



# PUTTING PERFORMANCE MANAGEMENT & TEAM DEVELOPMENT TO WORK FOR LOCAL GOVERNMENTS

# PERFORMANCE MANAGEMENT



Performance management is the systematic **process** by which an organization involves its **employees** in improving organizational **effectiveness** in the **accomplishment** of organization's mission and goals.

# The Challenge



# PERFORMANCE & ENGAGEMENT REALITIES

Employees expect to be **heard**.

44%

of exited employees believed their opinion was NOT valued

Employees expect to be **coached**.

78%

of disengaged organizations leverage a traditional performance review

Employees expect **real-time feedback**.

71%

of employees prefer immediate feedback even if it's negative

Employees expect to **meet regularly**.

91%

of employees prefer to discuss their performance more than once a year



# Response to Problem

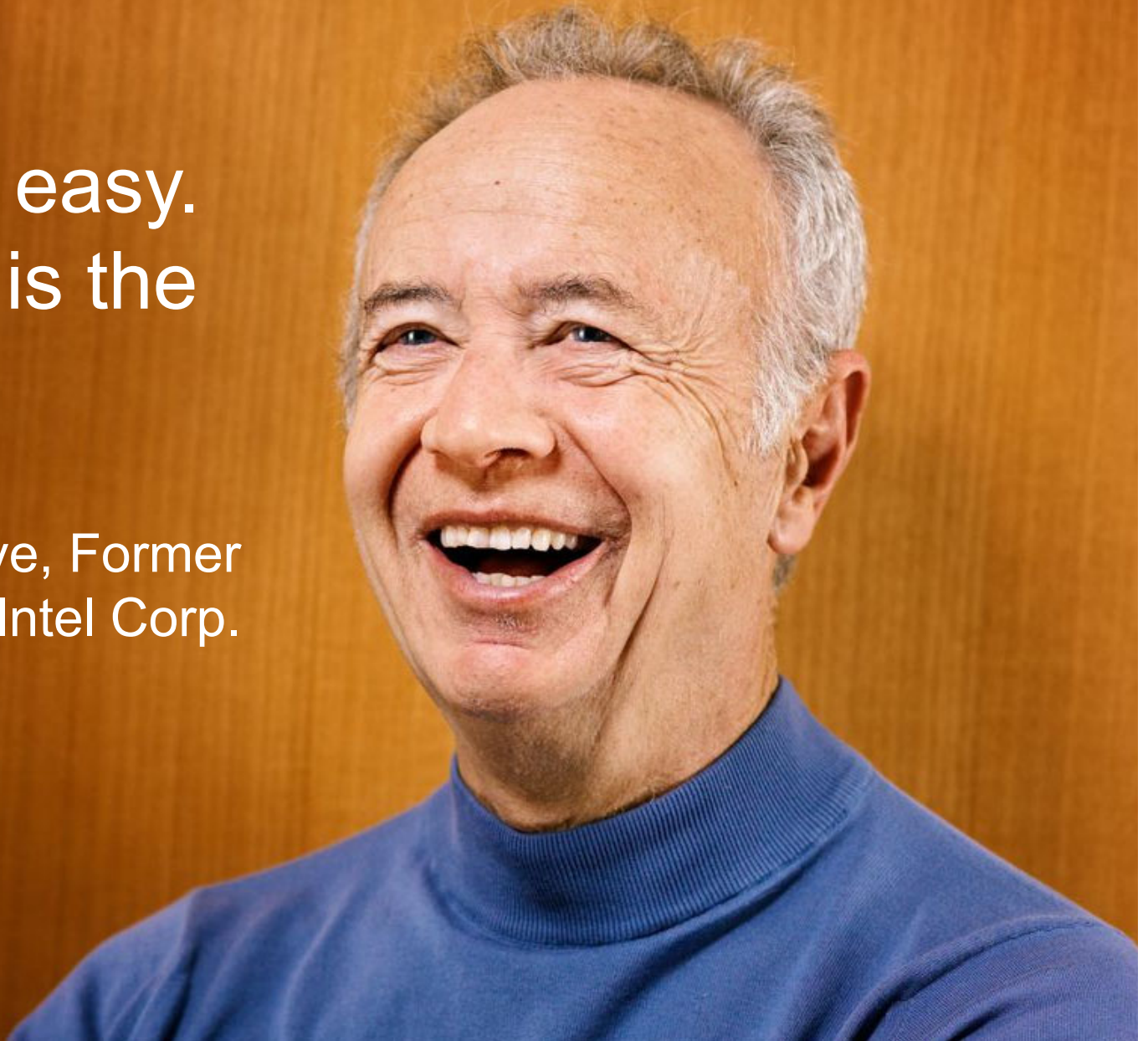


# The Underlying Challenge

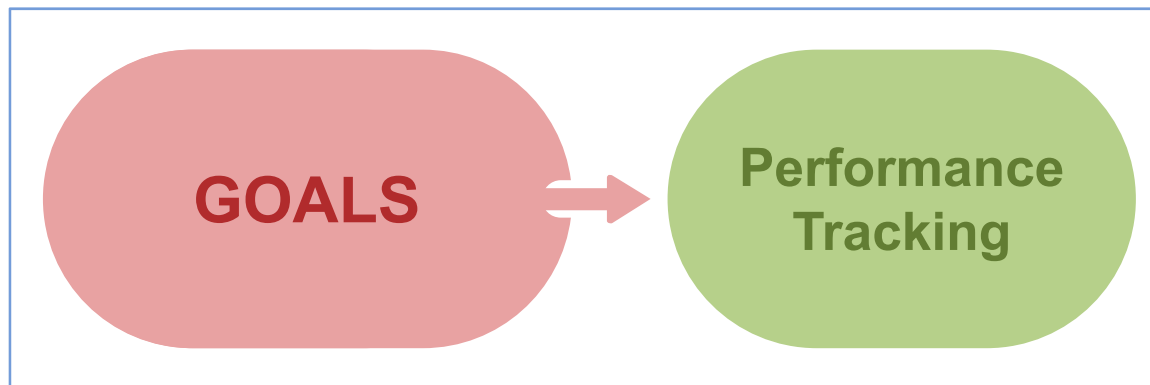
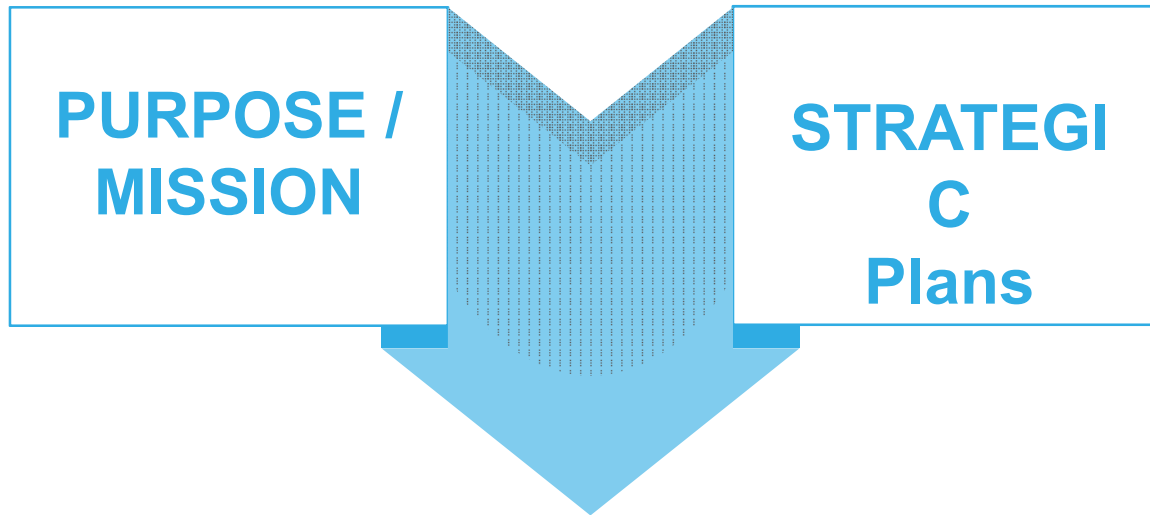


“Ideas are easy.  
Execution is the  
hard part.”

– Andy Grove, Former  
Chairman of Intel Corp.



