

HPO: How & a little bit of why?

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Village Administrator

i.e. The last person this afternoon standing between you and the bar



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What are we talking about and why?

Understand how a high-performance model can be implemented in any organization.

Learn how to systematically encourage leadership at all levels of an organization.

How to create an organizational environment focused on both long-term success and actionable short-term goals.

Klima History at Shorewood

Shorewood Police Department Duties (1997 – 2022)

- Patrolman
- Sergeant
- Commander
- Chief of Police 2011-2022

Village Administrator Duties

- Interim in 2018 for 7 months
- Dual role as Chief & VA from May 2021 until January 2022
- Single role as Village Administrator from January 2022 until present

The Shorewood HPO Experience

HPO introduced to Shorewood by Kurt Carroll in mid 2000s

- Department Heads go to formal LEAD training
- Trickle down at meetings / methodologies / committees
- Flattening of the hierarchy
- Absorption leading to leadership at all levels
- “Sister City” Travel and Workshops for staff & elected officials

2011 Transition

- Kurt moves on
- New Administrator Barrowman takes the baton and reinvigorates program after a brief hiatus
- New department heads and first line supervisors go to formal LEAD training
- Build upon the base / indoctrinate the new arrivals

2018 Transition

- New VA reluctant to use HPO – looking for something else
- COVID – never got around to it

2021 Transition

- Renewed commitment
- Committees / Participation / Breaking the Ice

Different Places



Different Organizational Cultures



Different People...

... but People are the common denominator.

People taking care of people.

“Take care of yourself before you can take care of others”

- Being sick
- Airline Safety Briefing



Implementation takes employee buy in:

- Self actualization (Maslow)
- Trust
- Blind leaps of faith

What is success?

- Endless Goal / Moving Target
- Employee Development / Organizational Culture
- Different People / Different Organizations
Different Destinations (Outcomes)
- What is “Just Right?”

Don't be afraid!

Wade in easily or jump into the deep end?

We all have different levels or risk tolerance.

The amount of risk you take will communicate your level of trust in the people in your organization.

- Challenge them
- Ask them questions
- Trickle down effect

Short and Long Term Goals

It's a journey that has to
start somewhere...