

Regularly Refreshing Organizational Strategy

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Regularly Refreshing Organizational Strategy

Sarasota County



All-America County

2006



The CIO 100
HONOREE
2006



**You can become
the architect of
change...**

**Or the tenant
of results.**



**Only those who see the invisible
can do the impossible**



Designs for a Sustainable Future

It's not about us...

- What matters most to our community?
- How do we promote shared responsibility?



Reconnect

Engaging Our Community

- Public Discourse
- One-on-One Conversations
- Surveys and Focus Groups
- Neighborhood Meetings
- Neighborhood Based Governance
- Advisory Boards
- SCOPE
- Who/what is my government?

Our Legacy

To see the big picture more often, recognizing that it is not today but tomorrow that we are influencing, that the good of whole and tomorrow often outweigh the good of the individual and today, and that we will be judged by future generations as regards to our ability to balance the equation.

Core Service of Government

- Key services to the community
- Focusing on operational excellence
- High quality products and services delivered to the community
- Is the deliverable a service of this government?
- We don't exist for organizational structure

Cultural Change within Government

Board Strategic Focus Areas (adopted/unchanged since 2002)

Community- Enterprise Scorecard

Core Services

Performance Management

Organization Development

Process and Quality Innovation

Communications

Network Talent Model

It's Okay to Cast Off (Leave)

