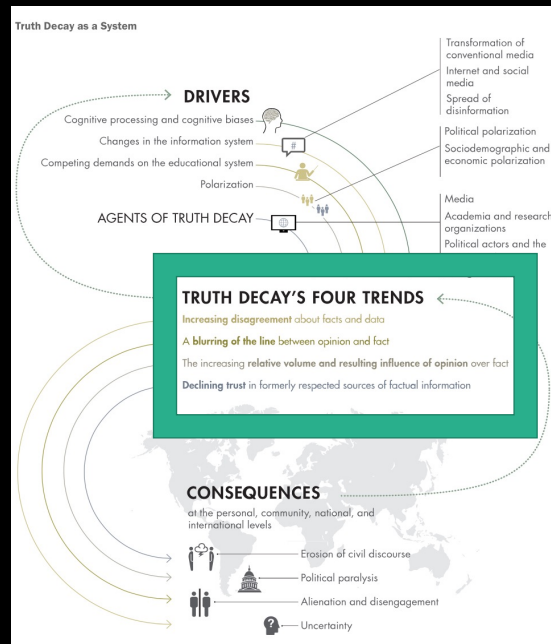




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17

17



The Rand Corporation

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18

18



19

## 2. The Tech Age – *Digital Communications*

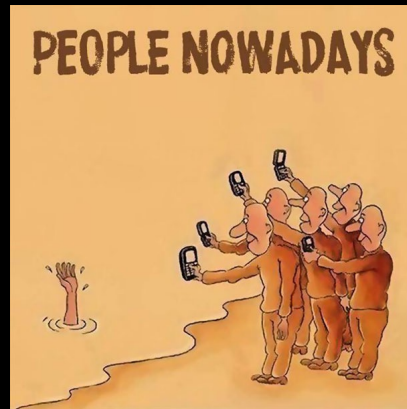
The Digital Communications Age in which information has become a commodity that is quickly and widely disseminated especially using computer (smart phone) technology and has, in many cases, replaced in-person communications necessary to deal with important relationship issues.

Merriam-Webster / Limardi

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20

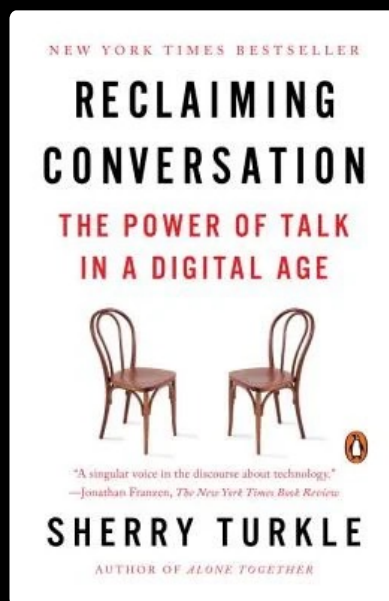
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21

21



#### Guideposts

- "Remember the power of your phone. It is not an accessory. It is a psychologically potent device that changes not just what you do but who you are. Don't automatically walk into every situation with a device in hand...the mere presence of your phone signals your attention is divided....it will limit how you will listen, what will be discussed and the degree of connection."
- Slow down
- Protect your creativity
- Create a sacred space for conversation
- Think of uni-tasking as the next big thing
- Talk to people you do not agree with
- Don't avoid difficult conversations
- Try to avoid all or nothing thinking

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22

22



23

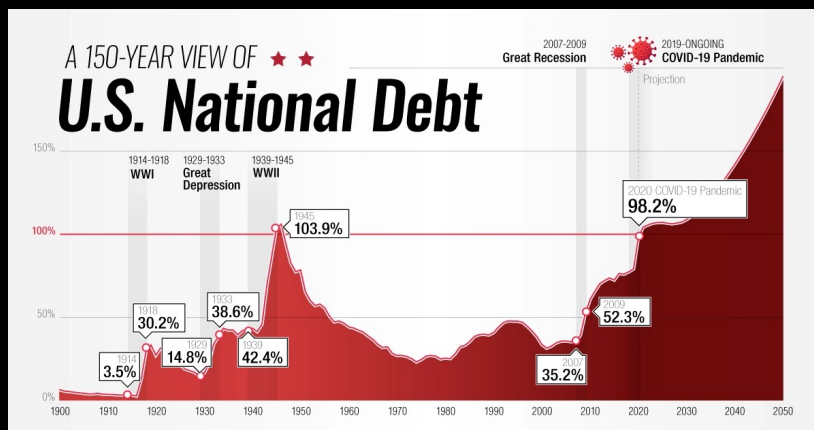
### 3. Fiscal Crisis

The inability to bridge the gap between expenditures and tax revenue and other recurring revenue

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24

24



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25

25

“The seeds of most fiscal collapses are sown during good times when the possibility that resources will not be as plentiful in the future and that the government’s fiscal path is not sustainable is crowded out by the exuberant expectation that economic growth, buoyant tax collections and other variable conditions will continue endlessly. When they do not, the **revenue forgone, and the spending commitments made during spurts of growth generate fiscal turmoil** when the government’s coffers are empty, and it lacks the means to fulfill its promises.”

