

TRANSFORMING AN ORGANIZATION THROUGH CULTURAL CHANGE SCOTT COUNTY'S EXPERIENCE

MACA – MCHRMA Fall Conference

10/4/12

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Why Transform?

- The world is moving fast and organizations need to adapt; but,
 - You cannot force change through purely technical approaches – such as restructuring the org chart
 - Developing the efficiencies, innovation, and agility that your organization needs to succeed and sustain change requires creativity
 - Your ability to integrate, collaborate, and coordinate citizen focused strategies – across your organization, communities, and region involves both a comfort and commitment to risk taking and less control

Change begins with the Culture!

- **Without building a positive and quality culture:**
 - Teams continue to operate in silos
 - Skilled individuals with impressive track records often fail to collaborate
 - Managers and teams struggle to agree on outcomes and priorities – or, at times, even common ground for moving forward
 - In short, the organization becomes stuck and people at every level become frustrated, overwhelmed, guarded, and cynical

Principles of Cultural Change

*Establishing a standard of excellence
grounded in the concepts of
organizational leadership,
professional development, and
personal growth derived from the
expectations within the Scott
County Mission Statement*

Role of the Leader

The act of leadership involves creating, building and sustaining an organizational culture that promotes the mission and values of the community and organization. The role of the Chief Administrator is to champion the model and lead the organization in a comprehensive process toward a successful outcome.

Define (and Create) Your Culture

- Leadership
 - ...what do we expect from each other?
- Internal Communication
 - ...how do we communicate with each other?
- Personal Relationships
 - ...how do we treat each other?
- Internal Stress
 - ...what do we do to each other?
- Innovation
 - ...how do we foster and support creativity?

Building the Case For Change

- Your job depends upon it...
- Your personal success is derived from it...
- Your job will be easier because of it...
- Your employees expect it...
- Our survival is dependent upon it...
- Our citizens expect it...
- The marketplace demands it...

Scott County's Direction

- Strong emphasis on training and development
- Examine how we communicate with each other
- Break down traditional organizational barriers
- Examine our compensation programs
- Hold individuals accountable for their work and actions
- Change process is a journey, with no clear end point

Scott County:

“A Conversation With County Employees”

- Take time to learn and understand the existing forces that drive the organization
- Build trust with everyone with whom you come in contact
- Build a case for implementing and institutionalizing change
- Create a means by which we can recognize and then assess the culture
- Bring the mission and core values to life through words, actions, and activities

Organizational Change – A Journey

- Establish the direction (vision)
 - System, process, structure, programs, services, practices
- Build a process (organized)
 - Succinct, simple, understandable, participatory
- Establish the mindset (priority)
 - Expectations and culture
- Measure your results (validity)
 - Accountability, measurement, outcomes

Organizational Change – Qualities

- Create and take ownership (initiate)
- Nurture and incubate (patience)
- Stay true to the message (communicate)
- Hold people accountable (meaning)
- Celebrate success (rewards)
- Learn and adapt (evolve)

Questions to Pose to your Staff

- How can I make a difference in the life of our county?
- What have I done to effect change in my work?
- What do I see when I look in the mirror?
- What one thing can I do to enhance my work culture?
- Do I accept the status quo or will I be a catalyst for growth and development?
- Do I inhibit or do I encourage positive growth and change?

Employees

Employees can and will work through the phases of change provided they are given encouragement, an ability to have their concerns and ideas heard, information to address their concerns, and clarity on processes to be used and resources available to help them accomplish the work. Most importantly, they must be given the time they need to get their heads around what has been proposed and to emotionally be ready themselves to move forward.

