

**FRUITA CITY COUNCIL
GOAL SETTING WORKSHOP
MAY 31, 2016
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1. CITY COUNCIL GOAL SETTING

2. ADJOURN



FRUITA

COLORADO

AGENDA ITEM COVER SHEET

TO: FRUITA CITY COUNCIL AND MAYOR
FROM: MICHAEL BENNETT, CITY MANAGER
DATE: MAY 31, 2016
RE: SPECIAL MEETING: GOAL-SETTING

BACKGROUND

Each even year following the City Council election, City Council and staff work on updating and setting goals for the next two years. This meeting is to serve as the kick-off to this process that will be completed at the June 28 City Council Workshop.

Status of Current Goals

Attached are the current City Council Goals (developed in 2014) and subsequent staff goals with general updates. These updates are meant to be brief and not fully comprehensive as we have covered the efforts thoroughly in City Council meeting updates and Weekly Council updates. This should be enough to help spur thought on the efforts and achievements made for each area.

Additional Information to Review Prior to Tuesday Night

In the Council Handbook, there is a small section titled Leadership Resources from pages 15-28 that is a compilation of articles I have found beneficial in guiding a grounded, effective and disciplined approach to achieving results amidst the challenge of numerous distractions we face on a daily basis. I believe it is worth taking the time to revisit these prior to goal-setting/strategic planning.

1. p. 15, linked at https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action?language=en is the Simon Sinek talk on the golden circle of why-how-what.
2. P. 17-22 is a book review of Good To Great in the Social Sectors that summarizes important concepts to achieving long-term great results. P. 24 is a summary of a follow up book that I love called Great By Choice. Another perspective is found on p. 26.
3. Pages 16, 25, 27-28 are also interesting a perhaps for another time—great for decision making, effective teamwork, and different ways to think.

Other City Examples of Goals

These are a couple I am familiar with and think provide a great baseline for us to consider, not necessarily copy completely.

1. Gilbert, AZ: This is a great example of a community whose City Council has set a clear vision and defined six strategic focus areas (they call goals) that then enabled staff to have the freedom to

identify how they were going to impact the goals by identifying strategic initiatives with the approval of council. The How's are measured and reported. When you click on the link, you will be on a page with an introduction by the Mayor and at the bottom of the page see six icons for each strategic goal—once you click on each goal you can see the initiatives and the progress being made. <http://www.gilbertaz.gov/about-us/strategic-initiatives>

2. Fort Collins, CO: At the following link you will see Fort Collins' strategic plan that resulted in seven strategic outcomes that focus on their vision, mission and values. Once you scroll down to about page 8 you begin seeing the chart that defines and shows how measurements are made. Granted this process has taken much longer to get to than a couple work sessions, but it gives an example of clearly defining why, how and what to the public.
<http://www.fcgov.com/citymanager/pdf/strategic-plan-2015.pdf>

Thanks for taking the time to review and prepare for Tuesday night. Have a great Memorial Day Weekend and see you Tuesday.

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2014 CITY COUNCIL GOAL STATEMENT

Updates in Blue



MAINTAIN THE COMMUNITY'S POSITIVE MOMENTUM

Fruita has successfully developed an authentic small town feel. The community has a considerable level of pride in creating a welcoming atmosphere for all the neighborhoods (north and south) in the city. We have maintained our unique and independent community feeling. This positive momentum must continue forward. To do this, we need to ensure that Fruita is more than a bedroom community. Citizens need to be engaged and invested and take advantage of services that are offered here. We need to ensure we are providing services in Fruita and working with partners to have services provided here. Small town atmosphere means having retail, service, cultural, recreational and social activities be convenient and in town. Our 13,000 residents need to be engaged and invested in Fruita to ensure an informed public and to sustain the momentum going forward. A potential consideration may be creating a public information position to achieve these goals. [A PIO is not necessarily what we need as much as someone who can focus heavily on the tourism/economic development marketing that merges together. Working with DAB and Chamber to help spur more locals to be locals is s focus.](#)