# EXECUTION ROADMAP

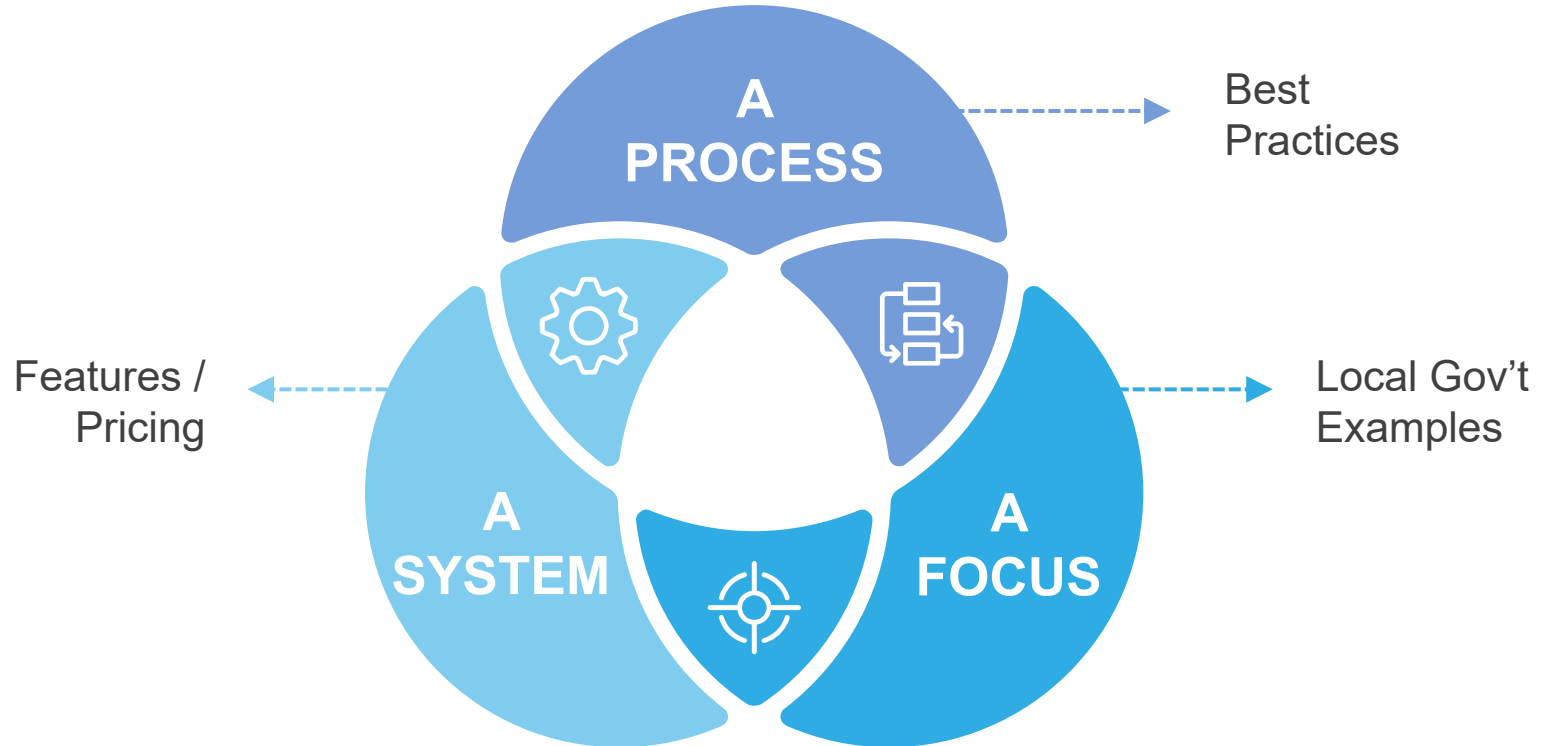




# TODAY'S TALK



## PERFORMANCE MANAGEMENT



# OKR Methodology



Discipline or process for setting, clarifying, measuring, communicating, tracking and rewarding key goal attainment

# Local Governments are Adopting Performance Management to Improve Execution

Fulton County, GA  
Decatur, GA  
Clayton County, GA  
Milton GA  
East Point GA  
Fayetteville, GA  
Stockbridge, GA  
Rockdale County, GA  
Scottsdale, AZ  
Peoria IL  
Tempe AZ

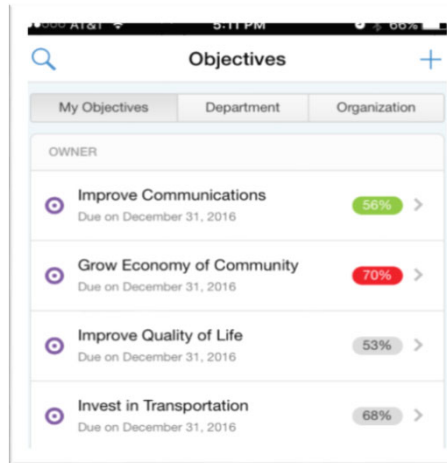


Ft. Lauderdale, FL  
Arvada  
Ft. Collins, CO  
Durham, NC  
Charlottesville, VA  
Olathe, KS  
San Bernardino County, CA  
Seattle, WA  
College Park, MD  
Sahuarita, AZ

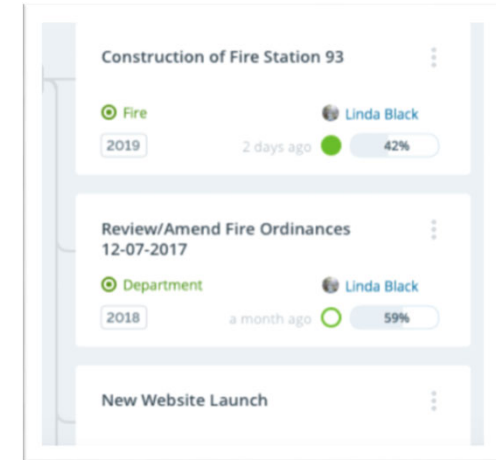
# Today's Strategic Performance Management



Visual



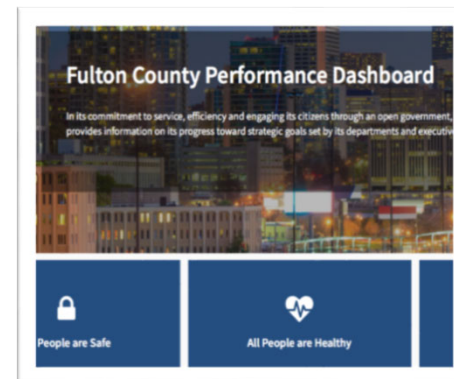
Easy to Use



Goal Alignment



Affordable



Publicly Visible

# What we're not talking about...

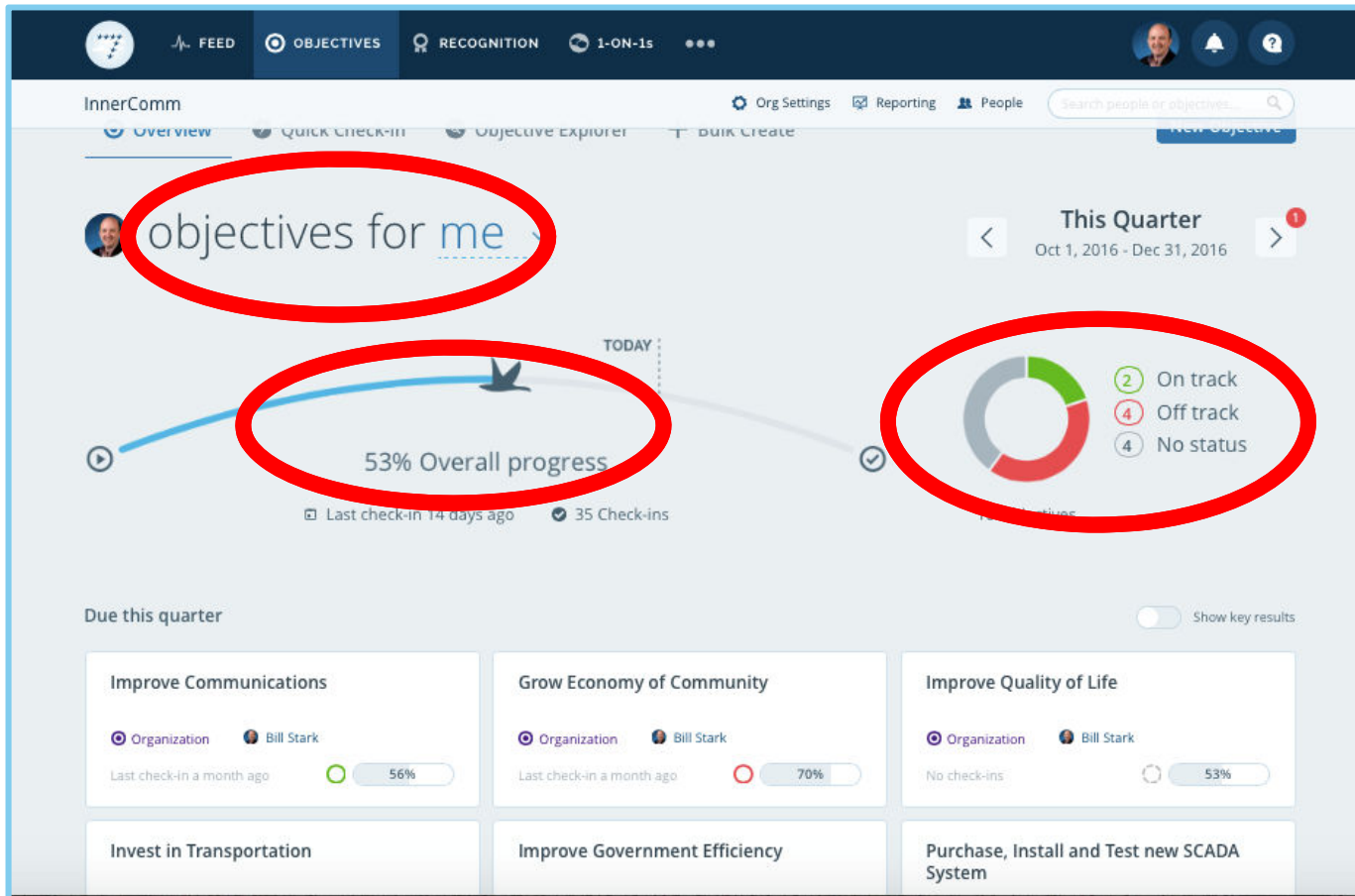
## HR-IS System



## Project Management Software



# Geese





# Police Department Example

The screenshot displays a performance management dashboard for a Police Department. The main objective is "Increase community relations and crime prevention." The dashboard includes a progress bar showing 23% completion, a line chart for progress over time, and a list of key results with their respective completion percentages. Red circles highlight specific elements: the objective text, the date range (Apr 01, 2017 to Jun 30, 2017), the "Quality of Life" category, the "Check In" button, the "OWNERS (1)" section listing "Captain OPS", and the "KEY RESULTS (8)" section.

**DEPARTMENT OBJECTIVE** Close objective Actions

Increase community relations and crime prevention.

Apr 01, 2017 Jun 30, 2017 Public Council OKR Public Safety > Police

**Aligned Objectives** Edit

- Quality of Life
  - Increase community relations and crime prevention.

**Progress** Check In

23%

**People (1)** Edit

**OWNERS (1)**

- Captain OPS

**KEY RESULTS (8)** + ADD KEY RESULT

- 10 Educational seminars per month starting June 1, 2017 (10%)
- 6 Trail patrols per month beginning June 1, 2017 (50%)
- 11 new Neighborhood Watch Group each month beginning June 1, 2017 (10%)

# Strategic Goals & Department Goals

The screenshot shows a goal management interface for the objective "Invest in Infrastructure - 2018". The interface includes a title bar with "ORGANIZATION OBJECTIVE", a "Close objective" button, and an "Actions" dropdown. Below the title, there is a description field, a date set to "February 12, 2018", and date range selectors for "Jan 01, 2018" to "Dec 31, 2018", a "Public" status, and a label input field. The main content is divided into two sections: "Aligned Objectives" and "Progress".

