

HPO 101: Introduction to High Performance



HPO

**City of McKinney
Department of Org Dev't & Perf Mgmt
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Our work is driven by our values.

Respect. We support a healthy work environment.

- We value and respect each other.
- We are loyal, dependable and empathetic teammates.
- We embrace inclusion, diversity, fairness and open communication.
- We are trusted by our leaders to use judgment, take risks and make decisions.
- We foster a family-oriented culture that includes understanding, support, balance and fun.

Integrity. We model ethical behavior.

- We are honest.
- We do the right thing, always.
- We are open and transparent in our words and actions.
- We hold ourselves and co-workers accountable to high ethical standards.
- We appropriately question actions that may be inconsistent with our core values.
- We are committed to building and maintaining trust in one another and our community.

Service. We are selfless public servants.

- We serve and help others.
- We are caring and compassionate.
- We treat everyone the way we wish to be treated.
- We deliver exceptional service to internal and external customers.
- We are led by servant leaders, at all levels, who care about and support us.
- We never forget that we exist to make McKinney a better place to live, work and raise a family.

Excellence. We are competent and dedicated.

- We pursue excellence.
- We search for opportunities to learn and grow.
- We are accountable for our work and always do our very best.
- We are given challenging work by leaders who empower and support us.
- We are responsible stewards who embrace innovation, efficiency and improvement.
- We are a unified team that supports the goals and vision established by our elected officials.

Participant Guide Overview

Prerequisite Skills

This manual is provided for City of McKinney employees who will be playing an important role in the city's effort to become a High Performance Organization.

Introduction

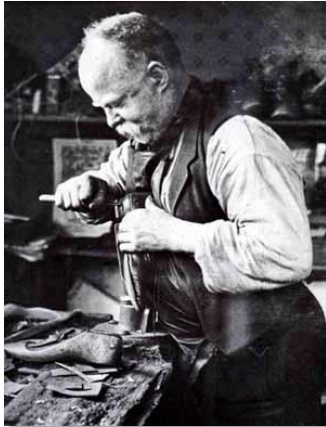
The purpose of this manual is to guide employees in learning how a High Performance Organization operates. In addition, it introduces the concept of Leadership at all Levels, which supports the power of decision making being granted to those individuals with the knowledge and information to make sound decisions, regardless of job title.

Objectives

At the end of this session, you will be able to:

- Identify and understand the key characteristics of the HPO Model
- Identify and understand how the nature of work has evolved over time
- Understand how employees, and what motivates them, have changed
- Understand what we mean by Leadership & Leadership at all Levels
- Identify the differences between Hierarchy & the Networked Talent Model
- Identify opportunities to implement HPO practices in your department
- Understand why this is the right thing to do for our city

Chapter One: In the Beginning (Subsistence Farming & Crafts Phase)



During the Subsistence Farming/Crafts phase, a shoemaker's role was holistic, meaning he was responsible for every aspect of his operation: Management, Leadership, and Task/Technical work.

However, this does not mean it was impossible to differentiate between the Work of Leadership, the Work of Management, and Task/Technical work.

Skills & Abilities needed to be Successful Shoemaker

M - Management	L - Leadership	T - Technical/Task
Finances	Vision	Making the Shoes
Supplies & Equipment	Values	
Production Management	Long-range Planning	
Business Models/Systems	Relationship-building	
Process Improvement	Strategic Partnerships	
IT/Communications/HR	Enabling/Empowering/Engaging	

Management, Leadership, & Task/Technical Work

Work was holistic.

M = The Work of Management

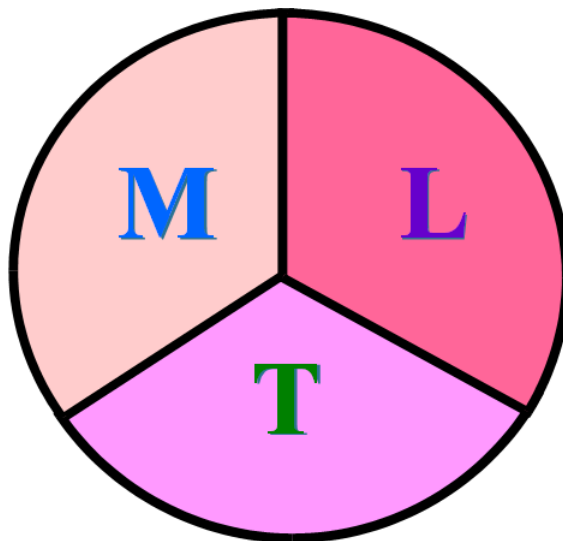
Focused on immediate, pressing needs and daily successes. This work is about efficiency and is critical to short-term success.