ACTION STEPS:

Expand the current efforts by:

- ✓ Making progress on tourist-oriented marketing.
- ✓ Increasing the focus on citizen-oriented marketing. This will be a way to better engage our 13,000 residents and have them invest in Fruita and ensure that residents are aware of what is available and happening in Fruita. Consider:
 - Webcast City Council meetings - [Chamber is doing this for the City](#)
 - Increasing use of social media – [PD and P&R, Tourism-yes. Would like to expand on Instagram and Facebook for a general City info.](#)
 - Increasing traditional media – [We are well covered for positive stories as demonstrated weekly in the updates and through our relationship with the local media. Increase branding efforts – new City website, community calendar, videos, etc. Room for much, much more.](#)
 - Coffee with the Council events - ?

FISCAL SUSTAINABILITY

Maintaining the strong fiscal position of the City government that is resilient to future economic fluctuations is critical for the community. [In addition proactively recruiting business to diversify the economy and increase revenues is critical to fiscal sustainability.](#)

ACTION STEPS:

- ✓ Adopt budget policies that maintain a sustainable financial plan that will be appropriate for both operations and capital improvements of the city government. [–check. Have to](#)

focus on the fact that we have limited capital funds and revenues to replenish and without increasing revenues will not have the same amount of funding to match as many grants as we are used to obtaining.

- ✓ Review the fiscal implications of the city's development policies and other policies to ensure they are improving the fiscal sustainability of the community. –undergoing the Priority Based Budgeting process and model to more deeply attach funding with goals and priorities and seek opportunities to reallocate resources to those services and programs that have the most impact on achieving our priorities.



KEEP THE CORE FUNCTIONS OF GOVERNMENT STRONG

Perform the core functions of government with a high level of expertise. This means we need to work to maintain and improve existing infrastructure, facilities, and levels of service. This will take a commitment to recruiting and retaining high quality staff. –with limited resources have strived to maintain critical equipment and capital replacements. Many new facilities completed including City Shops that greatly enhances office and maintenance space. 2% increase for all employees in 2015, no increase in 2016, but bonuses and FCC passes provided.

- Staff development will remain critical. As the complexities of operations increase, the amount of training will need to increase.-increased training/professional development budgets of those depts. that were underfunded. Need to increase internal training opportunities. Two graduates of County-wide leadership development and many employees active in professional development.
- A compensation structure needs to be in place that allows for the best possible talent to be recruited and retained. –we are well below industry trend in many areas. Need to focus on this and the right structure.
- Increased staffing levels will be required as infrastructure and demands for service continue to increase.-Have many needs for increased staff—limited with funding.

ACTION STEP:

- ✓ Update the staffing plan to include total compensation analysis, analyze promotional opportunities, and market analysis among other critical indicators. –Took steps in 2014 and 2015 to implement identified re-classifications. Comp analysis indicated majority of positions well below industry trend.

ECONOMIC DEVELOPMENT

Continue to work to improve the prosperity of the community by utilizing high quality economic development strategies.

- Work to expand grocery shopping opportunities. –worked with City Market on expansion area plan, currently receiving inquiries off and on from developers representing grocery. See this happening in next 1-2 years.
- Promote potential in Greenway Business Park.-significant efforts here in partnership with land owners (build-to-suit model, plans, virtual buildings, marketing material, lower land prices, donation of lake, GJEP marketing).
- Consider more pro-active, robust economic development policies such as incentives and subsidies to attract new businesses and industries.-Participate in new Jump Start incentives along with Enterprise Zone. Need to be ready for local options beyond when needed. Began proactively attending trade shows and recruiting efforts.
- Promote high quality development along riverfront.-About to begin a redevelopment plan of City Riverfront property at old lagoons site.

