



# Leaders at all Levels

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ILCMA SUMMER CONFERENCE

2023

# Who has had a bad work experience or a bad boss?



# THE FOUR TYPES OF BAD BOSSES

EMPLOYEES DON'T LEAVE COMPANIES, THEY LEAVE MANAGERS



## MARIONETTE

They just follow orders. They never stand up for their team or question policies. They are mere puppets and exude no loyalty to employees.



## KING KONG

These type of managers possess a superiority complex and like to draw the distinction between management and staff. It is dreadful to work under a manager who is more worried about pushing their weight around then building relationships.



## SUPERMAN

They think the organization revolves around them. Some start behaving like they are the owners of the company. This trap includes making all of the decisions solo, ignoring feedback and taking the credit.



## TASKMASTER

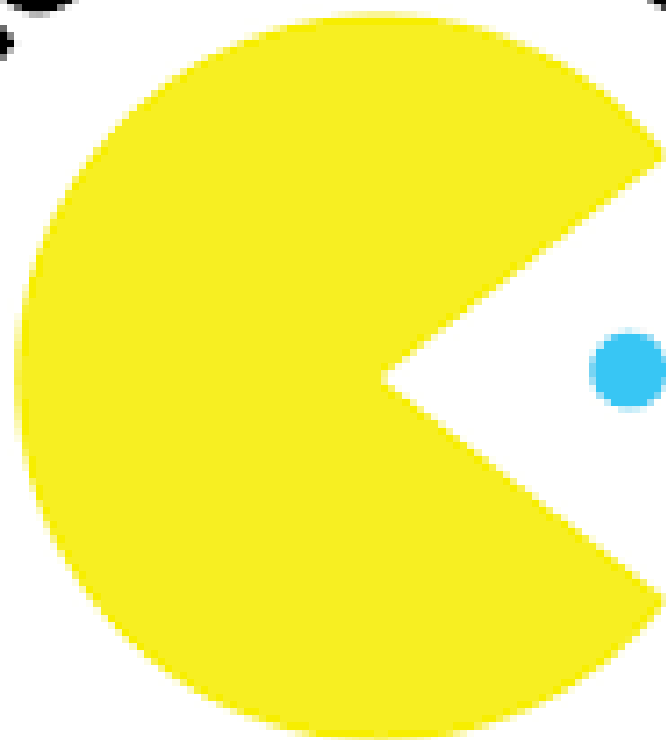
Their sole focus is on the bottomline. Continuously drilling employees is a sure way make them unhappy at work. Micromanagement suffocates, demoralizes and kills creativity.

Source: [Brigette Hyacinth](#)

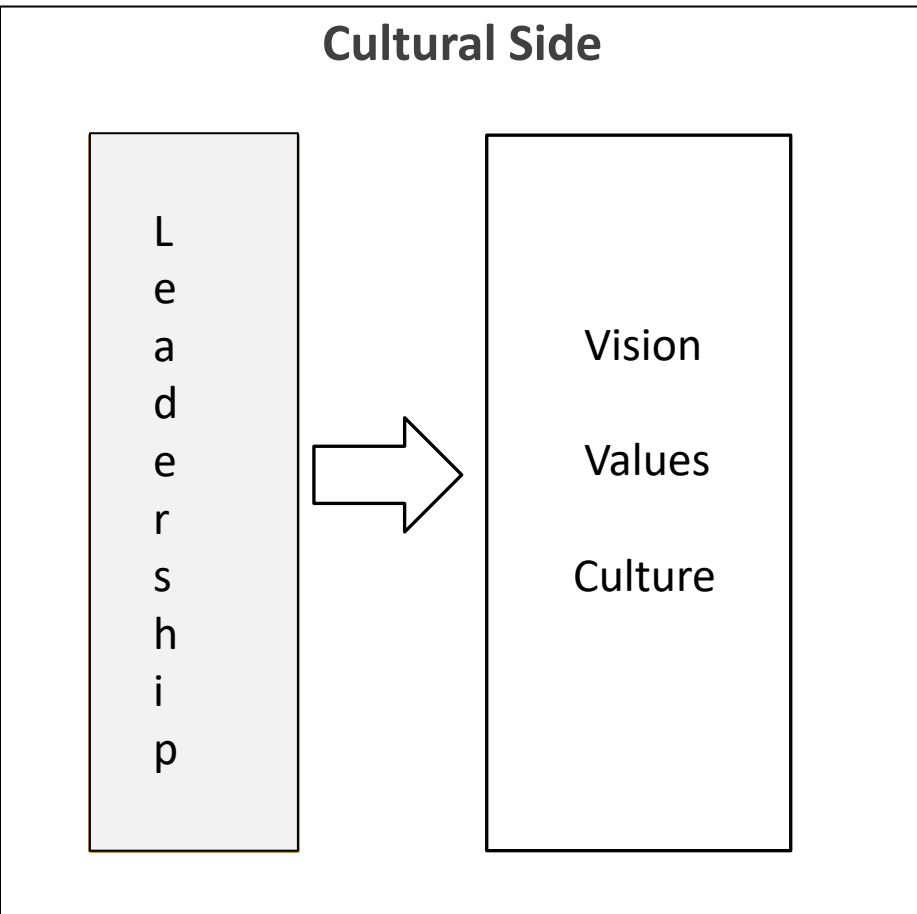
Illustrated by: [Larry Kim \(@larrykim\)](#)