L = The Work of Leadership

Focused on the future, and areas critical to long-term success.

T = Task/Technical work

This is the actual work that must be done; in this case, making the shoes.



Chapter Two: The Industrial Phase (Revolutionary Change)

Background

The Industrial Revolution changed the nature of work. Assembly lines allowed for operations to be more efficient as much of the task/technical work became mechanized. Craftsmen like our pre-1800 shoemaker found that they could not compete with the speed and lower cost of industrialized production. Many moved to cities in search of the means to generate an income.

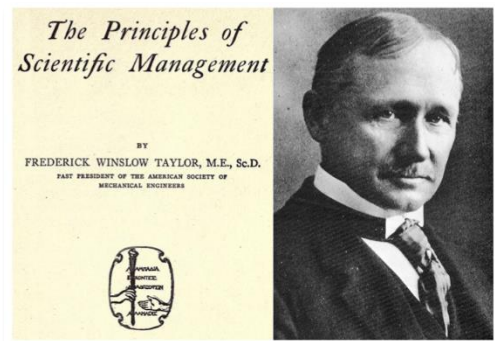
Work was no longer holistic. Instead, it was broken down into simple, straightforward tasks to increase efficiency and speed. These tasks were repetitive and employees were often responsible for doing one thing all day with accuracy and speed.

Most of the leadership philosophies of the 20th century are a product of this approach to work. The Work of Leadership, the Work of Management, and the Task / Technical work were restructured into a hierarchy that many of us will recognize today.



Theories of Management

Industrial Management operated on the view that most workers were untrustworthy or inept. As a result, they had to be closely watched while performing their job function and tightly controlled. The focus of the managers was to oversee laborers, give them simple tasks and assignments, and to hold them accountable.



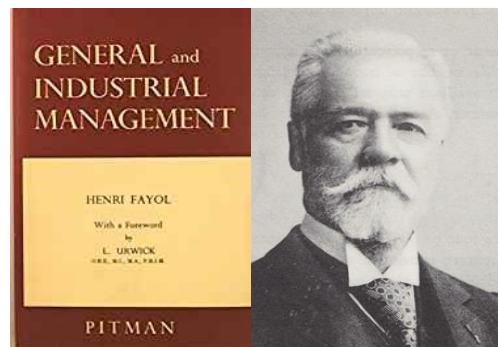
Frederick Winslow Taylor
The Principles of Scientific Management

Places great value on:

- Scientific precision of machinery
- Time and motion studies
- Breaking down jobs to core elements
- Finding “one best way” to do every job
- Increasing efficiency & production

Think about your job. What Principles of Scientific Management can you identify in what you do today?

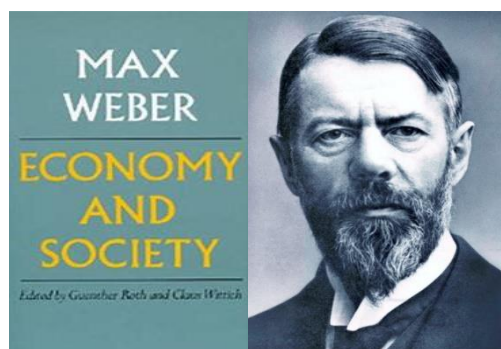
Henri Fayol
General & Industrial Management



Places great value on:

- Planning
- Organizing
- Controlling
- Coordinating
- Directing

How have theories of General and Industrial Management shaped the way you do things at your job?



Max Weber
Economy & Society

Places great value on:

- Sources of authority
- Division of labor
- Regulations and policies
- Uniform hiring/promoting
- Bureaucracy & Hierarchy

How have the values in Weber's theory continued to shape your workplace?

EXERCISE: Owner/Executive, Manager, or Employee?