Scott County's Vision

- A strong work-life balance that is shared by all staff
- An emphasis on comprehensive training and development
- Consider – and *treat* – all individuals who work for Scott County as leaders
- The role of the organization is to help individuals reach their greatest potential

Scott County's Organizational Personality

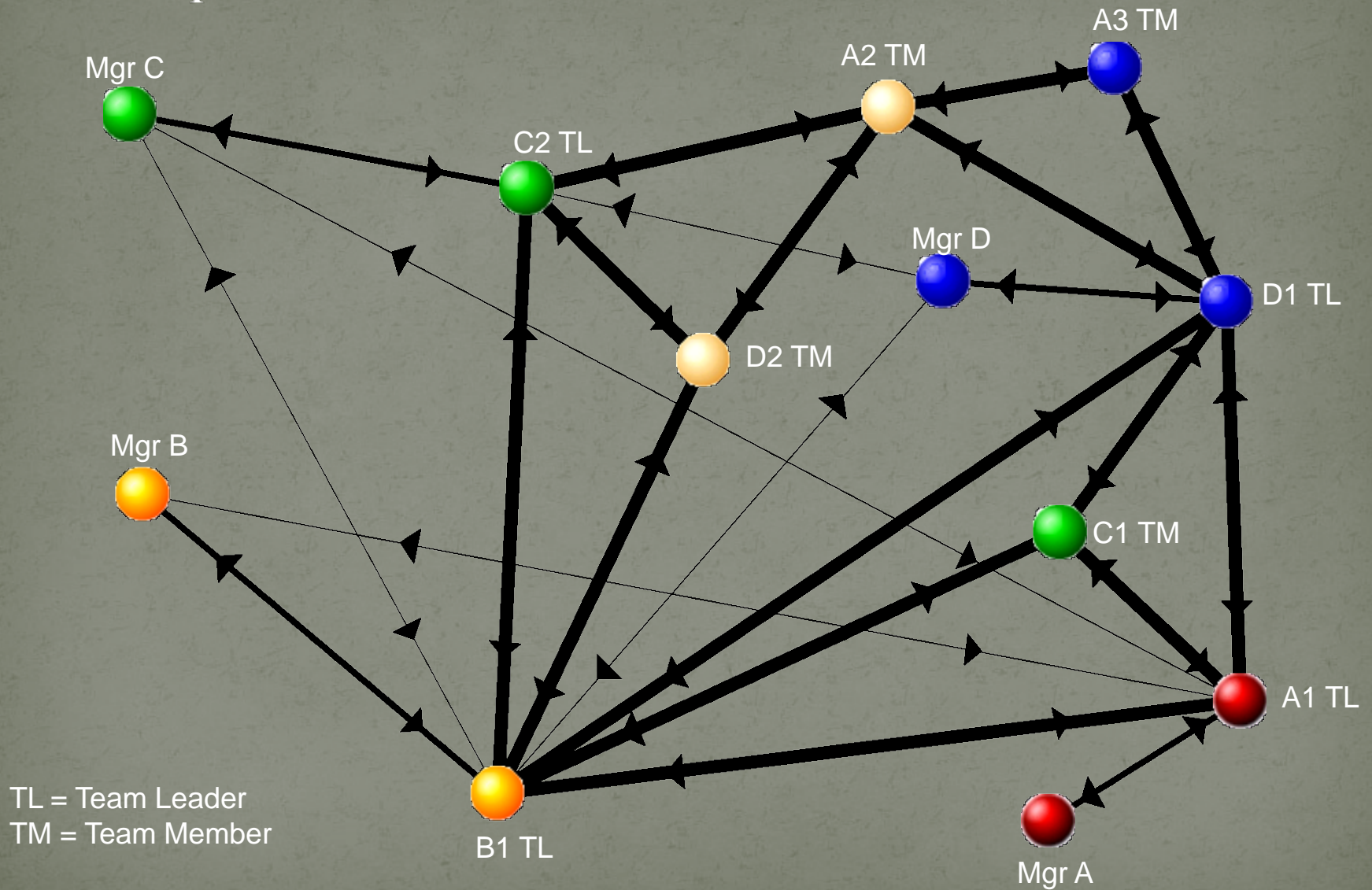


Personality of the Organization

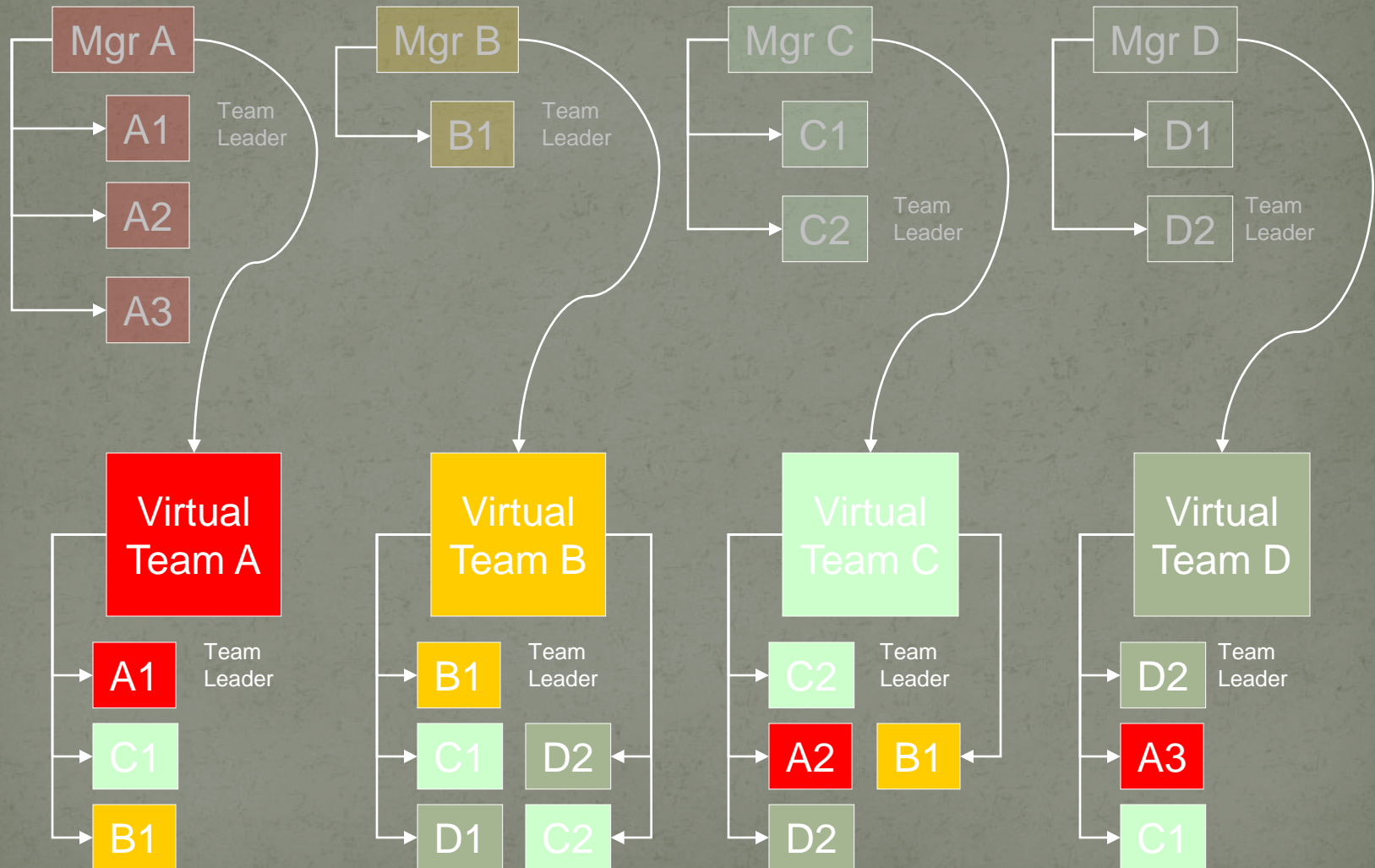
- We are a relational and informal organization (We operate in a chaordic model – allowing people to work in teams that make sense for getting work done. We are not impeded by hierarchy.)
- We are a service oriented organization.
- We are a team centered organization.
- We have a flattened hierarchy (act as if delayered).
- We are a County-Centric organization.
- We have a participatory organization.
- We have shared leadership and hold each other accountable.



A social networking diagram reveals the real teaming structure for multiple concurrent virtual teams



A virtual team organization “org chart” must also be made visible.



Continuing to evolve

Timing is everything!