Allen Schick, Professor, University of Maryland, 2003

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26

26



27

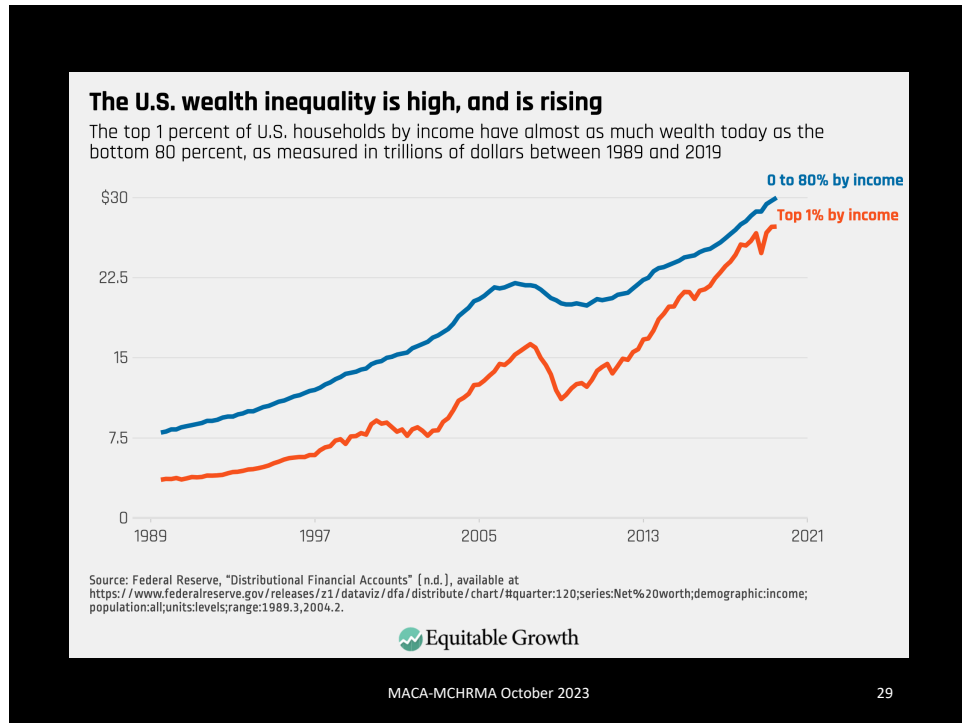
## 4. Wealth Inequity

The unequal distribution of assets among citizens

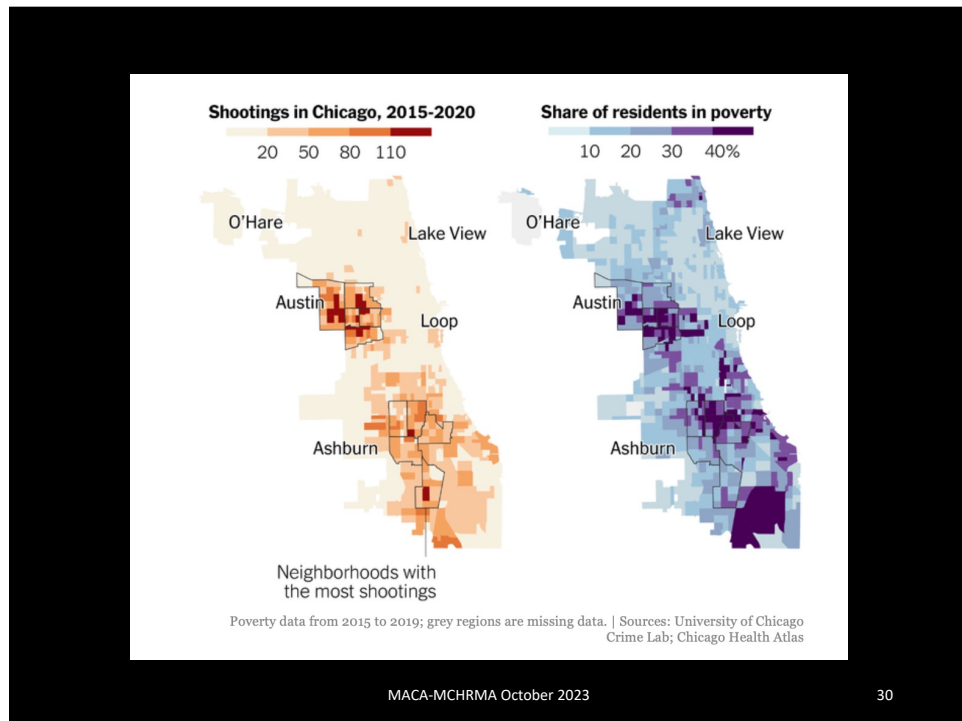
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28