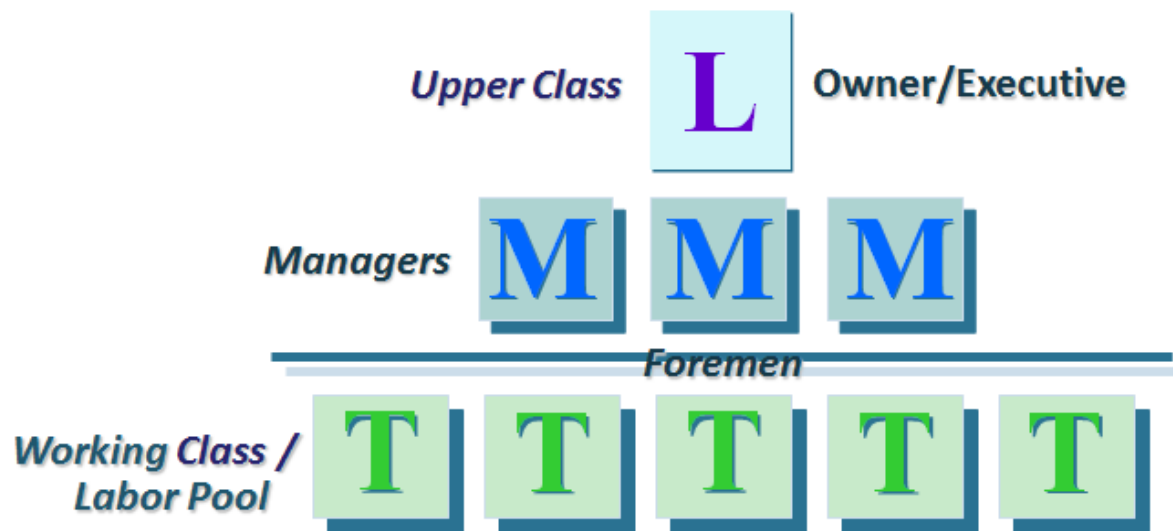
Under the hierarchy of the Industrial Phase, jobs became more specialized. The CEO, Management, and Laborer all had clearly defined functions. For each of the roles below, determine if the function is part of Management, the CEO, or the Laborer.

HINT: Management = M (The Work of Management)
 Owner/Executive = L (The Work of Leadership)
 Employee = T (Task/Technical Work)

Who makes the shoes?	Management	Owner/Executive	Employee
Who orders supplies?	Management	Owner/Executive	Employee
Who manages inventory?	Management	Owner/Executive	Employee
Who markets the products?	Management	Owner/Executive	Employee
Who determines prices?	Management	Owner/Executive	Employee
Who handles the books?	Management	Owner/Executive	Employee
Who sets the vision?	Management	Owner/Executive	Employee
Who is the leader?	Management	Owner/Executive	Employee