An opportunity lies ahead of us!

Never before (at least in recent history) have we been able to engage the spirit of resource sharing, and collaboration that now exists.

Never before have we been able to achieve the level of “trust” that we now have between management and labor; or, our other local governments.

Never before have we all been on the same page in terms of the status of our goals, objectives and plans.





Build your Fantasy Organization

Fall 2012
MACA Conference



Golden Rule: Hire (and retain) superstars!

The achievements of an organization are the results of the combined effort of each individual.

-Vince Lombardi





There's always next year...

- Changes in ownership
- Record
- Players
- Playbook





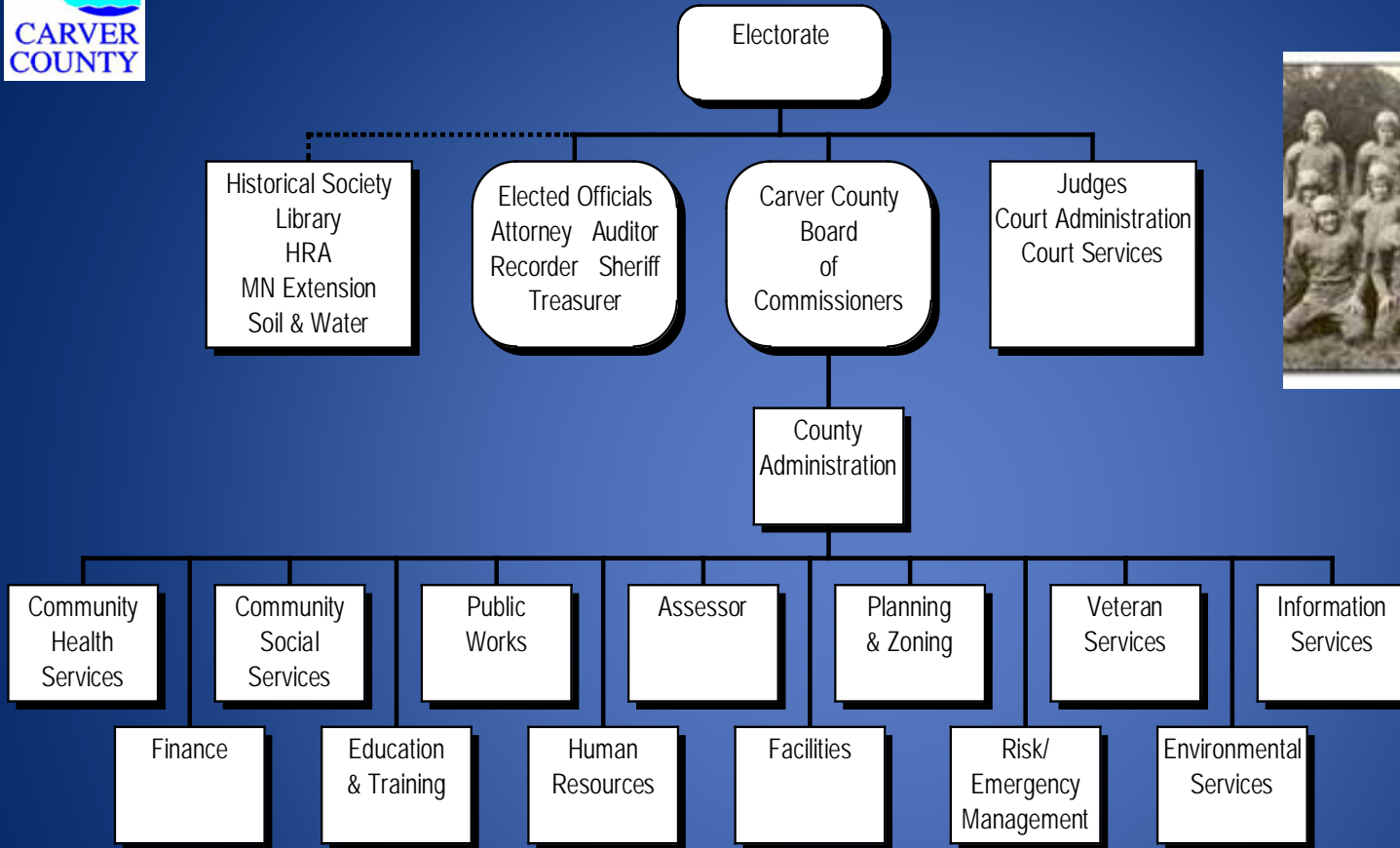
How do you build a championship organization?