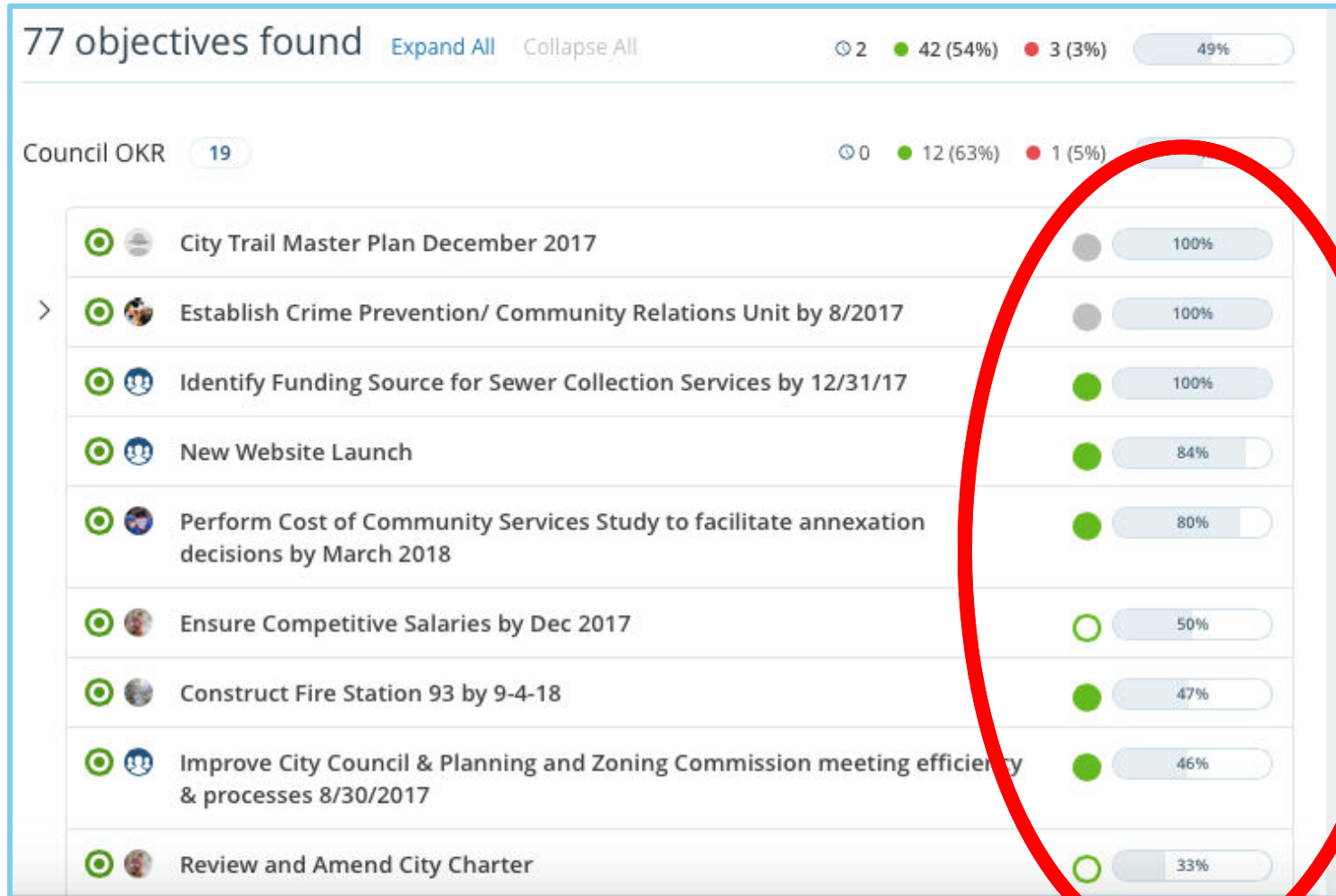
**Aligned Objectives:** A list of sub-objectives, each with a progress indicator (a green circle with a checkmark). The list includes:

- Invest in Infrastructure - 2018
- Develop Citywide Fiber Plan
- Construction of Fire Station 93
- City Hall project
- DDA Alleyway Project
- 2018 SPLOST Paving Project
- properly fund and staff the police department
- Offer VIP experience at Southern Ground Amphitheater
- City Hall project
- DDA Alleyway Project
- In-fill development at Levee Property

**Progress:** A section showing the overall progress of the objective. It features a toggle for "Remind me to check in every Friday" and a "Check in" button. A progress bar indicates that the objective is 62% complete. Below this, there are sections for "KEY RESULTS (0)" and "CHILD OBJECTIVES (15)".

Child Objective	Progress	Notes
Develop Citywide Fiber Plan	10%	
Construction of Fire Station 93	43%	Council OKR
City Hall project	89%	Strategic Focus Area
DDA Alleyway Project	39%	

# Reporting Example



# Uses for OKRs



## Projects

Improve Playground  
Equipment



## Outcomes

Safer Community:  
Reduce Crime 6%

# Recognize Employee Successes

The screenshot displays a 'recognition center' interface. On the left, a 'Recognition filters' sidebar is circled in red, listing 'CORE VALUES' with counts: Excellence (19), Passion (6), Teamwork (6), Taking Initiative (3), and Excellent Customer Service (0). The main area shows 'TOTAL RECOGNITION 34' and 'MOST RECOGNIZED 2 People (5)'. Three recognition cards are shown, with the middle and right cards circled in red. The first card is for Nella Cooper, recognized for Excellence by Carleetha Talmadge. The second card is for Mike Bush, recognized for Excellence by Carleetha Talmadge. The third card is for Mike Bush, recognized for Excellence by Ray Gibson. A 'Recognize a team member' button is visible in the top right.

recognition center

Recognize a team member

Recognition filters

Everybody All Time

CORE VALUES

- Excellence 19
- Passion 6
- Teamwork 6
- Taking Initiative 3
- Excellent Customer Service 0

TV Display Mode

Export history as Excel

TOTAL RECOGNITION 34

MOST RECOGNIZED 2 People (5)

Nella Cooper  
WAS RECOGNIZED FOR  
EXCELLENCE  
BY CARLEETHA TALMADGE FOR:  
"It is Nella's 1 year anniversary! Thanks for all that you do! I know that your plate was full during this first year but I am so grateful that have stayed the course!"  
Like · 5 months ago

Mike Bush  
WAS RECOGNIZED FOR  
EXCELLENCE  
BY CARLEETHA TALMADGE FOR:  
"I would like to recognize Mike Bush for making it happen (Opening up the Doors of City Hall) and also for hanging the pictures on the wall! Awesome Job"  
Like · 7 months ago

Mike Bush  
WAS RECOGNIZED FOR  
EXCELLENCE  
BY RAY GIBSON FOR:  
"Great work in receiving the Certificate of Achievement for Excellence in Financial Reporting."  
Like · 2 likes · a year ago  
Write a comment...



# 1-on-1 and 360 Reviews / Feedback

The screenshot displays the '1-on-1s' interface. On the left, the '1-on-1 History' section shows a dropdown for 'INVOLVING:' set to 'Bill Stark', with options for 'AS TEAM MEMBER' and 'AS FACILITATOR'. Below this is a 'DRAFT 1-ON-1s' table with three entries:

Name	Subject	Date
Ray Gibson	Monthly Performance & OKR Coaching Questions - May Fayettevl...	May 3, 2017
Kelvin Joiner	Monthly Performance & OKR Coaching Questions - May Fayettevl...	May 3, 2017
Scott Gray	Monthly Performance & OKR Coaching Questions - May Fayettevl...	May 3, 2017

On the right, the 'Begin a new 1-on-1' form includes a help link: 'How to run a more authentic and effective 1-on-1 meeting'. The form fields are:

- PARTICIPANTS:** 'Bill Stark' (Facilitator - often asks the questions) and 'Choose a user...' (Participant - often answers the questions).
- TEMPLATE:** 'Start without a template'.
- WHEN:** 'Select a date', '9:00 PM', and '30 minutes'.
- Recurring:** A toggle switch is currently turned off.
- Prep new 1-on-1:** A green button to initiate the meeting.



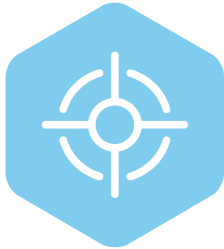
# Performance Management Systems to Explore

Name	Cost
7Geese	\$3k yr / \$150 per person/yr; 20 person min
Quantum WorkPlace	\$16k for 150 employees / \$9 PPPM
HelloTeam	\$72-\$96 / YRPP / \$6-\$8 PPPM
WeekDone	\$10,800 150 employees; \$1,920, 20 users \$8 PPPM
ClearPoint Strategy	\$600 / yr / pp; 20 users ~\$12k
Monday	25 users/ \$3,600 yr
Envisio	\$15k-\$20k / med-sized town

Other systems include AchieveIT! and Socrata

# Best Practices

# BEST PRACTICES FOR PERFORMANCE MANAGEMENT

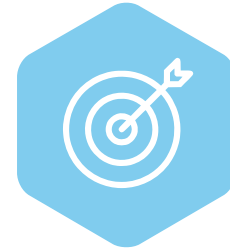


**3-4**

per Qtr per team



Weekly  
Reviews



**60/40**

Goal Agreement



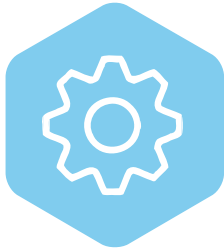
Set Stretch Goals  
where 70% is a win



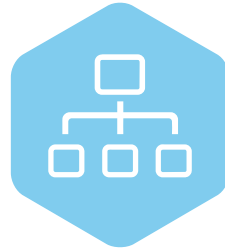
Visible  
Scorecard

Not a performance weapons / OKRs are Negotiated with Manager

# BEST PRACTICES FOR PERFORMANCE MANAGEMENT



Start with a simple system



Start with Directors then Managers Later



Commit to Leading the Effort



Promote Goals and Progress



Set New OKRs Qtrly with Feedback

Not a performance weapons / OKRs are Negotiated with Manager



# Younger Workforce

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- Data driven
- Like apps
- Appreciate recognition
- Want to know where they stand
- Seek purpose
- Want feedback