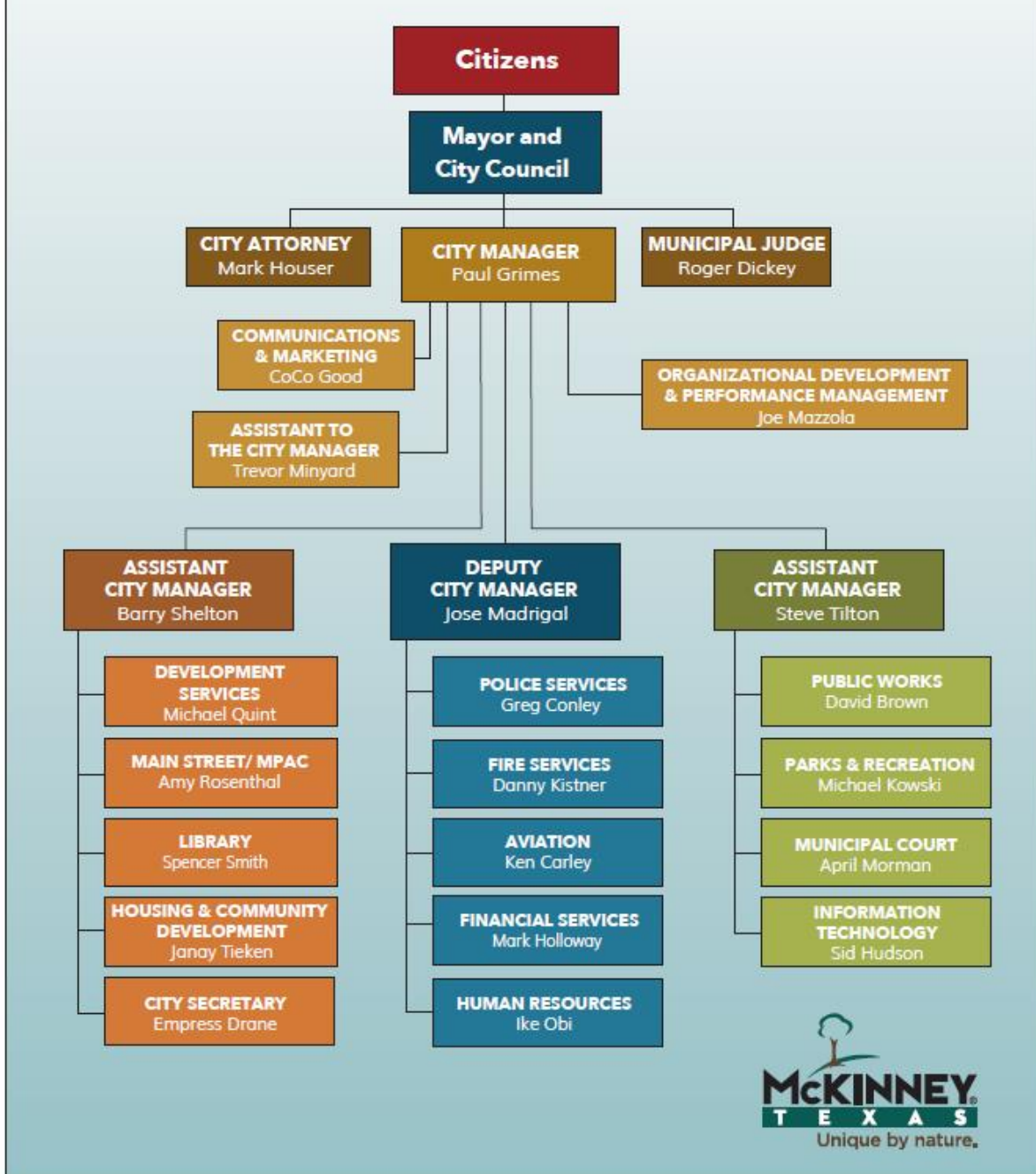
Skills & Abilities needed to be a Successful..., 1800 – 2000

Management Managers Only	Leadership CEO/Owner Only	Technical/Task Employees Only
Finances	Vision	Narrowly Focused Skills
Supplies & Equipment	Values	
Production	Long-range Planning	
Business Models/Systems	Relationship-building	
Process Improvement	Strategic Partnerships	
IT/Communications/HR	Enabling/Empowering/Engaging	



Division of Labor

CITY OF MCKINNEY ORGANIZATIONAL CHART (AS OF 08-01-2018)



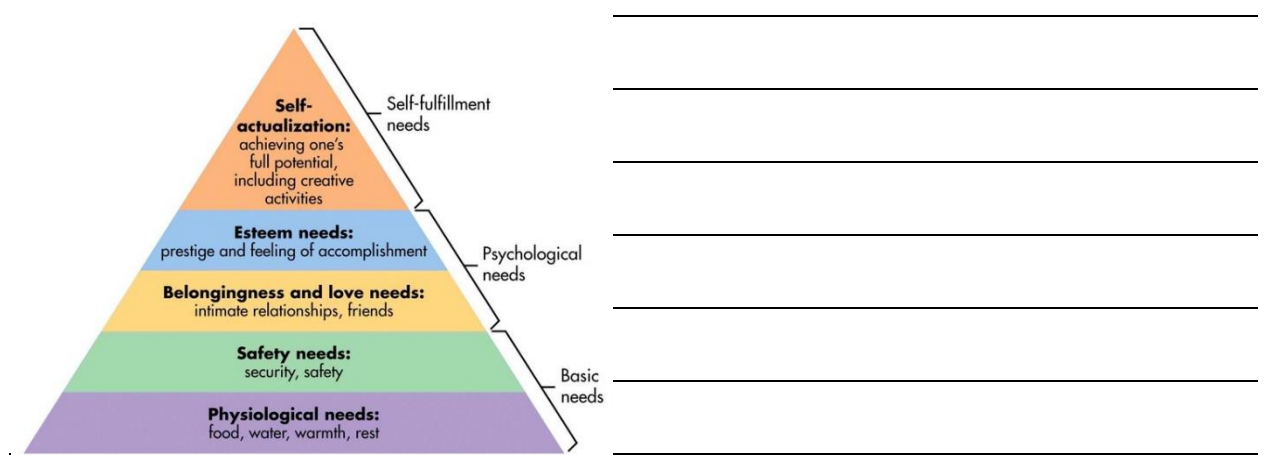
Chapter Three: Motivation in the Workplace (Classical theories of human motivation)