MobileMonkey, Inc

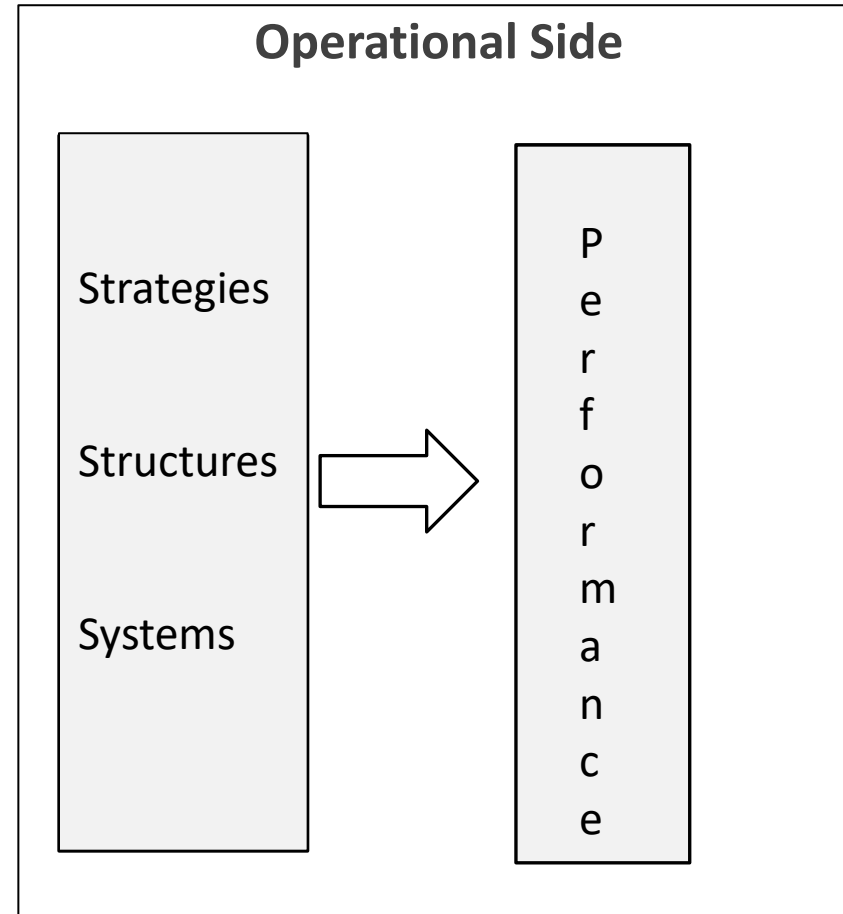
**CULTURE!!**



## People/Capacity Leadership



## Production/Purpose Management



# 7 Key Diagnostic Questions

- What is high performance for us?
- Why do we need to be high performing?
- How are we going to treat each other?
- How would we know if we were high performing?
- According to whom are we high performing?
- Are we doing the right “what”?
- How good are we at it?



**WE OFFER THREE KINDS OF SERVICE:**

**GOOD-CHEAP-FAST**

**BUT YOU CAN CHOOSE ONLY TWO**

**CHEAP & FAST**

**WON'T BE**

**GOOD**

**FAST & GOOD**

**WON'T BE**

**CHEAP**

**GOOD & CHEAP**

**WON'T BE**

**FAST**

**CHOOSE WISELY!**

# Diagnostic Question 1:

## What is high performance for us?

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- Good: Quality of products and services
- Cheap: Outstanding customer value
- Fast: Sound financial performance
  
- Sign says “Pick 2”
- High Performance is “Pick 3+” = constantly improving performance



# Diagnostic Question 2:

## Why do we need to be high performing?

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- What happens if we aren't high performing?
- Sense of Purpose
  - Why do we do what we do?
  - Why is it important?
  - What gives meaning to our purpose?