# Focus / Results





## Issues

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- Caught in the daily whirlwind
- No team clarity / detail of goals
- No alignment to City vision
- Lack of goal review cadence
- Few measurements / KPIs
- “Silo” efforts / lack teamwork

## Actions

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- Adopted & trained on system
- Developed Clear Goals
- Refined vision, mission, values
- Established quarterly goal reviews
- Review OKRs in staff meetings
- Share with Council & public



## Results

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Greater clarity & team communication  
Issues identified early  
Faster progress to key goals  
Council and public better informed  
High performance culture emerging  
Accountability growing  
More urgency

# The Hard Part

- Getting people to use the process
- Change / Changing behavior
- Making it stick
- Fighting the tide to “return to the norm”

TIME & COMMITTMENT

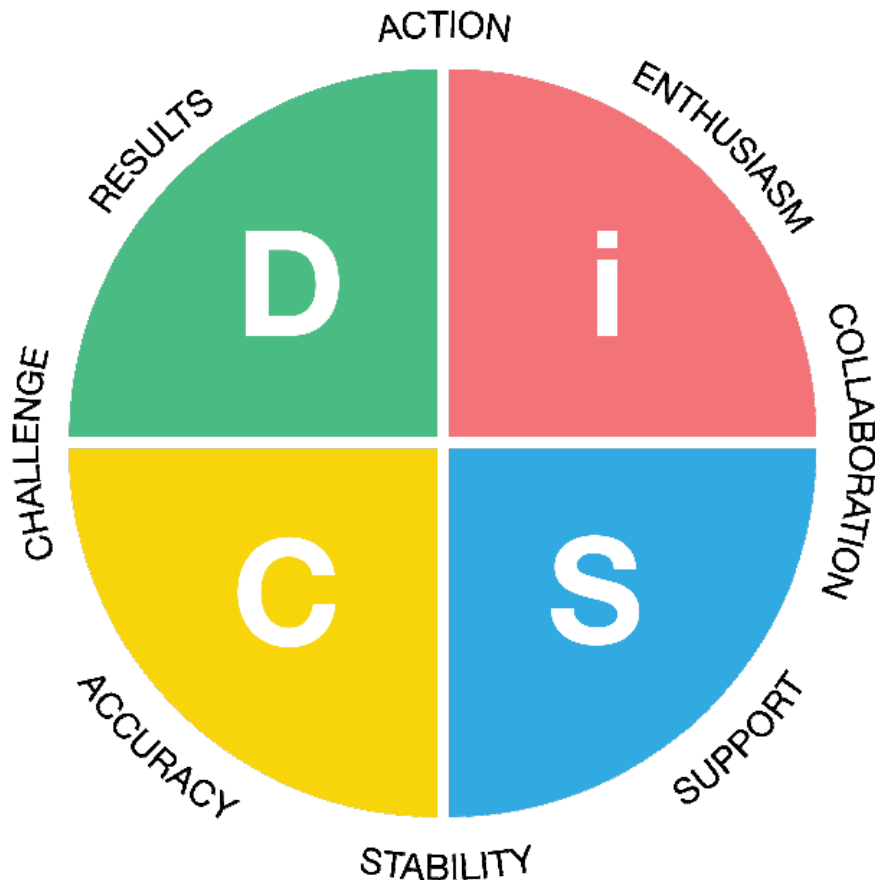
# Teamwork Development in Local Government

# Teamwork in Local Government

- ▶ 30%+ of a day is spent in a team setting
- ▶ 50% of work is done in a team situation
- ▶ 70%+ of local government operating budget is people



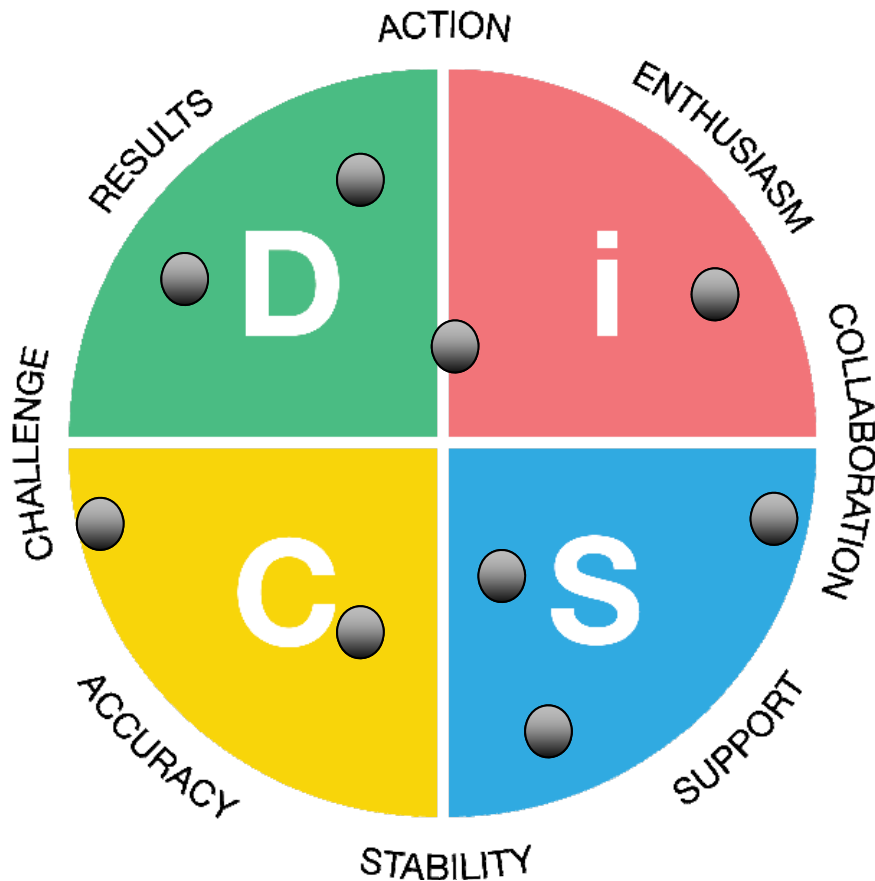
# The Power of DiSC®



- Based on decades of research, DiSC helps people understand how they collaborate in a team environment and how their work style affects others.
- People score into one of 4 main categories or one of 12 variations.



# The Power of DiSC®



- DiSC assessments allow you to see how you relate to others
- DiSC assessments help others know how to best relate to you to get the maximum results for a team
- The assessment is reliably used over 1,000,000 times per year by government, business and non-profits



# The Five Behaviors™ Model

# Building Trust

Confidence among team members that their peers' intentions are good and that there is no reason to be protective or careful around the group.

Trust allows us to say:

I'm sorry  
I made a mistake  
That was my fault  
I need help

*In essence, teammates must get comfortable being vulnerable with one another.*



Turn to your neighbor and share the biggest factor in your childhood that contributed to your success in life.



# The Five Behaviors™ Model

# Mastering Conflict

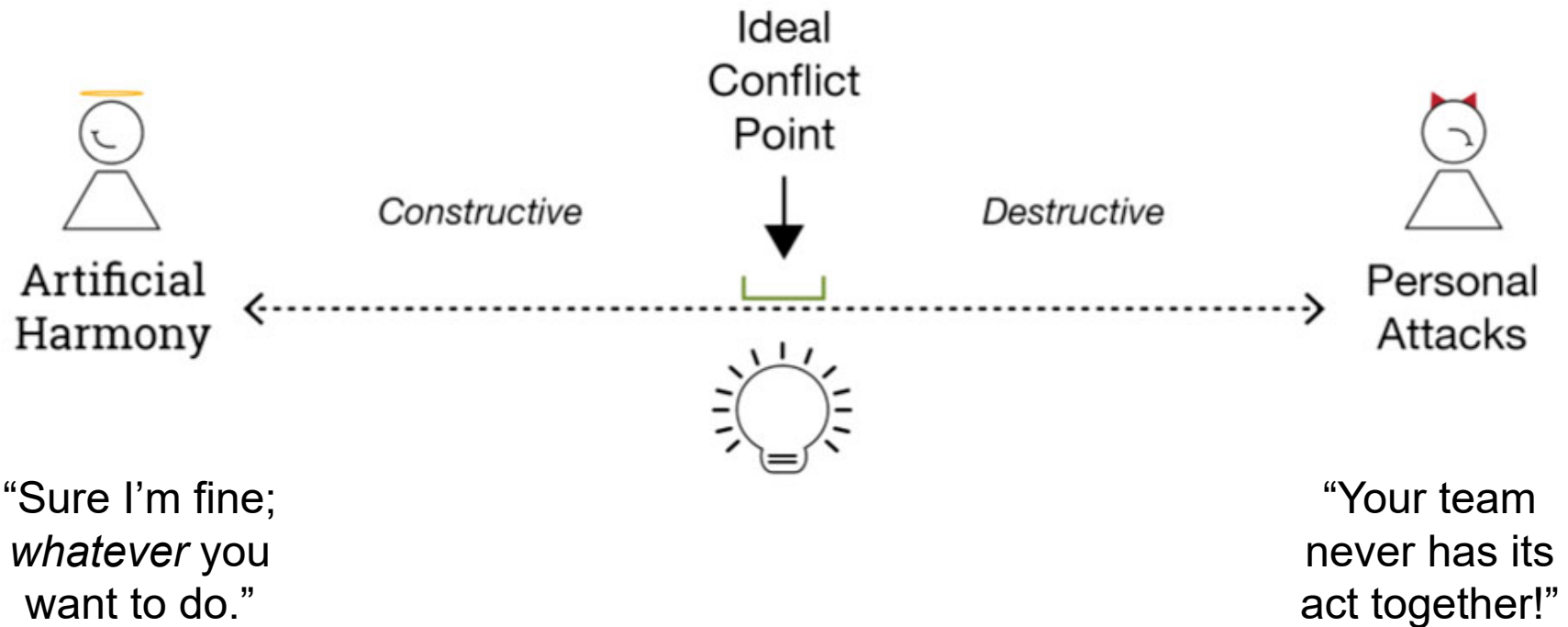
Requiring passionate, unfiltered debate around issues of importance to the team in order to arrive at the best solution.