Maslow, McGregor, and Herzberg

Beginning in the 1940s, a new school of thought emerged that studied worker motivation. The “parent-child” relationship in the classic industrial hierarchy was leading to something unexpected: disengagement.

Employees were no longer satisfied with doing a simple job repetitively. Employees wanted to think for themselves and to feel as if they were making a greater contribution to the outcome. The seeds were sown for a change in the way work is managed, and there were three authors who had studied human psychology and put forth three influential models.

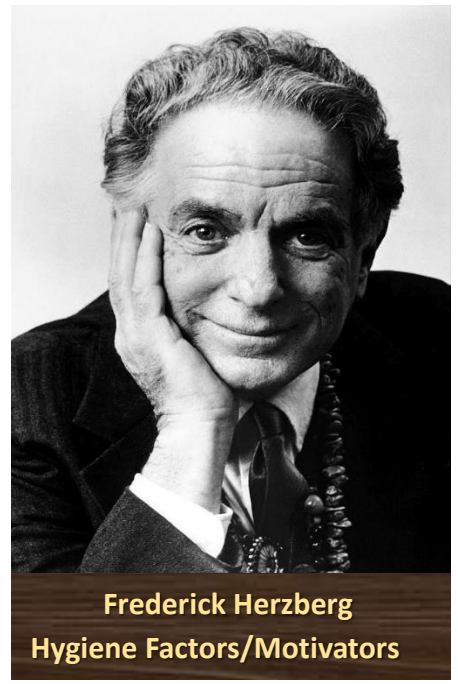
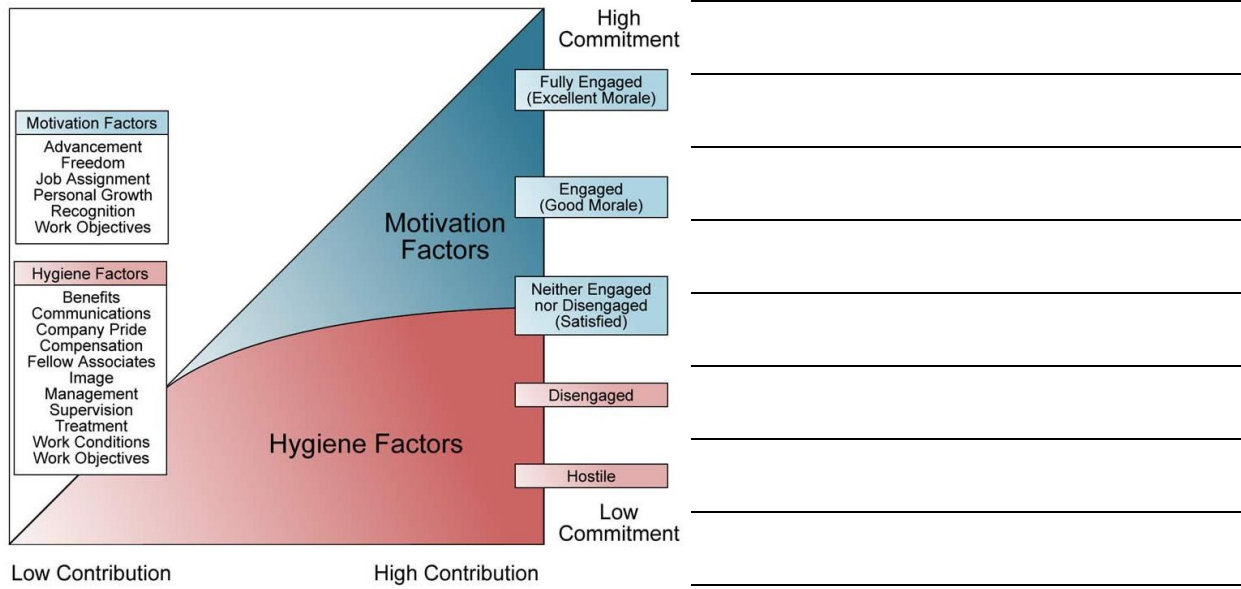
Abraham Maslow’s Hierarchy of Needs (1943)