# Diagnostic Question 3:

## How are we going to treat each other?

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- What is our organizational culture?
- What values do we cherish?
- What is our theory on human nature and the nature of work?

# Employees who feel their employer cares about their wellbeing are. . .

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- 13% more productive.
- 69% less likely to be searching for a job.
- 71% less likely to report experiencing burnout.
- 5x more likely to strongly advocate for their company as a good place to work.
- 5x more likely to trust the leadership of their organization.
- 3x more likely to be engaged at work.
- 36% more likely to be thriving in their overall lives.
- Achieve higher customer engagement and productivity
- Have lower turnover and fewer safety incidents.

# PROFILE OF ORGANIZATIONAL CHARACTERISTICS

Organization or Unit to be Assessed:

		System 1	System 2	System 3	System 4	Item No.
Leadership	1. How much confidence and trust is shown in subordinates?	Virtually none	Some	Substantial amount	A great deal	1
	2. How free do they feel to talk to superiors about their job?	Not Very Free	Somewhat free	Quite Free	Very free	2
	3. How often are subordinates' ideas sought and used constructively?	Seldom	Sometimes	Often	Very frequently	3
Motivation	4. Is predominant use made of 1 fear, 2 threats, 3 punishment, 4 rewards, 5 involvement?	1, 2, 3, occasionally 4	4, some 3	4, some 3 and 5	5, 4, based on group	4
	5. Where is responsibility felt for achieving organization's goals?	Mostly at the top	Top and middle	Fairly general	At all levels	5
Team Work	6. How much cooperative teamwork exists?	Very little	Relatively little	Moderate Amount	Great deal	6
	7. What is the usual direction of information flow?	Downward	Mostly downward	Down and up	Down, up, and sideways	7
Communication	8. How is downward communication accepted?	With suspicion	Possibly with suspicion	With caution	With a receptive mind	8
	9. How accurate is upward communication?	Usually inaccurate	Often inaccurate	Often accurate	Almost always accurate	9
	10. How well do superiors know problems faced by subordinates?	Not very well	Somewhat	Rather well	Very well	10
	11. At what level are decisions made?	Mostly at the top	Policy at top, some delegation	Broad policy at top, more delegation	Throughout but well integrated	11
Decision Making	12. Are subordinates involved in decisions related to their work?	Almost never	Occasionally consulted	Generally consulted	Fully involved	12
	13. What does the decision-making process contribute to motivation?	Not very much	Relatively little	Some contribution	Substantial contribution	13
Goals	14. How are organizational goals established?	Orders issued	Orders, some comments invited	After discussion, by orders	By group action (except in crises)	14
	15. How much covert resistance to goals is present?	Strong resistance	Moderate resistance	Some resistance at times	Little or none	15
Control	16. How concentrated are review and control functions?	Very highly at top	Quite highly at top	Moderate delegation to lower levels	Widely shared	16
	17. Is there an informal organization resisting the formal one?	Yes	Usually	Sometimes	No—same goals as formal	17
	18. What are the cost, productivity, and other control data used for?	Policing, punishment	Reward and punishment	Reward, some self-guidance	Self-guidance, problem solving	18

SOURCE: Adapted from Appendix 11 in *The Human Organization: Its Management and Values*

by Rensis Likert. Copyright 1967 by McGraw-Hill, Inc.

# Management System

Exploitative Authoritative

Benevolent Authoritative

Consultative

Participative



# Controlling vs. Facilitating Styles of Leadership

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## Controlling Leadership Role

- Tell
- Sell
- Direct
- Decide
- Delegate
- Solve Problems
- Set Goals
- Use Authority to get things done

## Facilitating Leadership Role

- Listen
- Ask Questions
- Direct Group Process
- Coach
- Teach
- Build Consensus
- Share in Goal Setting
- Share in Decision Making
- Empower Others to Get Things Done