*Productive conflict moves the team forward*  
*Should focus on the idea, not the person*



# Mastering Conflict

## Conflict Continuum



# Styles Response to Conflict

## D Style

- Speaks up - H
- Overpowers - U

## I Style

- Expresses Feelings - H
- Overly dramatic - U

## S Style

- Listens to others - H
- Avoids tension - U

## C Style

- Focuses on logic - H
- Overpowers w/ facts - U



# The Five Behaviors™ Model

A swimmer is shown in a pool, performing a freestyle stroke. The swimmer's head is above water, and their right arm is extended forward, creating a splash. The background is a dark, slightly blurred view of the pool and surrounding area. Overlaid on the image is a large, semi-transparent circular graphic containing the text.

**WITHOUT  
COMMITMENT,  
NOTHING  
HAPPENS.**

– T.D. Jakes

## Achieving Commitment

- Sharing opinions leads to commitment
- Clarity and buy-in are key to commitment
- D & I tendency is to move fast and not gain commitment

# Commitment Best Practice



Always ask each team member if they are totally committed to the goal or decision you have just made....even if they do not agree with it all.



# The Five Behaviors™ Model

# Embracing Accountability

The willingness of team members to remind one another when they are not living up to the performance standards of the group.

*Peer-to-peer accountability*

*Doesn't always require the participation of the team leader*

*Requires trust of the other person or hurt feelings result*



# Embracing Accountability

When everyone is committed to a clear plan of action, they are better able to hold one another accountable

*“Hey, John, remember, we all agreed to...”*



# The Five Behaviors™ Model

# Focusing on Results

Team members go beyond barter and compromise to focus on and embrace a collective pursuit of the best interests of the whole.

# Distractions of Focusing on Team Goals

Ego (“this is beneath me!!”)

Personal Goals

Compensation (*“I’m not paid to do that!”*)

My Department Goals

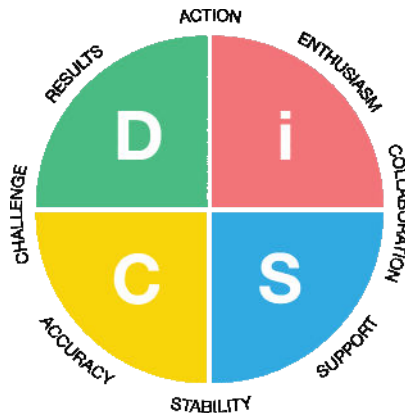
I’m not truly committed

Thank you!

Questions?

[www.innercomm.net](http://www.innercomm.net)  
[bstark@innercomm.net](mailto:bstark@innercomm.net)  
[tfenbert@innercomm.net](mailto:tfenbert@innercomm.net)

# Implementation of Five Behaviors



5 Behaviors DiSC Assessment



Monthly Training on One of the Five Behaviors



Online Learning



Coaching



6-month Check-up

**EAST  
POINT**  
GEORGIA

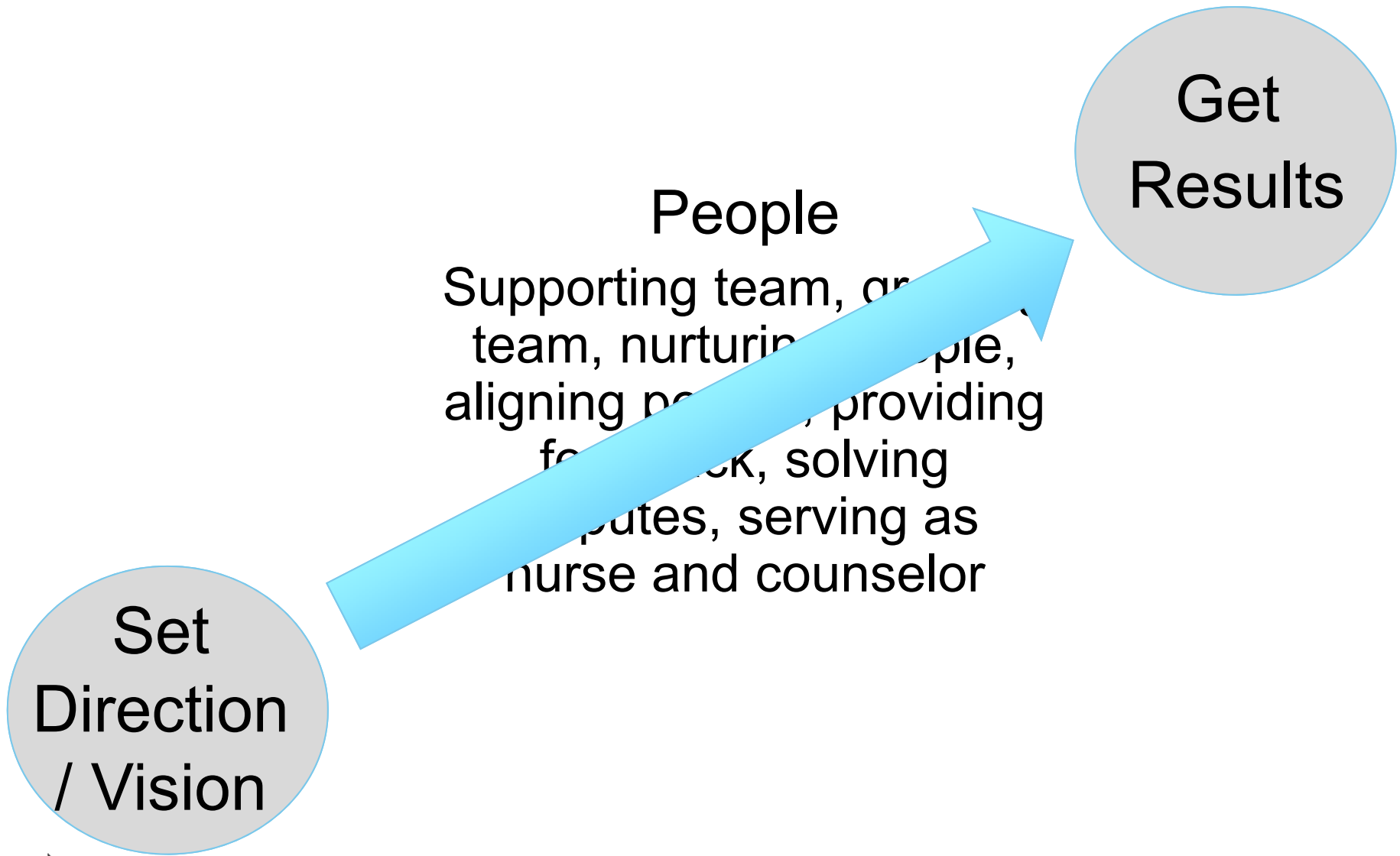


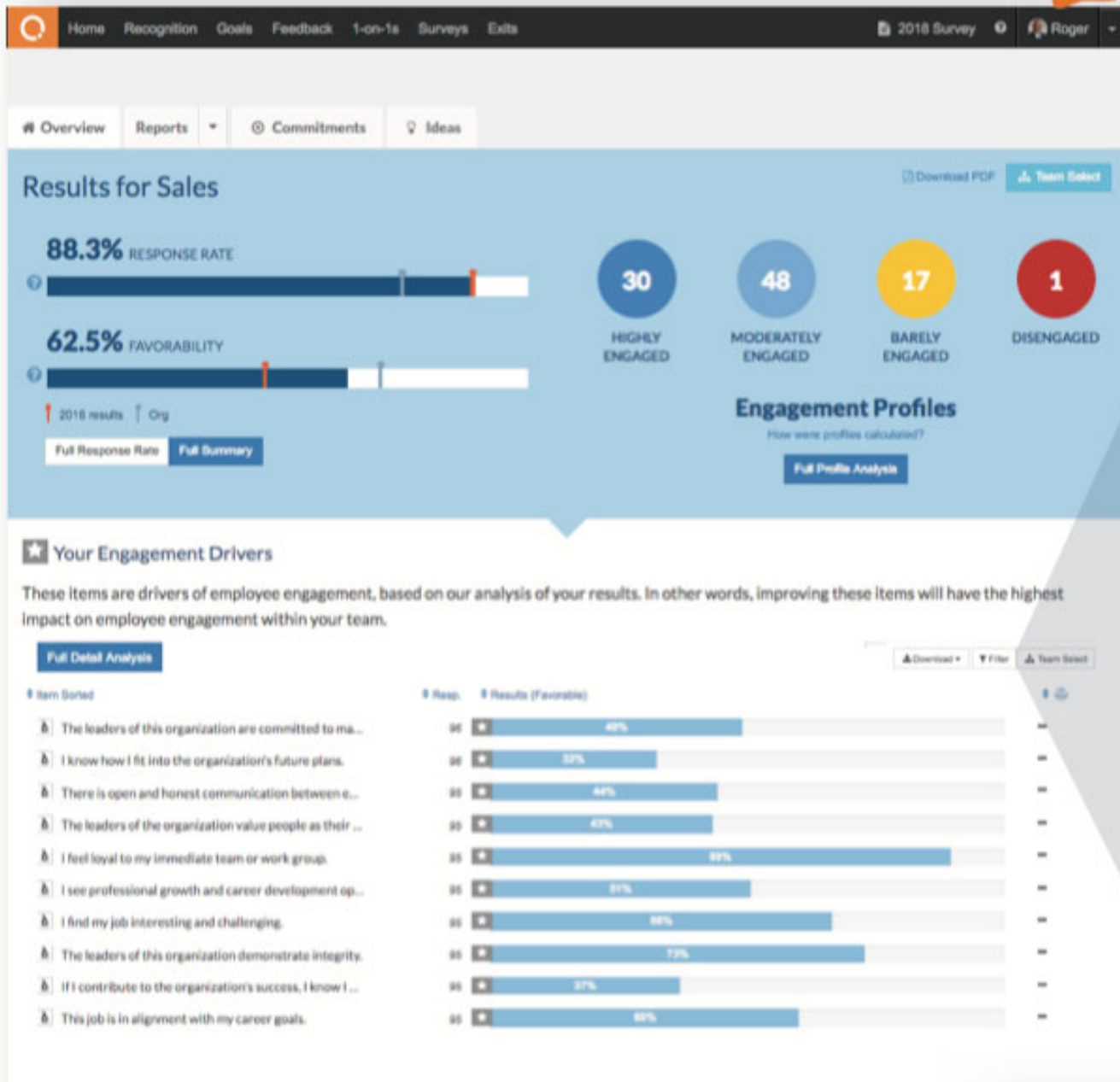


Turn to your neighbor and share the biggest professional mistake you made last year.