Douglas McGregor’s Theory X and Theory Y (1950s)

	Attitude	People dislike work, find it boring, and will avoid it if they can	People need to work and want to take interest. Under the right conditions, they enjoy it
	Direction	People must be forced or bribed to make the right effort	People will direct themselves toward a target that they accept
	Responsibility	People would rather be directed than accept responsibility, which they avoid	People will see and accept responsibility under the right conditions
	Motivation	People are motivated mainly by money and fears about their job security	Under the right conditions, people are motivated by the desire to realize their own potential
	Creativity	Most people have little creativity – except when it comes to getting around rules	Creativity & ingenuity are widely distributed and grossly underused

**Frederick Herzberg's
Motivator - Hygiene Theory (1968)**



EXERCISE: Theory X or Theory Y: Which one are you?

For each of the statements below, assign a score based on the following table.

0	<i>I never feel this way.</i>
1	<i>I rarely feel this way.</i>
2	<i>I occasionally feel this way.</i>
3	<i>I often feel this way.</i>
4	<i>I mostly feel this way.</i>
5	<i>I always feel this way.</i>

- _____ 1. I like to be involved and consulted by my boss about how I can best do my job.
- _____ 2. I want to learn skills outside my immediate area of responsibility.
- _____ 3. I like to work without interference from my boss, but be able to ask for help if I need it.
- _____ 4. I work best and most productively without pressure from my boss or the threat of losing my job.
- _____ 5. When I leave an organization, I like “exit interviews” because I can give my views on the organization.
- _____ 6. I like to be incentivized and praised for working hard and well.
- _____ 7. I want to increase my responsibility.
- _____ 8. I want to be trained to do new things.
- _____ 9. I want to be able to discuss my concerns, worries, or suggestions with my boss or another manager.
- _____ 10. I prefer to be friendly with my boss and the management.
- _____ 11. I like to know what our organization’s aims and targets are.
- _____ 12. I like to be told how the organization is performing on a regular basis.
- _____ 13. I like to be given opportunities to solve problems connected with my work.
- _____ 14. I like to be told by my boss what is happening in the organization.
- _____ 15. I like to have regular meetings with my boss to discuss how I can improve and develop.
- _____ TOTAL

Scoring:

- 0 – 15 You strongly prefer X Theory Management
- 16 – 44 You generally prefer X Theory Management
- 45 – 59 You generally prefer Y Theory Management
- 60 – 75 You strongly prefer Y Theory Management

Chapter Four: Back to the Future (sort of) – The Networked Talent Model 2000 - now: The Modern Approach

CASE STUDY

A team of fire, medic, and police emergency responders had just arrived at the scene of an auto accident involving two vehicles. Multiple injuries were involved. A fire truck and two ambulances were



deployed. The scene was a moving collage of emergency vehicles and scurrying emergency personnel. Police at the scene were controlling and re-routing traffic, moving the mass of curiosity seekers and frustrated commuters through the clogged highway, and completing the accident investigation. All the emergency responders at the scene were able to perform their roles with precision, efficiency, and skill, as was commonly the case in Montgomery; eventually, as the cleanup and packup phase began, the men and women talked about less urgent things.

