



Jackson County Leadership Team Meeting

Minutes: February 10, 2016

Present: Adam Brown, Richard Thoune, Jeff Hovarter, Dave Welihan, Joni Johnson, Mike Overton, Christopher Bolt, Ric Scheele, Don Bustamante, Tim Yost, Jeremy Burns, Richard Martonchik, Kent Maurer, Robyn Papaioannou

Facilitator: Jeremy Burns **Recorder:** Richard Thoune

Engagement Exercise: Richard Martonchik

Leadership Lesson: Ric Scheele

Timekeeper: Dave Welihan

Meeting minutes for January 13th and January 27th were reviewed and approved.

Engagement Exercise. Richard Martonchik referenced a recent U.S. survey by one of the largest EAP providers in the country. Central question posed to us: What do we think the biggest stressors are in the workplace from the employee perspective? Members provided their thoughts on what these might be.

Top three from the survey:

1. Unclear expectations from supervisors
2. Confusion/conflict between coworkers and supervisors
3. Increased workload and complexity

We likely see all three of these every day in our departments/offices. Communication through many different forms can be used to clarify expectations; it is an ongoing function and responsibility of leaders and managers. Confusion and conflict can occur between coworkers and between workers and their supervisors. Role definition, clarifying expectations, team building, and in some cases, addressing individual behaviors in the workplace, are strategies that can be used to address confusion and conflict. Richard's second item was for us to think about our favorite ice cream flavor. Research suggests a predictive association between specific flavors and personality traits.

Leadership Lesson. Ric Scheele shared his thoughts and perspectives with us on the skill of improvisation, in reaction to being assigned engagement exercise at 4:50 pm the previous day. Two types shared: Musical – either you can excel at it or fall flat on the stage; and On The Fly Decision Making – making do despite the absence of resources that would be expected to be in hand to accomplish the task. Staff input in the latter situation is often very helpful. Within the context of deciding if your department is walking, riding the bus or driving the bus, the team approach and contribution will make an effective difference.

LIFT 2.0 Update. Richard Martonchik provided an update. The LIFT 2.0 Planning Team

continues to meet, with most recent meeting last week. Will meet again Friday, 2/12. The team is working to identify a trainer who can provide facilitation training to LIFT, the Leadership Team and other employees of the county. A tie in with HPO is also desired. March 21st is the planned date from 8:00-11:00 am. Location to be determined. Local leadership academy run by the Chamber of Commerce was also identified as an excellent leadership opportunity for LIFT members and new Department Heads. A great resource that really connects people together locally and runs 10 weeks. Members discussed LIFT 2.0 membership nominations and associated expectations from Department Heads. While there is no stated expectation or guarantee that an employee approached to be a LIFT 2.0 member will rise to a leadership or manager position with the county, some members stated that employees approached were those who were viewed as having such potential.

HPO Enrollment. (added to agenda). There are still openings for the March training event. Tony Gardiner will stay an extra day on Friday, March 11th. A refresher on the diagnostic change model with LIFT, past HPO Trainees was supported by the members. Members shared their perspectives on accomplishments of the County Leadership Team and felt a strategic refocus may be needed to understand what the team is producing. LIFT member feedback was that a focus on task/project accomplishment was not enough. When they were engaged in task/project accomplishment, follow through by leadership to implement their efforts faltered.

The provision of input to the County Leadership Team by LIFT on various issues was helpful and might even be necessary, but isn't sufficient for them in their defined role of being Leadership Infrastructure for Tomorrow members. Time availability to participate in LIFT building is difficult to carve out of their schedules. The promise of LIFT was to push the organization toward being a High Performance Organization. While bringing in speakers on various LIFT leadership topics such as facilitation is helpful, other items keep coming up that are more organic to the organization, such as restoring the On Line newsletter and employee annual recognition dinner. Employee recognition should be able to be done inexpensively.

Decision making that only flows from the top down versus bottom up is not HPO. Empowering employees to make decisions doing their job also goes hand in hand with being responsible and accountable for the decisions and the work. They are intrinsically linked, can't be separated, and have to be embraced by all employee work groups. Members acknowledged that mistakes will be made, but we will overcome those together and work through them.

The group felt we should look at trainee surveys that have previously been completed with Tony Gardiner at the March 11th event and be deliberately systematic about the areas we need to address. Answering this key question may be helpful: What does success look like to employees when it comes from the top? Team hiring is an example. Comments were made that HPO changes have been seen at department levels, leadership teams at department levels have been established, and a measureable increase in climate survey results has been seen.

These are signs that HPO is working, but more visible evidence of HPO work at the top level may be needed. The nature of the decision making processes at the county administrator

level with the governing board were acknowledged. Members encouraged review of the approach to decision making using the HPO lens. Let's celebrate successes as we go. Departments that have embraced HPO do well, and no one is actively campaigning against it.

Managing Together.

Leadership Team Members:

Members unanimously welcomed Jeff Hovarter to the Leadership Team. Christopher Bolt nominated new members to the team to include Bob Griffis, Director, Operations, and Angela Kline, Director of Engineering, both with JCDOT. The group approved the nominations. Orientation and signing of the agreement will be completed.

Worker's Compensation:

Discussed a policy issue related to worker's compensation. Identified as an administrative matter that will be followed up on outside the County Leadership Team.

Dept Head/Elected Official Meetings:

Discussed the need for a second County Leadership Team meeting each month. Consensus was to keep the second meeting as the percent of our time devoted to leadership and HPO is still quite low relative to our number of worked hours per month. Consensus to move the DH/EO meeting to end at 10:30 am.

Adjourned 11:00 am.

Next meeting: February 24, 2015, 10:30 am to Noon Facilitator: Richard Martonchik

**Recorder: Joni Johnson Engagement
Exercise: Kent Maurer**

Agenda Items:

- Continue discussions on what does HPO look like when it is successful
- Employee recognition
- Diagnostic change model and question review
- Managing Together

Respectfully Submitted: Richard Thoune

