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

Scott Ochoa
City Manager
Ontario, CA
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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
ACCOUNTABILITY IS A TWO-WAY STREET

- 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.”

ACCESSIBILITY, BENCH STRENGTH & THE FIVE-TOOL PLAYER

- 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
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 causational 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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