In the conversation that morning, fire, medic, and police personnel on the scene concurred that they needed no accident scatter diagrams to understand that the spot was a magnet for dangerous accidents. A large parking lot; a narrow, no-merge shoulder; and fast-moving traffic made for a dangerous, problematic intersection that had recently been causing an average of about sixteen accidents per month. Three times a month, serious injuries resulted from frequent side-impact accidents. After recognizing the trend, several front-line responders at the scene came up with an idea that could lead to preventing such accidents.

The police, fire, and medic front-line personnel quickly formed a team to flesh out their idea, then took their problem assessment and its proposed solution to the Montgomery director of public works. He listened to their analysis and suggestion to place flexible plastic pylons to funnel the traffic exiting the lot and alert drivers on the highway of the merging traffic. They knew that the Ohio Department of Transportation and county officials also had some responsibilities in this area, so they met with those partners, too. There, the police, fire, and medic employees laid out their ideas and worked through some technical issues, and it was agreed to implement their solution. This all took place over the course of a few meetings, totaling approximately 32 staff hours.

The result: In the years that followed, not a single accident occurred in the problem area. Lives were saved, serious injuries were prevented, hundreds of emergency calls were eliminated, and thousands of staff hours and equipment deployments were reprogrammed.

Source: Pickering, J., Brokaw, G., Harnden, P., & Gardner, A. (n.d.). *Building High-Performance Local Governments*.

They all solved the problems.

They all helped improve performance.

They all had a stake in things running well.

They all helped make decision.

They all thought of themselves as leaders.

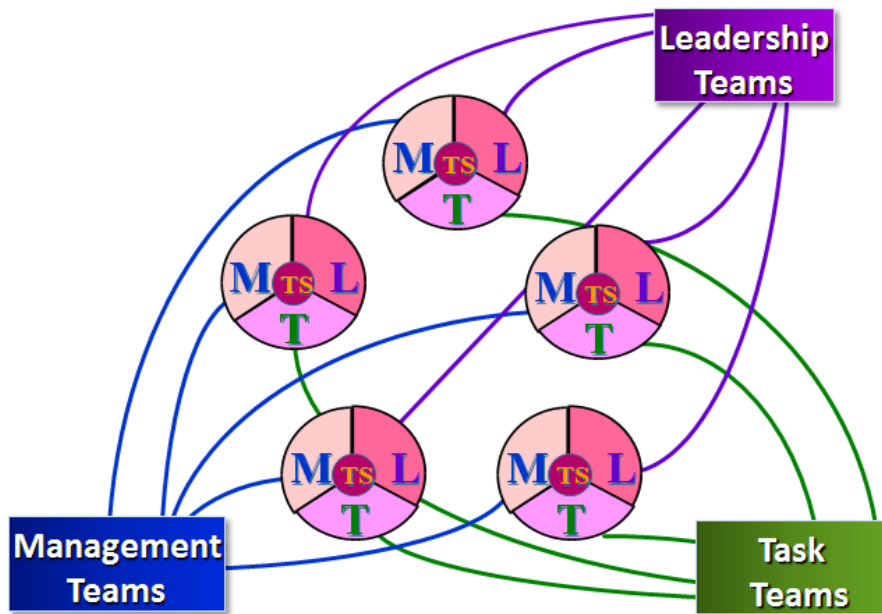
They all shared a common vision.

Skills & Abilities needed to be a Successful Employee, 2000 - now

Employee	Employee	Employee
Finances	Vision	Narrowly Focused Skills
Supplies & Equipment	Values	
Production	Long-Range Planning	
Business Models/Systems	Relationship Building	
Process Improvement	Strategic Partnerships	
IT/Communications/HR	Enabling/Empowering/Engaging	

The Networked Talent Model & McKinney

<u>Pre-HPO</u>	McKinney 2018	<u>HPO</u>
Do things right		Do the right things right
Focus on the present		Focus on the future, too
Don't rock the boat		Politely question and challenge
Fit into the culture		Help shape the culture
Stay in your lane		Continuous learning/growth
Individual performance		Team performance
Leadership at the top		Leadership at all levels





City of McKinney Executive Leadership Team Charter

Purpose

The Executive Leadership Team (ELT) fosters organizational excellence and develops employees to become leaders at all levels to ensure we are better able to serve our dynamic community.

