

# HUNT THE FUTURE: ACCELERATE FROM STATUS QUO TO STATUS GO INFLUENCING CULTURAL EVOLUTION

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- ▶ "Little v" Values
  - ▶ Not taxes, regulation or reproductive rights
  - ▶ Personal/professional values, team values, organizational values
- ▶ Know thyself
  - ▶ Useful reflection, not ego-centric narcissism
  - ▶ What are your blindspots?
- ▶ The dichotomies of effective leadership
  - ▶ Powerful vulnerability & consistency's creative variability

## VALUES-BASED MANAGEMENT

- ▶ Communicating “values” forms a contract
  - ▶ Failure to adhere reveals artificiality, convenience
- ▶ Holding yourself accountable requires discipline, courage and self-awareness
- ▶ Holding others accountable requires *even more* discipline, courage and self-awareness
  - ▶ Aristotle & Anger: “Anybody can become angry – that is easy; but to be angry with the right person and to the right degree and at the right time and for the right purpose, and in the right way – that is not within everybody’s power and is not easy.”

## ACCOUNTABILITY IS A TWO-WAY STREET

- ▶ Make it understandable and relevant
  - ▶ Tell stories with a beginning, middle, and end
- ▶ Mentorship and coaching – Empathy, not sympathy
  - ▶ Accountability for human & social capital development
  - ▶ How you practice is how you play
  - ▶ AMD, OEM, Figure it Out & See Think Know
- ▶ The Five-Tool Player (not the one you’re thinking about)
  - ▶ Leader, Thinker, Operator, Communicator, Public Servant
  - ▶ Field a team of All-Stars

## ACCESSIBILITY, BENCH STRENGTH & THE FIVE-TOOL PLAYER

- ▶ City Council sets the tone
  - ▶ Councils change; identify their strategic priorities that endure
- ▶ Complexity Abounds
  - ▶ Humans are complex; multiplied by work groups, divisions, departments, agencies, etc. How do you thread the needle?
- ▶ The Cascading Relationship of Momentum & Dynamic Stability
  - ▶ Council Goals → Department Objectives → KPIs → Repeat
- ▶ So What?
  - ▶ If objectives can't tie-back to goals, should they be on the list?
  - ▶ If objectives can tie-back they add value and meaning to work

## ALIGNMENT & SYSTEMIC COMPLEXITY

- ▶ Identifying and adhering to the goal adds credibility
  - ▶ Invites opportunities to innovate
  - ▶ Informs when to "pump the brakes"
  - ▶ Teaches how to make good decisions
  - ▶ Balances achievement with continuous improvement
- ▶ Keep Score
  - ▶ KPIs should be SMART
    - ▶ Thresholds vs. Targets vs. Recon; develop the "dashboard"
  - ▶ Reward the "Doers" – appropriately, meaningfully, thoughtfully

## DEFINING SUCCESS AND PERFORMANCE MANAGEMENT

- ▶ Organizational culture is a living thing
  - ▶ A positive and engaging culture requires care and feeding
  - ▶ Constantly evolving and never static
- ▶ Leadership matters
  - ▶ Good leaders build other leaders
  - ▶ Achievement is often correlational but not necessarily causal to leadership
- ▶ Where is it going? Do you care? How can you help prepare the organization to not need you? Are you building something more sustainable and more resilient?

## CLOSING THE LOOP

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