Strategy Focused Organization

Leadership –

Translates the Strategy

Aligns the Organization

Makes Strategy Everyone's Job

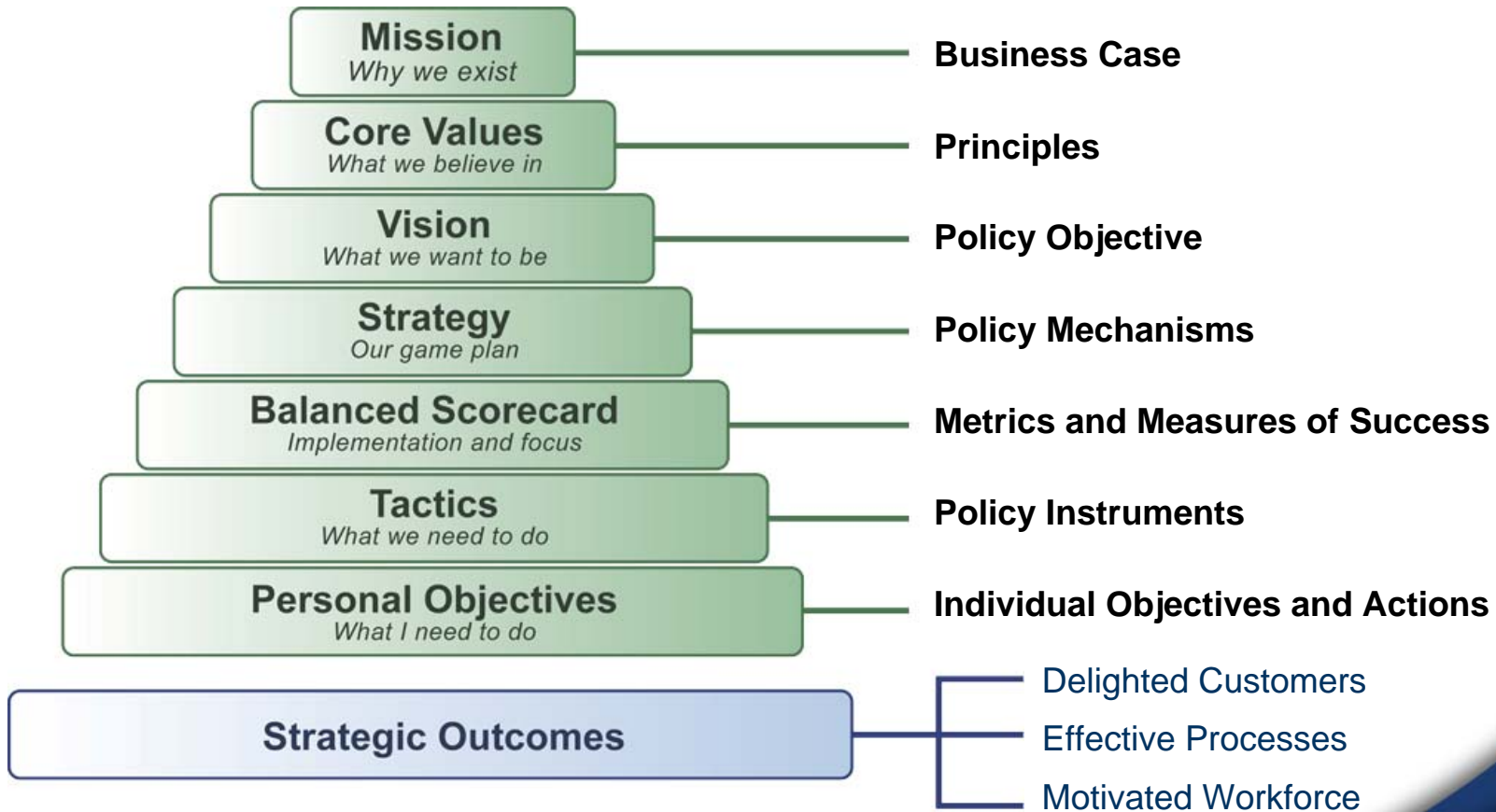
Manages as a Continuous Process

Mobilizes the Organization

Strategic Leadership

- Fearless in eliminating deliverables that are not a service or product of this government
- Honest and forthright in discussions with employees about their role, performance and capabilities
- Driven to implement technology that increases customer value
- Focused on evolving community needs for service
- Supportive in cultivating and enhancing employee performance all the time at every level
- Vigilant in the alignment of fiscal resources to community outcomes
- Visionary in understanding and explaining social and economic paradigm shifts

A STRATEGIC FRAMEWORK



Adapted From: The Strategy Focused Organization, Kaplan & Norton, 2001

The Birth of a “5th” Perspective

Community Perspective

1. Enhance community health.
2. Preserve and enhance neighborhoods.
3. Promote economic opportunity.
4. Enhance movement of people & services.
5. Safeguard the environment.

Customer, Financial, Process, Learning and Growth Perspectives

Community Perspective



*Enhanced
Community
Health*

Renew

Community Perspective



*Preserved and
Enhanced
Neighborhoods*

Renew

Community Perspective



*Economic
Opportunity*

Renew

Community Perspective



*Enhanced Movement of
People and Services*

Renew

Community Perspective



*Safeguarded
Environment*

Renew

The Maturation of 4 Traditional Perspectives

Pursuing Operational Excellence

Renewal within the Customer,
Financial,
Internal Process,
Learning and Growth Perspectives

Renew

Got waves? Need some?

- Examine STEEP Trends
- Consider core service definition
- Implement “At Will” Status
- Create employee BSC Ambassadors
- Work management

Sustaining the Momentum

- Keep your hand on the Helm
- Know how to navigate through turbulent waters
- Keep an even Keel
- Don't Capsize

Renew... With What?

- Annual Board of County Commissioners Retreat (Prioritization)
- Annual Itinerary
- Blended Learning
- Automated On line Glossary
- Themed Managers Meeting

Reinforce- How?

Accountability and Reward

- GOVMAX

- Team-based KPIs

- Variable Pay Options

- Pay for Performance

(FEWER, HIGH PERFORMING, HIGHER COMPENSATED EMPLOYEES)

- OPX

Reinforce

Moving from Concept into Action

Tools to Consider

The Human
Side of Change
(Port)



The Analytical
Side of
Change
(Starboard)

Reinforce

August 15, 2006
CIO 100 Award
CIO Magazine

June 1, 2006
The Innovations Group
Outstanding Achievement in Local
Government Innovation