# Leadership





Intuitive manage dashboard

**REPORT OPTIONS**

Slice By - [no slice]

**FILTERS**

- Age
- Business Performance
- Division
- Engagement Level
- Ethnicity
- FLSA
- Gender
- Generation
- Job Site
- Status
- Tenure
- Turnover
- Union Status

DEPARTMENT GOAL

# Accelerate recurring revenue growth this quarter

Add details about this goal and why it matters...

Public 5/24/2018 8 People Department: Sales Department: Technology

## Goal Progress



### KEY RESULTS

- \$1.11M / \$2M** Deliver \$2M in subscription revenues
- \$10 / \$14** Get revenue-per-user to \$14
- 2 / 3** Hire 3 new inside sales people

Post an Update Give Recognition

What progress have you made on this goal?

**You** posted an update to **Accelerate recurring revenue growth this quarter (65% Complete)**

Deliver \$2M in subscription revenues increased to \$1,112,000 / \$2,000,000 (+\$167,000)

Get revenue-per-user to \$14 decreased to \$10 / \$14 (-\$1.5)

5 Days Ago

Avg Price-per-user dipped this week to \$10. We believe this is a short-term trend related to Holiday promotion pricing.

Like

**Tracy Truman** posted an update to **Accelerate recurring revenue growth this quarter (65% Complete)**

Hire 3 new inside sales people increased to 2 / 3 (+1)

2 Weeks Ago

We hired a new sales rep in Pasadena, CA for the Western Region

Like

## Tracking



## Aligned Goals

- Achieve \$150 million in total company revenue this ye...
- Accelerate recurring revenue growth this quarter**
- Attain a 96% renewal rate on current client list of ...
- Attain 50 million in revenue
- Lead 5 product demos per week
- Model X performance at launch equivalent to our ...

## People

- OWNER**
- Roger Richardson**  
VP of Sales
- CONTRIBUTORS (3)**
- Sammy Sonaz**  
Regional Sales Manager
  - Tracy Truman**  
Regional Sales Manager

Home Recognition Goals Feedback 1-on-1s Engagement Exit

Search Roger Richardson

**WERE RECOGNIZED FOR Character**

Over the last year ACME Inc has had many challenges, our whole operations team has shown great character in how they have handled the requests and needs of this client. Way to go!

By Zane Zander on 7/26/2015

**Zane Zander WAS RECOGNIZED FOR Service**

Zane has done an outstanding job leading the sales initiative with Sony. His attention to detail and ability brought confidence and ultimately a deal together! Great Work! Proud to be on your team.

By Bob Bitner on 7/25/2015

**Zane Zander WAS RECOGNIZED FOR Excellence**

Zane set up a channel partner discussion with a large prospect. He controlled the conversation and represented Star well this afternoon. Love the fact that he was pro-active and made a great connection! Nice work, champ!

By Alex Anderson on 7/15/2015

**Tracy Truman WAS RECOGNIZED FOR Extra-Mile**

Last week Tracy agreed to write the script for our automation line! I saw her present a five-minute demo a few months ago and was blown away by her presentation skills-- jargon-free, nicely paced, super clear, and easy to understand, so I'm super excited that she's going to help us with this.

By Caroline Carlson on 7/14/2015

**Roger Richardson WAS RECOGNIZED FOR Extra-Mile**

Had the pleasure of joining two calls with "whale" prospects of Roger's over the last couple of weeks. I always walk away smarter after joining him on these. We're lucky to have a closer that is dealing with some awesome prospects. Sales forecast: EXTREMELY rainy!

By Bob Bitner on 7/13/2015

**Alex Anderson WAS RECOGNIZED FOR Excellence**

Feeling super thankful today, because Alex is just the best. She truly cares about each and every person on her team. She always takes time to ask how we're doing, and notices / cares when we're struggling. She challenges us, pushes us, expects a lot out of us, and believes in us. I've had a lot of managers in my lifetime, and Alex blows them all out of

**Holly Hankerton WAS RECOGNIZED FOR Fun**

Give Holly a long, - Yesterday marked anniversary with I invite you to relish in the comment be

By Lindsay Laughlin



Static or rotating public recognition display board



**Extra-Mile**

**Roger Richardson**  
WAS RECOGNIZED BY **Bob Bitner**  
2 Weeks Ago

Had the pleasure of joining two calls with "whale" prospects of Roger's over the last couple of weeks. I always walk away smarter after joining him on these. We're lucky to have a closer that is dealing with some awesome prospects. Sales forecast: EXTREMELY rainy!

- Bob Bitner was recognized for Orange Belt
- Tracy Truman was recognized for Extra Mile
- Zane Zander was recognized for Excellence
- 4 People were recognized for Service
- Zane Zander was recognized for Service
- 3 People were recognized for Character
- 2 People were recognized for Whelan
- Holly Hankerton was recognized for Fun
- Alex Anderson was recognized for Excellence
- Roger Richardson was recognized for Extra Mile

Home Recognition Goals **Feedback** 1-on-1s Surveys Exits

Analytics Org Chart Search Coworkers

## Feedback for Roger Richardson

Q4 2017

Give Feedback Request Feedback

Select Providers By 10/31/2017 Gathering Feedback Until 11/7/2017 Review & Comments Due 12/24/2017

Overall Average Manager Peers Direct Reports Self

Self 1 of 1 completed  
 Manager 1 of 1 completed  
 Peers 7 of 7 completed  
 Direct Reports 3 of 3 completed

**Roger Richardson**  
 VP of Sales  
 Department Sales  
 Location Boston

**5.73 / 6** OVERALL AVERAGE  
**5.71 / 6** SELF AVERAGE

All Results

Scored on: 6 Pt Agreement

Strongly Disagree Disagree Somewhat Disagree Somewhat Agree Agree Strongly Agree

Question Results View All

Question	Score
Roger gives me actionable feedback that helps me ...	5.38
Roger does not "micromanage" (i.e. get involved in ...	5.88
Roger shows consideration for me as a person.	6
Roger regularly shares relevant information from ...	5.63
Roger has had a meaningful discussion with me ab...	5.63
Roger has the expertise required to effectively ma...	5.63
As a manager, I would recommend Roger to others...	6

Roger shows consideration for me as a person.

Q1 2017 Q3 2017 2017 UPWARD FEEDBACK Q4 2017

SELF  
**Roger Richardson** This is really an easy one to elaborate on because I think that this is one of Roger's strongest characteristics as a leader and a manager. Not only could I tell that Roger had respect for me as a person, but I can also tell that Roger respects every member of our squad, our team, and our company. I have never once heard Roger say a bad thing about anybody and he truly does try to learn as much as he can about each member of his team. We had several squad gatherings and it was very clear that Roger thinks about each person on his squad and really goes above and beyond to give each person the attention and respect that they deserve.

MANAGER  
**Alex Anderson** Our biweeklies have always been positive as well as our day to day interactions. I feel like I could bring any topic to Roger and he would listen.

Request or give feedback anytime



Trending feedback and open-ended items



April 26 at 9:00 AM

Scheduled Date

1-on-1 for 2018 Q1

Title

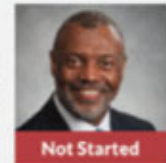
Actions



**Zane Zander**  
Regional Sales Manager

Shared

Recent Activity



**Roger Richardson**  
VP of Sales

Send Nudge

Not Started

STEP 1: PREPARE & SHARE

STEP 2: TALK!

STEP 3: FINALIZE 1-ON-1

Employee Shares  
Due: 4/23/2018

Facilitator Shares  
Due: 4/24/2018

Meet 1-on-1, then add comments

Employee Finalizes  
Due: 4/29/2018

Facilitator Finalizes  
Due: 4/30/2018

### Thanks for sharing your responses

You'll receive a notification email when Roger shares.

Unshare & Edit

### What do you see as your biggest accomplishments in Q1?

Since I'm forced to use Salesforce everyday and we're now held accountable to use it, I feel I've conquered this goal. Still a lot to learn but I feel that will come with time. I definitely see the value in SF and have learned to like it to stay organized. Last quarter I was also worried about time. Which is still an issue. I have a hard time saying no, and most days need to stay late in order to get everything accomplished. It has helped getting international off my plate but with being the Zuora spokesperson for the team, it's hard to predict which days that will keep me busy and away from my day to day tasks.