# Leadership

## Are you above or below the line?

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Open

Curious

Ready to learn

State of trust

In service of outcome

Able and willing to connect

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Closed

Certain

State of threat

Attached to proving I'm right

In service of ego



# Diagnostic Questions 4-7:

## How do you know how you are doing?

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- Productivity
- Outcomes
- On Strategy performance measurement software
- Key Performance Indicators



# High Performance

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- In February 2022, the O'Fallon City Council approved the 2040 Master Plan, which outlines goals and strategies for the organization and the community. Implementing the Master Plan will require us to be a high performing organization.
- Traditional city government is laser-focused on service delivery and at times we fail to focus on those delivering the service. High performing organizations focus on both people and production.
- Why should we be high performing?
  - ✓ Build capacity.
  - ✓ Provide meaning to our purpose.
  - ✓ Empower leaders at all levels.
- It is less about controlling and more facilitating. Facilitating performance and engaging in progress.

# Building Organizational Culture

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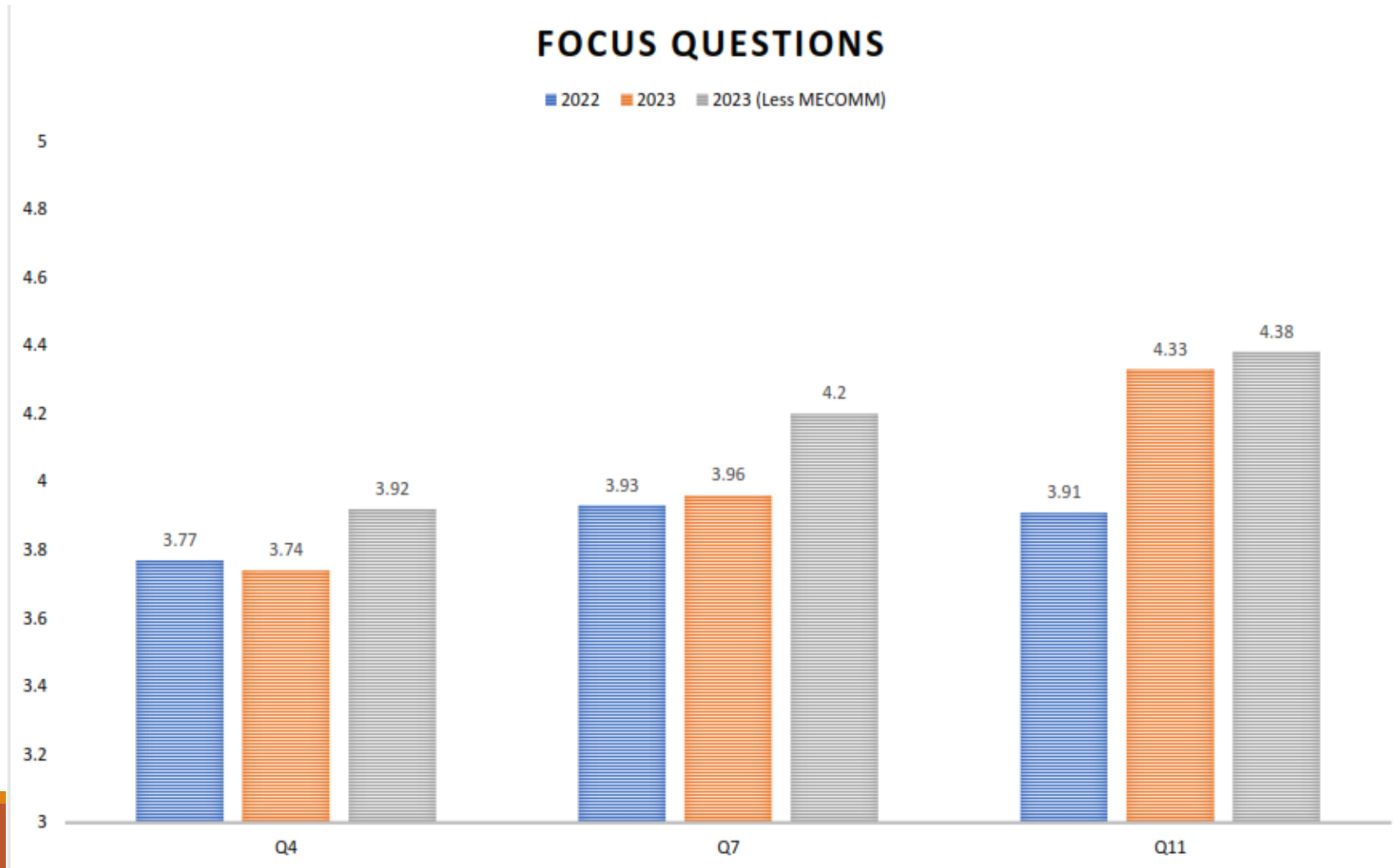
- The Leadership Team developed an initiative to promote leaders at all levels by improving the organizational culture and including employees in decision making.
- During our first year, we have accomplished the following:
  - Employee Engagement Survey
  - Vision and Values Statement
  - Leaders at all Levels training
  - Employee engagement activities
  - Monthly training sessions
  - Quarterly conversations
  - You're the Best trophy
  - Parallel Organization: employee-focused teams