- Starts at the top
- Great Players
- Solid game plan



X's and O's...



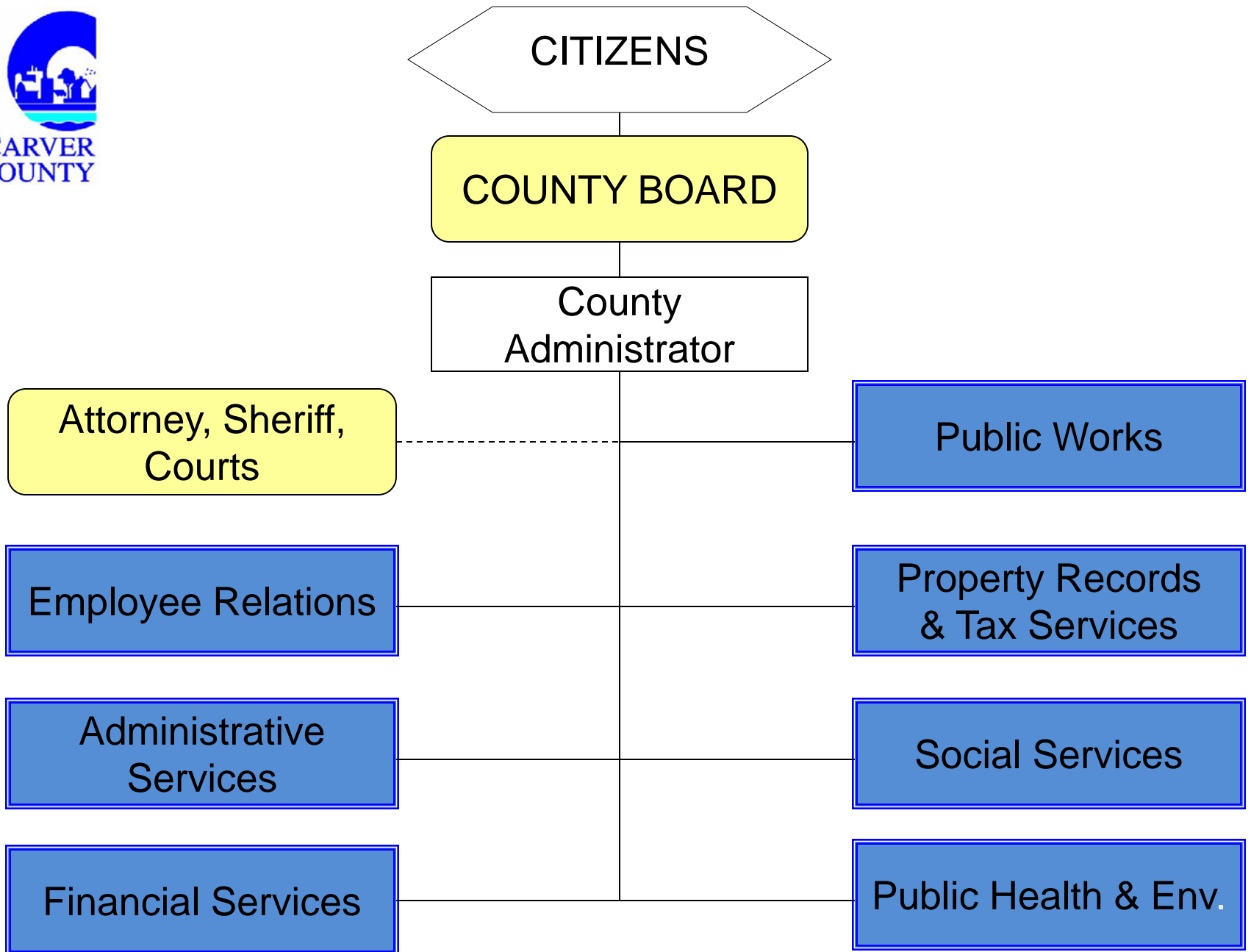