28



29



30



31

## 5. Government Fragmentation

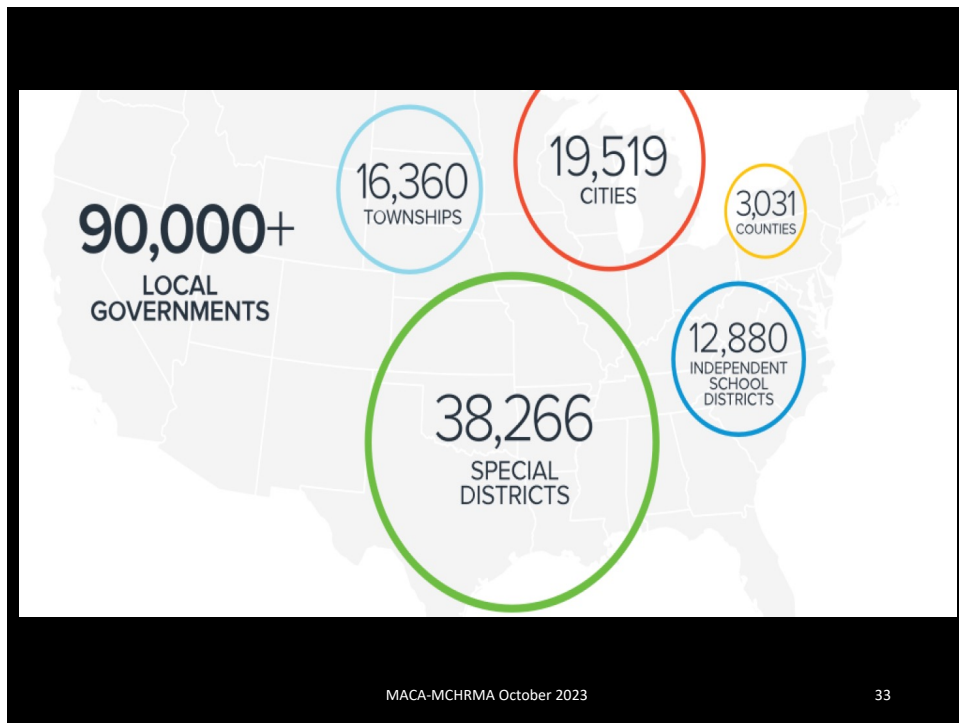
The number of governments in a given area and/or redistributing functions, power or people away from a more centralized authority by incorporating autonomous entities such as special districts

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32

32





33



34

## 6. Climate Change

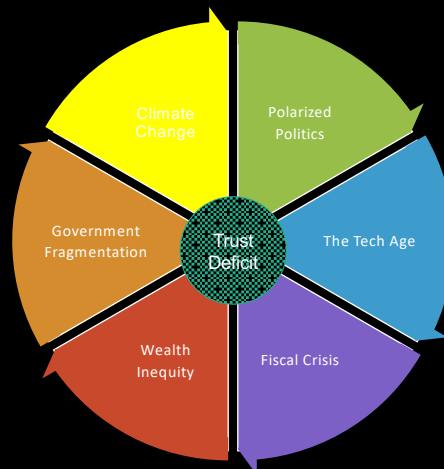
A change in global or regional climate patterns. In particular, a change apparent from the mid to late 20<sup>th</sup> century onwards and attributed largely to the increased levels of atmospheric carbon dioxide produced by the use of fossil fuels.

Oxford Languages Definition

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35

35



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36

36

Planning Your 168

Sleep	7 x 8	56 Hours
Meals		Hours
Work w Commute		Hours
Family	Spouse, kids, parents, siblings	Hours
Personal Activities	Exercise, reading, reflection, spiritual activities, hobbies, etc.	Hours
Personal Care	Showers, grooming, haircuts, etc.	Hours
Friends	Dinners, lunches, activities, etc.	Hours
Down Time & Reset	Vacations, relaxation, leisure, etc.	Hours
Other Responsibilities	Shopping, paying bills, cleaning, errands, etc.	Hours
		Total Hours

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37

37

Questions

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38

38