# Employee Engagement Survey

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- Employees were given the Gallup12 survey in 2022 and 2023 to provide a baseline on employee opinions on O'Fallon's organizational culture. The results were benchmarked with responses from Gallup's database of more than 2.7 workers in 195 countries.
- Survey results indicated three questions where the organization needs to improve:
  - Q4: In the last seven days, I have received recognition or praise for doing good work.
  - Q7: At work, my opinions seem to count.
  - Q11: In the last six months, someone at work has talked to me about my progress.
- In 2023 Survey, results improved in all departments

# Focus Question Improvement

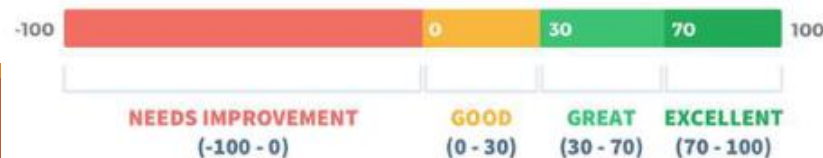


# Net Promoter Scores

## Would you recommend to others?



What is a good NPS score?



# Vision and Values Statement

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- The Leadership Team developed a Vision and Values Statement to address the Employee Engagement Survey results.
- The Vision and Values Statement describes the Leadership Team's leadership philosophy and provides a roadmap for the organization's progress.

**We...**

**Build** an inclusive, caring, and connected community.

**Lead** with integrity, honesty, and compassion.

**Serve** with dignity, respect, and pride.

**Inspire** future generations.

**BUILD, LEAD, SERVE, INSPIRE**

# What We are Doing

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## Quarterly Conversations

Goal Setting

Open Communication



## Training

Leaders at All Levels

Supervisor Training

Customer Service Training

Safety Training



# Quarterly Conversations

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- Supervisors are expected to have conversations with employees at least four times per year to discuss their employment and methods to improve organizational culture.
- Quarterly conversations should satisfy all three areas of improvement from the Employee Engagement Survey:
  - Recognizes the employee for their work
  - Asks their opinion
  - Provides a venue to discuss the employee's progress.

# Employee Training

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- Leaders at all Levels: day-long training for all employees that introduces the concepts to build organizational culture. 134 employees were trained in 2022-23.
- Supervisor training: two sessions were held to provide tools for supervisors to engage and empower employees.
- Customer service training: one session was provided for employees to improve communication skills with citizens and fellow employees.
- Safety training: several sessions were provided for employee safety and regulatory compliance.
- Addresses Employee Engagement Survey Q11 where employees have the opportunity to discuss their progress and improve their skills.

# Employee Teams

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- Leaders at all Levels provides for employees to be involve in problem-solving through teams.
- Employees from all departments get together to address organizational problems and recommend solutions to the Leadership Team.
  - Safety Team
  - Wellness Team
  - Health Insurance Team
  - Payroll Software Implementation Team
  - Great Place to Work Team
- Addresses Employee Engagement Survey Q7 where employees' opinions count and utilized for organizational problem-solving.

# Employee Engagement Activities

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- One of the most common ideas from the Leaders at all Levels training was to provide opportunities for employees to meet and learn from other departments throughout the City.
- Activities included:
  - July 4<sup>th</sup> Picnic at Public Works Compound
  - Lunch and Learns at City Hall
  - Denim Day at Public Safety Facility
  - City Hall Selfie-Day
  - City employee float at CityFest parade
  - Chili Cookoff
  - Potluck luncheons