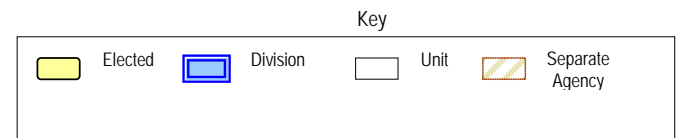
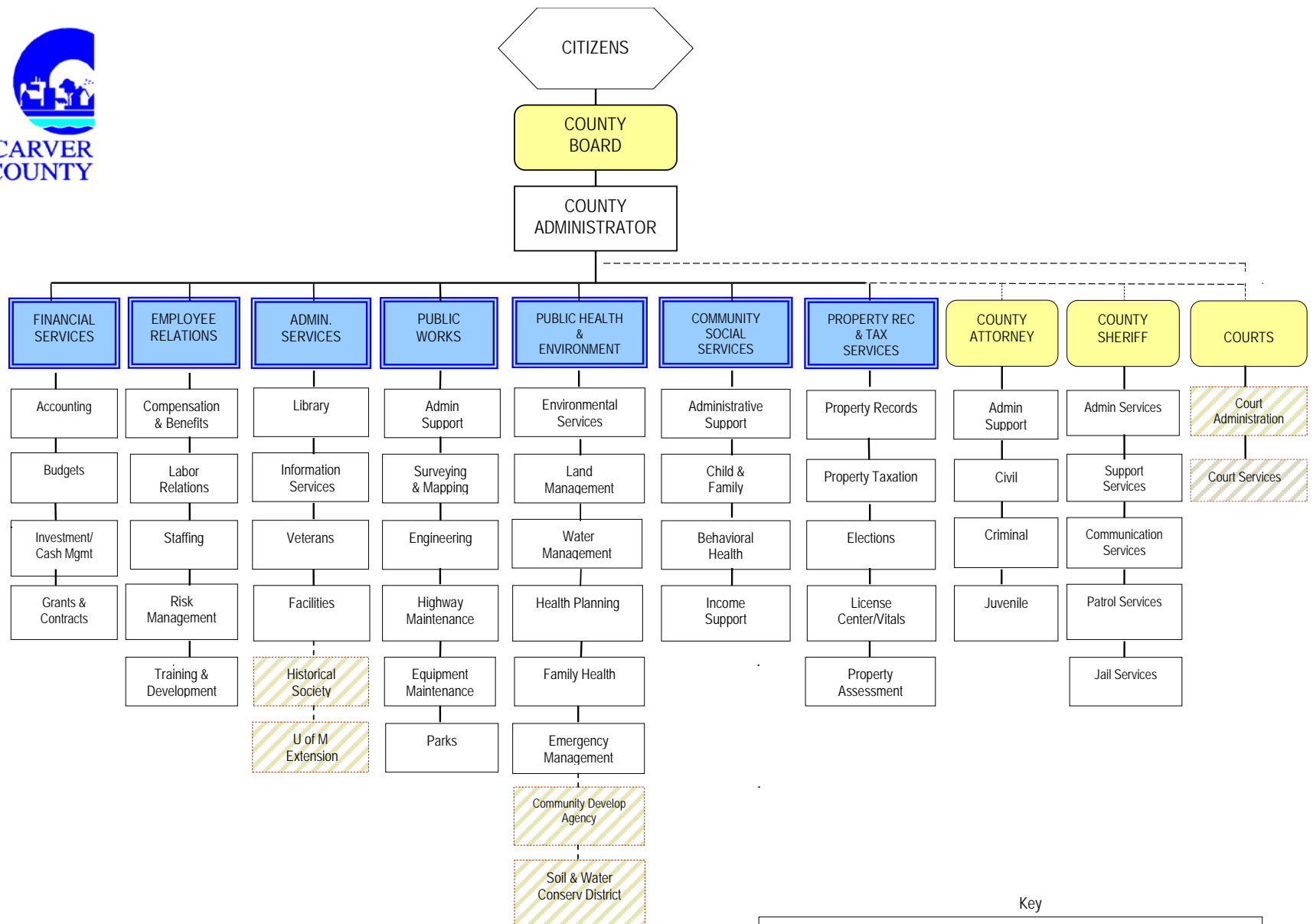