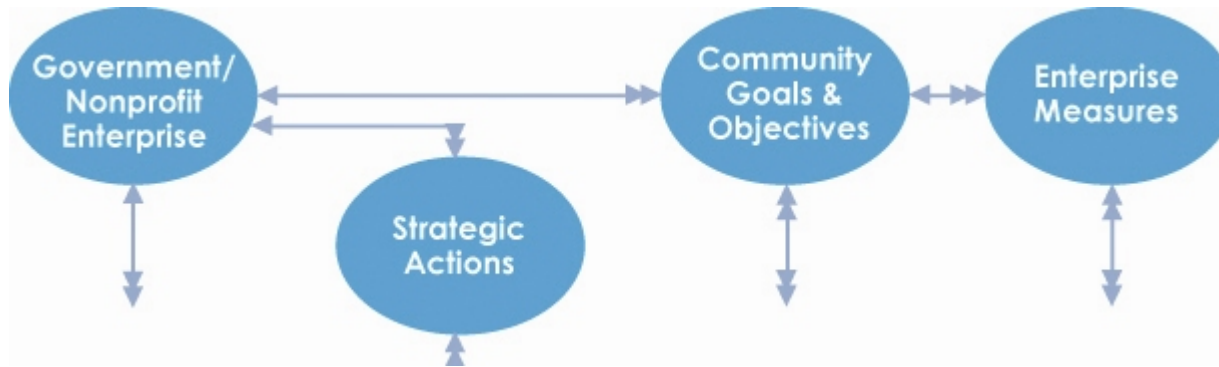
May 26, 2006
Florida City County Managers
Association
Innovation in Communications and
Technology Award

March 2005 and 2006
Government Technology Magazine
Top 25 Doers, Dreamers and Drivers



Reinforce

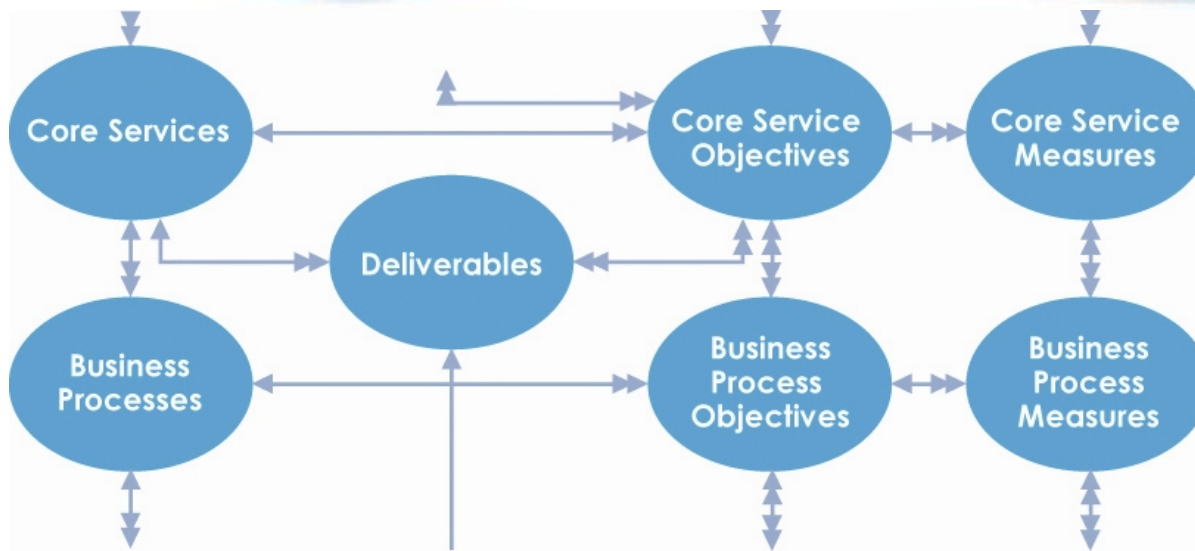
Enterprise Scorecard



Understanding Community Outcomes
Mapping an Inter-connected Process
Aligning the Organization
Communication, Communication, Communication...