Composition

The ELT is composed of the City Manager (CM); the Deputy City Manager (DCM); the two Assistant City Managers (ACMs); all staff who report directly to the CM, DCM or one of the ACMs; the City Attorney; the MEDC President; the MCDC President; and the MCVB Executive Director. The ELT reserves the right to modify membership as needed or when deemed appropriate.

Responsibilities

The ELT will:

1. Operationalize, integrate, support and reinforce the city's unifying core organizational values.
2. Identify how components of the High Performance Organization (HPO) model will be implemented.
3. Educate and develop leaders at all levels of the organization.
4. Develop and communicate a clear and unified vision.
5. Develop and communicate an organizational leadership philosophy.
6. Integrate the following five HPO functions of leadership across the city:
 - a. Enable, empower, engage, energize employees
 - Teach, mentor, motivate, remove barriers, be proactive
 - b. Learn, think, change, reward
 - Build a cutting-edge/learning organization that implements best practices
 - c. Integrate suprasystems
 - Guide parts of the organization back together to accomplish the vision, break silos and serve the larger whole
 - d. Implement vision and values through strategy, structure and systems

- Make the city’s shared mission, vision and values actionable and “lived” through work culture, accountability, strategic thinking and resulting performance
- e. Analyze stakeholder strategy
- Identify and understand the needs of all stakeholders like customers, competitors and business partners now and in the future; Proactively understand the larger environment and emerging trends that will affect our operations as a whole
7. Ensure the organization is forward-thinking and prepared to effectively respond to changes in our environment (business, processes, services, technology, etc.).
 8. Create a culture of continuous learning and professional growth.
 9. Ensure the effective delivery of multi-directional, citywide communication.
 10. Identify how progress will be evaluated and measured.
 11. Advance the City Council’s strategic priorities.

Administrative Procedures

1. This charter is a flexible document that will be revised as necessary; it will be reviewed at least annually by the ELT.
2. Meetings will be held a minimum of once per month.
3. Periodic half or full-day team building events will be held as desired.
4. All meetings will be facilitated and held to a preset agenda.
5. At the end of each meeting, results will be summarized and the agenda for the next meeting set. Responsibility for the logistics for the next meeting will also be assigned.
6. The facilitator will prepare and distribute an email summary following each meeting. It will include topics, accomplishments, decisions and action steps.
7. Attendance is expected for all meetings.
8. No substitutes, alternates, or interim/acting leaders will attend ELT meetings.
9. Ad hoc groups will be established as needed; they will report results to the entire ELT.

Code of Conduct

Members of the ELT will comply with a code of conduct by:

1. Arriving on time and thoroughly prepared for all meetings.
2. Limiting distractions by stepping outside when responding to emergency calls, etc.
3. Demonstrating honesty, fairness, high ethical standards and loyalty.
4. Conducting themselves in a professional, courteous and respectful manner.
5. Participating in open conversations with a view toward making consensus-based decisions.
6. Maintaining confidentiality of conversations held during all meetings.
7. Discussing issues without judgment, respectful that every ELT member has an equal voice.
8. Being an advocate of outcomes or decisions made by the team.
9. Respecting HPO and ELT processes, and one another, by openly considering all ideas expressed.
10. Holding one another accountable, without judgment, for abiding by this code of conduct.

Creating a High Performance Organization

Ultimately, the ELT is charged with transforming the City of McKinney into an HPO. To achieve success, the team will use a proven framework specifically developed to diagnose and improve municipal government operations. An authentic HPO is one where:

1. Employees dedicate time to focus exclusively on the important work of leadership;
2. There is leadership at all levels of the organization, regardless of rank or title;
3. Every member of the team knows how they support the mission and vision;
4. Decisions are made at the appropriate level and by those with the most information;
5. There is a strong and continually reinforced culture of continuous growth and learning;
6. All employees embrace and live by a set of unifying core values; and
7. Every employee is fully engaged, and open to innovation and positive change.

The process of becoming an HPO will take time, patience and discipline. However, the changes we make will unleash the discretionary effort of highly engaged and talented leaders at every level of the City of McKinney. Ultimately, this will take our organization to a new level of excellence, ensuring that we are better prepared to achieve our strategic priorities and support our rapidly changing community.

Thank you for all you do...every day!