Start building success

- Deeper playbook
- Ask questions and listen
- Just do it









A bill for an act
relating to Carver County; providing for the county board to appoint county
recorder, county auditor, and county treasurer; providing for a referendum option
to determine if an office is appointive in Carver County.

BE IT ENACTED BY THE LEGISLATURE OF THE STATE OF MINNESOTA:

**Section 1. CARVER COUNTY; AUDITOR, TREASURER, AND RECORDER
MAY BE APPOINTED.**

Subdivision 1. Authority to make offices appointive. Notwithstanding Minnesota
Statutes, section 382.01, upon adoption of a resolution by the Carver County Board of
Commissioners, the offices of county auditor, county treasurer, and county recorder are
not elective but must be filled by appointment by the county board as provided in the
resolution.

Subd. 2. Board controls; may change as long as duties done. Upon adoption of a
resolution by the Carver County Board of Commissioners and subject to subdivisions 3



Attachment A: Staffing Changes for 2009

Department	Requested FTE's	Approved FTE's Changes	Position	Requested Gross (\$)	Requested Net (\$)	Approved (\$)
2009 New Positions						
Administrative Services	(0.10)	0.00	P.O.C Support Personnel	\$ (3,475)	\$ (3,475)	\$ -
Environmental Services	0.50	0.00	Environmental Intern/Assistant	35,784	35,784	-
Environmental Services	(0.25)	0.00	Custodian	(7,420)	(7,420)	-
Facilities Services	1.00	0.20	Webmaster	54,792	54,792	-
Information Services	0.20	1.00	GIS Specialist	12,998	12,998	-
Public Health	1.00	0.00	Health Planner - Communications	71,031	21,309	-
Public Health	1.00	0.00	Health Planner - Environmental	93,346	18,669	-
Public Health	(1.00)	0.00	Health Planner - Jail Health	93,346	18,669	-
			Jail Nurse Supervisor	92,632	18,669	-
			Registered Nurse (Jail Health)	(86,628)	(86,628)	-
				(55,866)	(55,866)	-
				(21,903)	(21,903)	-
				(83,627)	(83,627)	-
				(66,745)	(66,745)	-
				(8,469)	(8,469)	-
				(16,983)	(16,983)	-
				(16,983)	(16,983)	-
				(15,648)	(15,648)	-
				(5,410)	(5,410)	-

Staffing Changes for 2009 (Continued)

Department	Requested FTE's	Approved FTE's Changes	Position	Requested Gross (\$)	Requested Net (\$)
Restructuring - Reorganization, Lay-offs & Reductions in Hours					
Facilities Services	n/a	(1.00)	Facilities Services Supervisor	n/a	n/a
Facilities Services	n/a	(1.00)	Custodian	n/a	n/a
Facilities Services	n/a	(1.00)	Custodian Supervisor	n/a	n/a
Court Services	n/a	(0.50)	Assistant Probation Officer	n/a	n/a
Court Services	n/a	(1.00)	Corrections Admin. Assistant	n/a	n/a
Information Services	n/a	(0.25)	Support Analyst	n/a	n/a
Social Services	n/a	(0.20)	Collection Officer	n/a	n/a
Social Services	n/a	(0.20)	Therapist	n/a	n/a
Library	n/a	(0.20)	Branch Manager (Chaska)	n/a	n/a
Library	n/a	(0.20)	Branch Manager (Chanhassen)	n/a	n/a
Library	n/a	(0.20)	Volunteer Coordinator	n/a	n/a
			On-Call Library Assistant	n/a	n/a



Beyond the x's and o's

- Team culture
- Deeper playbook
- Building fans





Monday morning QB

- Celebrate victories
- Communicate
- Courage
- Luck helps