Overall Employee Progress



Overall Manager Progress

Cycle	Status	Employee	Rating	Status	Manager	Rating	View
2015	Nudge 5 employees who haven't started yet		-	Not Started	Alex Anderson	-	View
2015	Nudge 5 employees who haven't shared yet		-	Started	Roger Richardson	-	View
2015	Nudge 5 employees who haven't finalized yet		1	Shared	Roger Richardson	1	View
2015 Q3	Not Started	Test User	-	Not Started	Roger Richardson	-	View
2015 Q3	Not Started	Tracy Truman	-	Not Started	Roger Richardson	-	View
2015 Q3	Not Started	Sammy Sonaz	-	Not Started	Roger Richardson	-	View
2015 Q3	Not Started	Zane Zander	-	Not Started	Roger Richardson	-	View
2015 Q3	Not Started	Roger Richardson	-	Not Started	Alex Anderson	-	View



Detail Analysis

### Categories Analysis for MarbleSpark

Download Filter Team Select

View By Category

Chart View Compare To

Category

Resp. Results (Favorable)

Turnover

MarbleSpark  
OVERALL RESULT

2061

Teamwork

2070

Retention

2068

Alignment with Goals

2070

Trust with Coworkers

2066

Individual Contribution

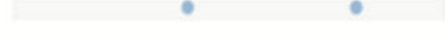
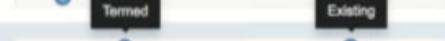
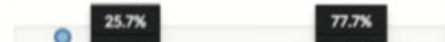
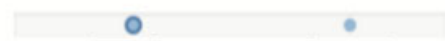
2072

Manager Effectiveness

2060

Trust in Senior Leaders

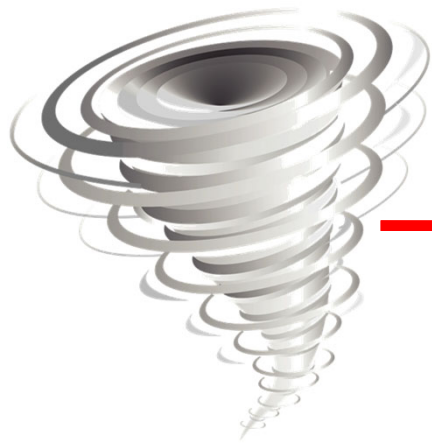
2069



	MarbleSpark	Tenure of 1-3	Tenure of 1-3	Tenure of 3-5	Tenure of 5-7	Tenure of 7-10	Tenure of 10+
Teamwork	71.0%	70.6%	70.0%	69.7%	73.5%	72.0%	75.3%
Retention	68.9%	76.9%	64.2%	63.3%	70.7%	72.9%	75.7%
Alignment with Goals	70.9%	73.3%	69.6%	66.9%	71.7%	74.6%	78.3%
	80.6%	76.0%	78.6%	81.7%	83.3%	85.7%	84.6%
	74.3%	81.9%	72.9%	68.4%	71.6%	78.5%	80.5%
	68.0%	73.4%	67.6%	64.1%	69.0%	65.7%	71.2%
	80.6%	76.0%	78.6%	81.7%	83.3%	85.7%	84.6%
	74.3%	81.9%	72.9%	68.4%	71.6%	78.5%	80.5%
	68.0%	73.4%	67.6%	64.1%	69.0%	65.7%	71.2%
	73.1%	79.0%	70.1%	69.5%	70.2%	76.1%	80.7%
	56.9%	64.5%	53.3%	50.3%	55.6%	61.1%	69.4%
	76.4%	79.9%	79.3%	72.9%	79.3%	83.7%	85.7%
	51.1%	54.9%	45.2%	48.3%	56.4%	56.1%	55.2%
	59.3%	62.8%	59.2%	54.6%	61.1%	62.4%	63.0%



# Competing Interests Limit Progress



The Flurry of  
Daily  
Activities



Make Progress  
on Strategic  
Objectives

# MBOs versus OKRs

	MBOs	OKRs
Timing	Annual	Quarterly or Monthly
Detail	High Level	Includes Incremental Steps
Target	Usually Self Focused	Team Focused
Inspiration	Sets Bar Low	Sets Bar High
Creator	Management	Individual & Manager

# Best Practices of Execution

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## **Focus on the Few**

Clearly defined; less is more

## **Act on Key Results**

Critical activities that lead to the goal

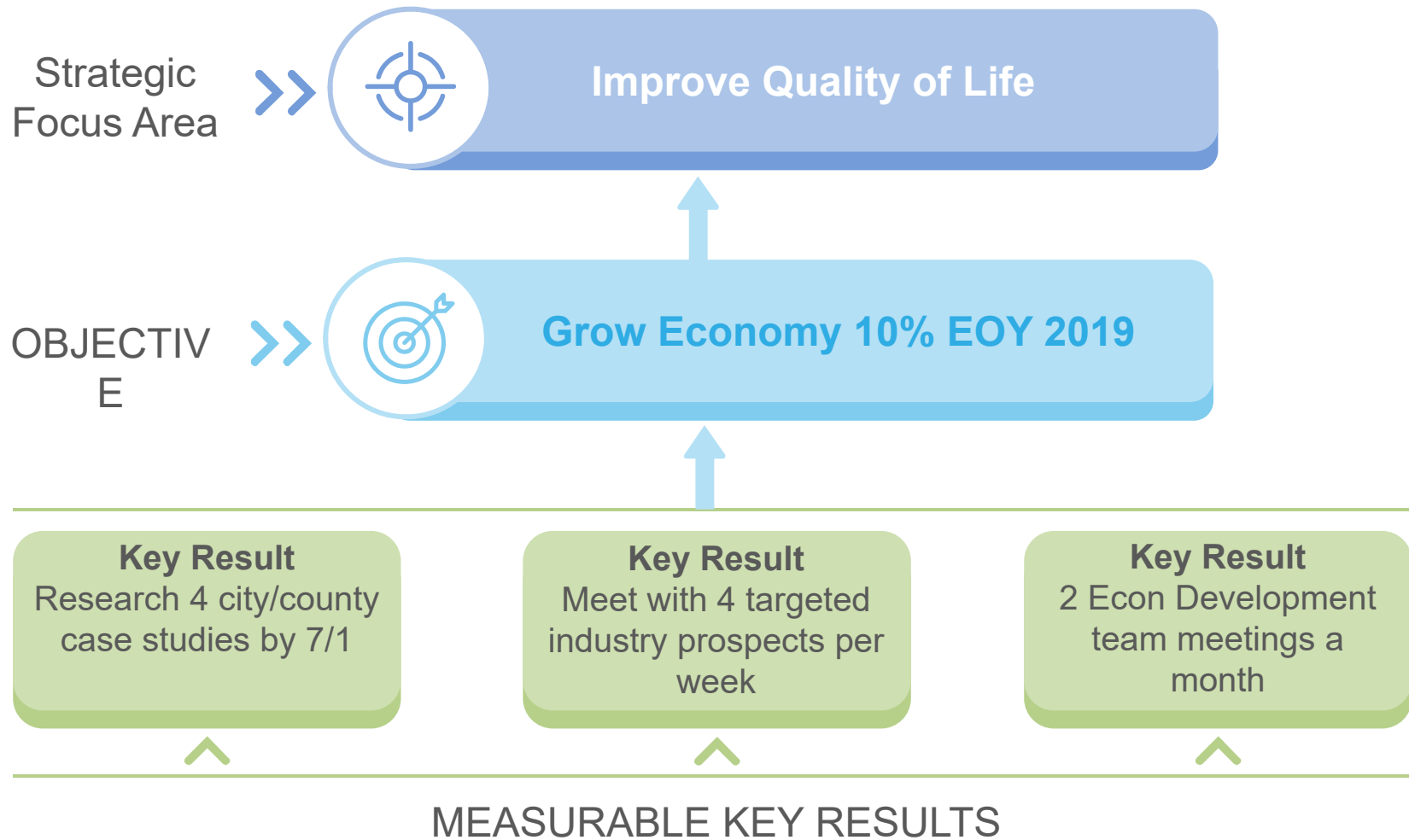
## **Keep the Goal Visible**

Keep a Scorecard

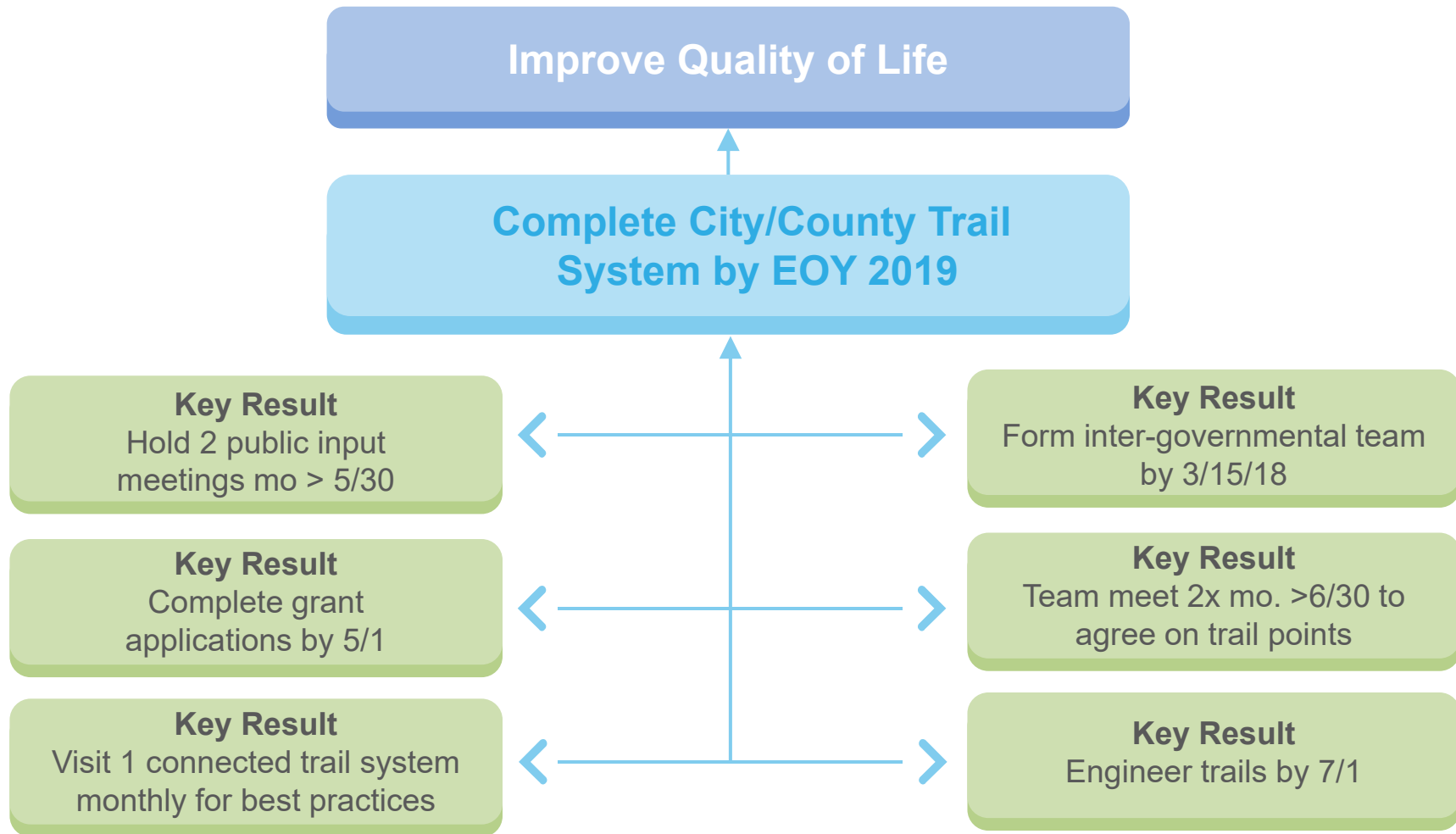
## **Regularly Meet to Recommit**

Regular team meetings to focus on goals, recommit and adjust

# LOCAL GOVERNMENT OKR EXAMPLE



# LOCAL GOVERNMENT OKR EXAMPLE



# LOCAL GOVERNMENT OKR EXAMPLE





# OKRs Promote Local Government Success

A photograph of a referee in a black and white striped shirt, seen from behind, with his arms raised in a crowd. The referee's shirt has a large white letter 'B' on the back. He is wearing a black cap with white stripes. The background is a large, out-of-focus crowd of people, likely at a sports event. The image has a grid pattern overlay.