- ❖ Supervisor Training
- ❖ Lunch & Learns
- ❖ City Hall Selfie Day





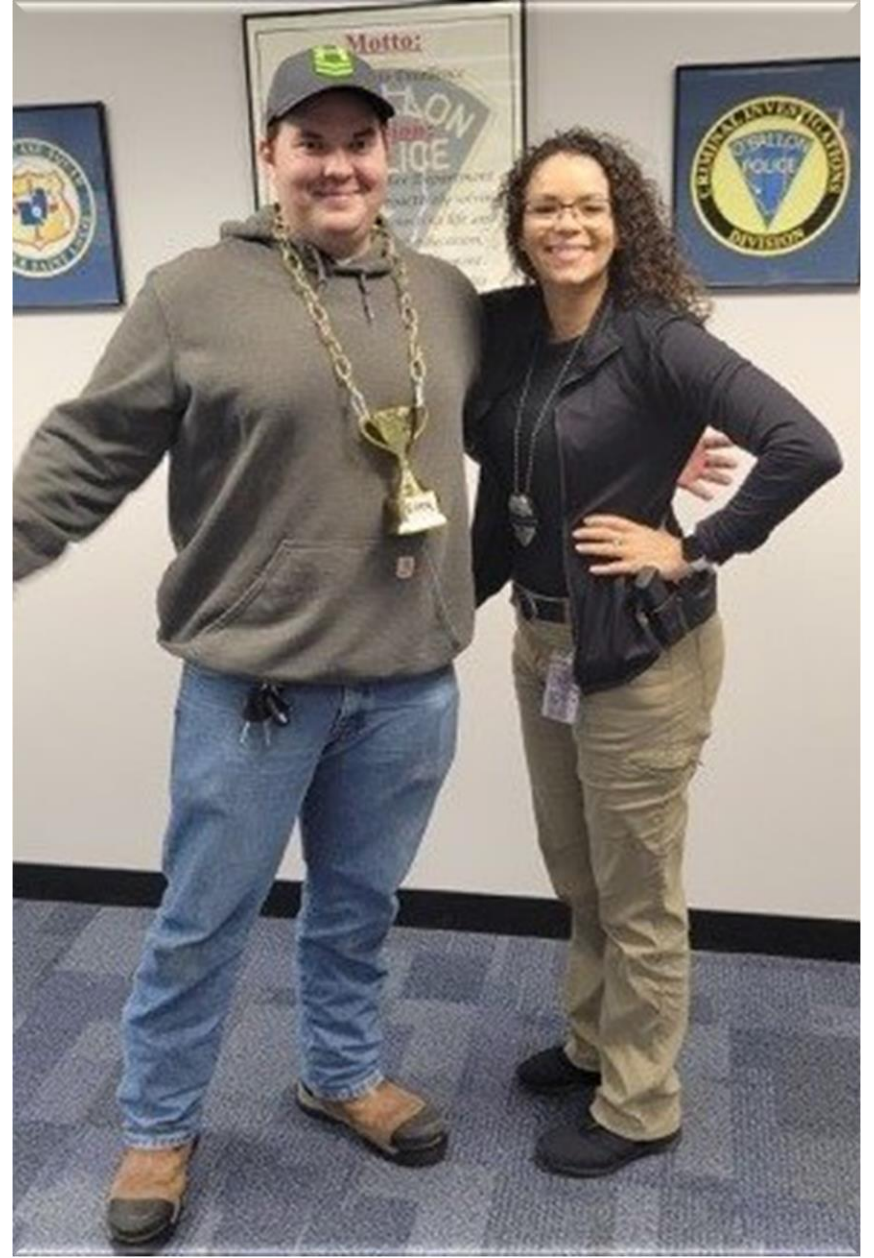




# You're the Best Trophy

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- This is an employee-driven award where the trophy is given to someone for one week and they designate who receives it the next week.
- The next winner must be from a different department and must be given for something that was done to help the current winner's department.
- 24 employees received the award from 10 different departments.
- Addresses Employee Engagement Survey Q4 where employees are praised and recognized for doing good work.





# Empowering Our Employees

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- This is a recruiting video where we asked employees what they thought about working for the City of O'Fallon.
- [HTTPS://YOUTU.BE/DGU\\_WTASNJG](https://youtu.be/DGU_WTASNJG)

# What's Up for 2023

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- 2<sup>nd</sup> Annual Employment Engagement Survey.
- Leaders at all Levels training will continue so all employees will have the opportunity to participate.
- Emerging Leaders follow-up training
- Quarterly conversations will continue.
- Training will continue.
- “Lunch Roulette”
- Site visits/ride-alongs
- The Great Place to Work Team will develop strategies and activities to build organizational culture.