Reinforce

Business Strategic Plan



Core Services – Collection of like deliverables to take advantage of organizational synergies

Deliverables – The Key Product or Service Delivered

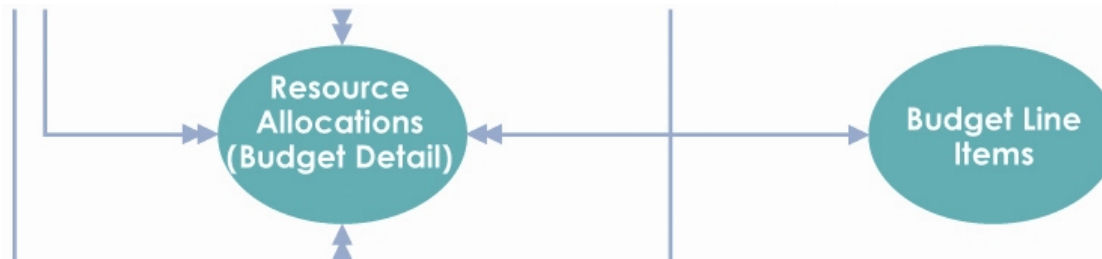
Is the Service a Function of Government?

Defining Core Service Owners

Setting the Objectives – Building the Measures

Reinforce

Fiscal Planning



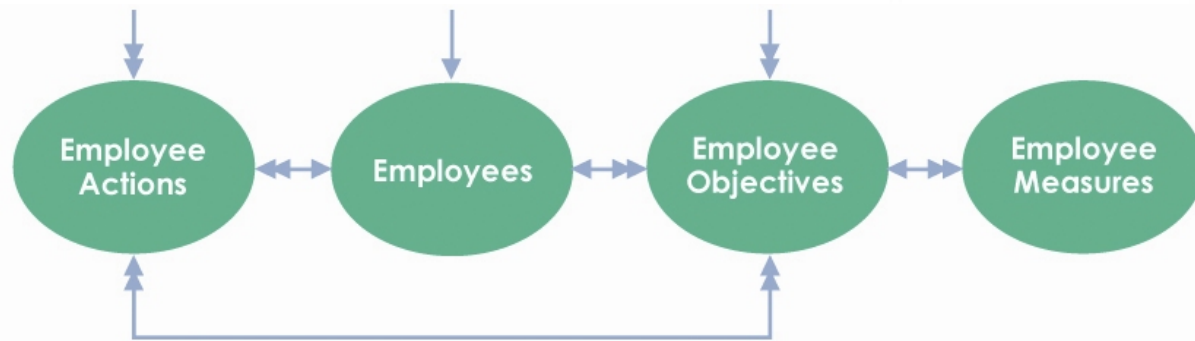
Funding strategy

Driving community outcomes not budget buckets
Aligning resources intra- organizationally to a common end

Adopting a longer planning horizon
Fulfilling the money managers' requirements
Performance based budgeting
Core Service costs
Personal accountability
Direct linkage to core service deliverables

Reinforce

Accountability



Up and down the ladder –
across and through the organization –
Everyone has objectives
Everyone knows how their work relates to outcomes
Activities and objectives of an individual map
all the way up to the enterprise objectives
Everyone is measured: Specific personal objectives

Reinforce

A Glimpse at SCG's Future

Why Re-invent?

- On the top 10 list of least affordable communities
- 2.3% unemployment rate
- Estimated 77 M baby boomers exiting the workforce-only 44 M to replace them (National stat)
- Babcock Ranch to create 19,000 residential units and 6 million square feet of commercial space

Reinvent

A Network of Talent Future of Collaboration

Our Community

Our Employees

Reaching Out

Our Partners

Our Region



Always knowing the journey never ends

Whether your organization is a:

- Nuclear Propulsion Multi Purpose Aircraft Carrier – USS Ronald Reagan
- Cunard flagship – Queen Mary 2
- Schooner - Zodiac
- Tugboat – USS Apalachicola
- Waka (canoe)

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Reinvest

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