Focus

Accountability

Urgency

Alignment

Communication

Collaboration

Feedback

Recognition

# Growing Resources for Local Government





Leadership is getting important things done through people

# Evolution Performance Management

Objectives and Key Results (OKRs)

Online Systems to Track Strategic Performance

Feedback Cycle

Benchmarking

- OpenGov – Links data to strategy
- Quantum – Great places to work survey

The People Factor

# Meaning in Work

## *Goal Alignment*

- Organizational Goals (strategic)
- Team Goals (departmental)
- Individual Contributor Goals
- Personal Goals



# PERFORMANCE MANAGEMENT SYSTEMS AND TEAMWORK DEVELOPMENT CAN HELP

 InnerComm

# PERFORMANCE MANAGEMENT DEFINITION

A process to improve organizational effectiveness through people

PERFORMANCE MANAGEMENT	QUESTION IT ANSWERS
Goal Setting	What's the Goal and are we winning?
Goal Alignment	Does my work make a difference?
Performance Tracking	Where do I or we stand?
Performance Recognition	Am I recognized for a good job?
Employee feedback	Am I or are we growing
Team feedback	What's the team input?

# Finance Department Example

**DEPARTMENT OBJECTIVE** Close objective Actions

Improve efficiency and standardization of Finance department policy and procedures 7/15/2017

Enter details, links, and why achieving this objective is important...

Set on April 4, 2017

Apr 01, 2017 Jun 30, 2017 Public Time a label name Finance

**Aligned Objectives** Edit

- Efficient Government
  - Improve efficiency and standardization of Finance department policy and procedures 7/15/2017

**People (7)** Edit

You are not part of this objective. Join as...

**OWNERS (7)**

- Finance Director 1
- Deputy Finance Director 5
- Accounting Supervisor 2
- Purchasing Agent 1

**Progress** Check in

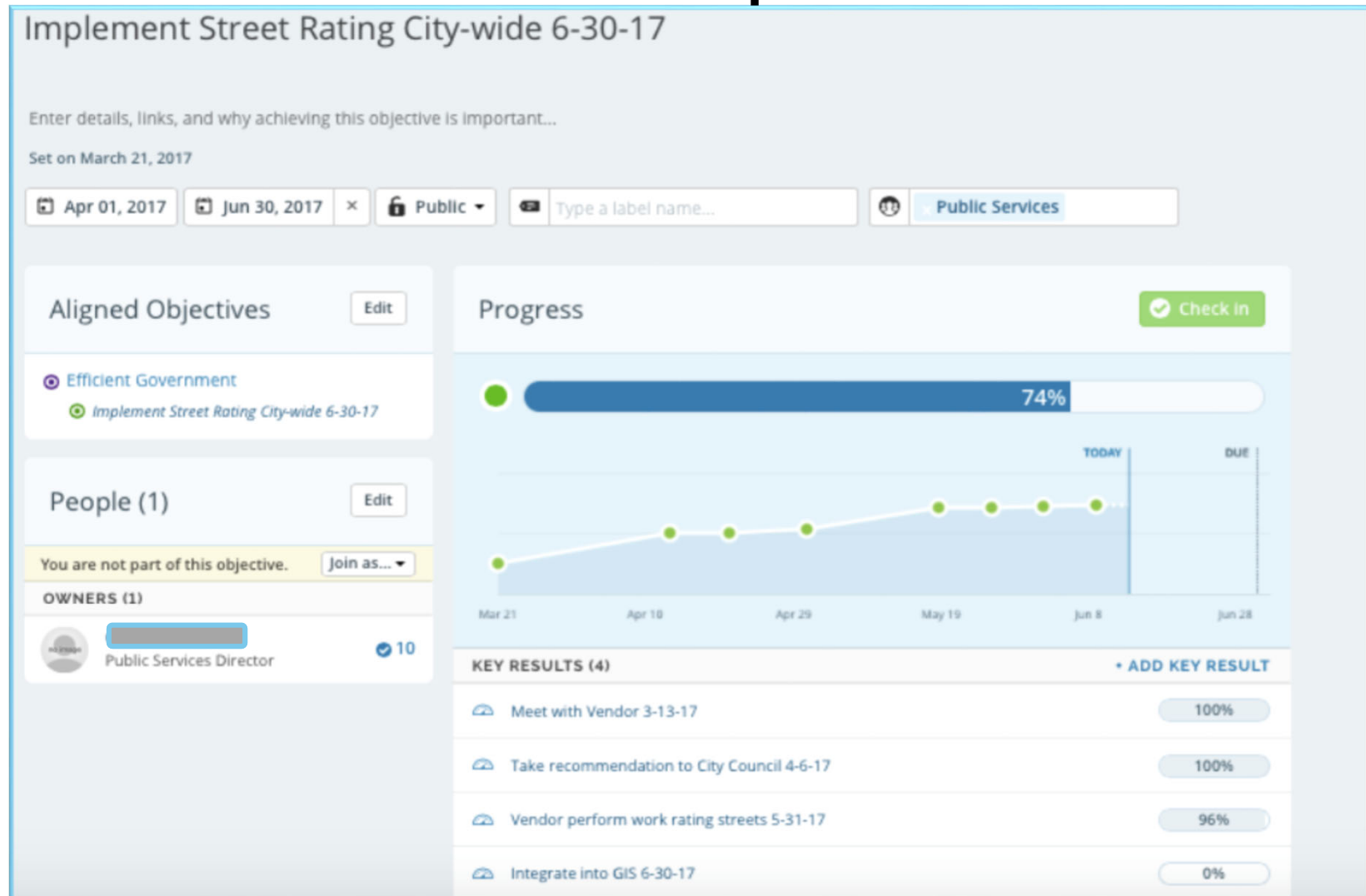
21%

Apr 4 Apr 25 May 8 May 26 Jun 11 Jul 28

**KEY RESULTS (16)** ADD KEY RESULT

- Update policies of Court department 5/30/2017 80%
- Update policies of Payroll department 5/30/2017 20%
- Update policies of Water Billing department 5/30/2017 10%
- Update policies of Occupational Tax department 5/30/2017 0%
- Update policies of Purchasing department 5/30/2017 0%
- Update policies of Accounting department 5/30/2017 0%
- Edit and / or create new SOP for Courts by 6/15/17 90%

# Public Services Department Example





*Courtesy of Officevibe.com*





4

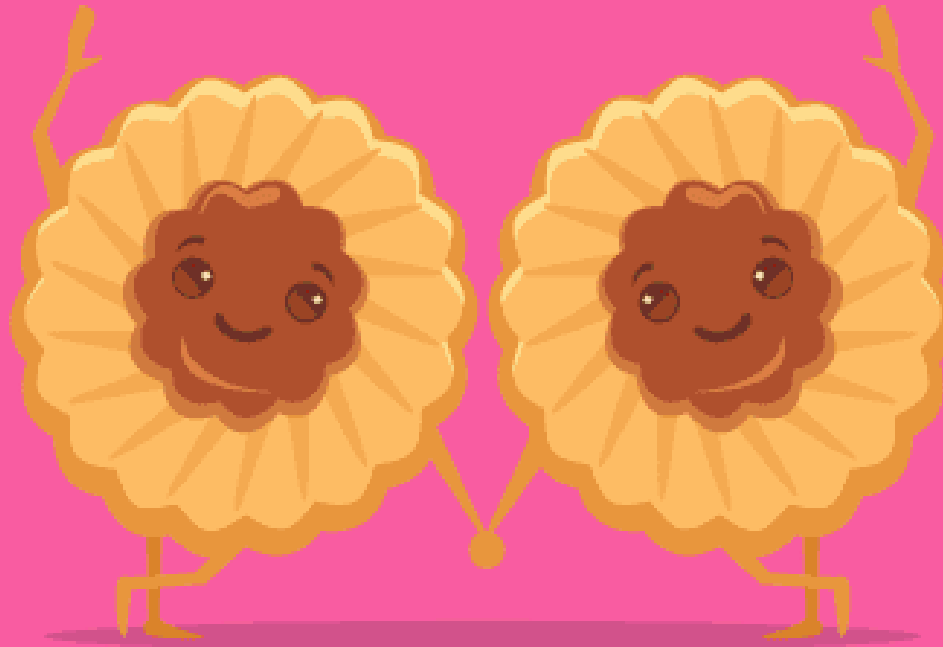
80%

of employees would work more hours to work for a more empathetic employer.



9

**70%** of employees would like to spend more time with their manager.



7

59%

of employees say they can "grow and develop" at their organization.



# PERFORMANCE & ENGAGEMENT REALITIES



# We see a need for....

- Clarity
- Accountability
- Alignment
- Employee feedback
- Focus
- Urgency
- Win/Loss awareness
- Cooperation

# We need a way to.....

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- Focus on a few important initiatives
- Improve collaboration and communication on major initiatives
- Increase urgency and accountability
- See and recognize success
- Encourage & grow our teams
- Align all our goals to the vision and strategic plan