ACTION STEPS:

- ✓ Provide data to City Market and lead the continued evaluation of closing Plum St. or other alternatives that would allow for a building expansion. -check
- ✓ Work with GJEP to develop an effective marketing plan for the Greenway Business Park. –check and continuing with current work on collateral.
- ✓ Create a long-term master plan for the lagoon property (and other city-owned property). – Received AGNC grant and beginning the process to be completed by end of 2016.



WORK WITH KEY COMMUNITY PARTNERS TO ENSURE SERVICES ARE AVAILABLE IN FRUITA AND COMMUNITY ANCHORS ARE BUILT

Community anchors are things/concepts/services that make Fruita funky, cool and a productive community. They enhance our small town atmosphere.

- Continue to invest in downtown development. The plan should follow the direction outlined in the recent downtown assessment, the streetscape plan and with direction from the broad interest of downtown stakeholders. The effort needs to be invested in by business owners and property owners such that it includes bricks and mortar type improvements, but more importantly business relationship development that strengthens the business environment. –Completed phase 1 of DT plan September 2015. Awarded grant in 2016 and beginning design of phase 2 now.
- Work to create a Museum/Math and Science Center/Zoo Complex: This opportunity provides a good chance to create an anchor for the Kokopelli area.–Completed MOWs with both Science Center and Museum. Reduced rent for Museum and approved L-T lease. M&SC now locating at CMU. Created M&SC programs and camps in Fruita beginning summer 2015. Have a Teen Maker Space at Civic Center. Still working with Museum on future expansion opportunities.
- Recognize that the Chamber of Commerce is a cornerstone of business development. Work with the Chamber of Commerce such that they can provide leadership and high quality feedback to the City from the business community. Work to strengthen the Fruita Chamber of Commerce by partnering with them to increase coordination with local businesses. Ask the Chamber to help develop a critical level of consensus from businesses to evaluate business development and other business oriented ideas. -check
- Work with COPMOBA and the BLM to develop more mountain single track trails near Fruita. Understand that these organizations are critical to becoming the trails capital of the world. –our partnership with these two groups has gone to a much higher level. Currently recognized as a connected community statewide with BLM, MOA with BLM, ongoing projects including trail builds this fall at Kokopelli, and grant requests for connecting to 18 Rd. and future trail/event staging development.
- Mesa County needs to continue to provide services such as Motor Vehicle, Health Department, Human Services, and Road and Bridge directly in Fruita. The partnership in public safety, road infrastructure, trails, and other projects is critical. -check
- Have the Downtown Board and Arts and Culture Board work together to create more public art opportunities. –check, but we now have some new spaces to add art. A&B successfully raised funds at annual event. Both boards meet together periodically.
- Strongly support Family Health West by recognizing their importance to the community and encourage their sustainability in Fruita. –check, partnerships with Health and Rec programs, silver sneakers, fund raisers, bond holder.

ACTION STEPS:

- ✓ Work with the Downtown Advisory Board to generate a broad consensus of the many downtown stakeholders for physical improvements, relationship/organizational

improvements, promotional improvements and improvements to services provided.- recycling downtown, bike corrals, functional art, solar benches and tables, artistic trash/recycle bins, cover for electric, banners all being created and installed in addition to DT plan phases.

- ✓ Work with the stakeholders to undertake a financial feasibility study (market analysis) to ensure the success of Museum/Math and Science Center/Zoo Complex. Site plan completed. M&SC not coming now. Museum exploring possible consolidation inn Fruita. We now provide Museum with free rent based on conditions.
- ✓ Work with Chamber of Commerce to develop and set a realistic set of expectations for their involvement in business development. –Chamber is an active part of our staff economic development team.
- ✓ Work with COPMOBA to identify future single trail locations, assist them through the permitting process and assist with funding the construction. -check
- ✓ Allocate budget funding for more public art. -check



TRAILS DEVELOPMENT

Continue down the path of becoming the trails capital of the world by building trails within the City and on federal land near the City. Connectivity of the trails inside and outside the City will be critical.

- Generate more trail development of all kinds by establishing more healthy partnerships with: 1) BLM, 2) Colorado National Monument, 3) COPMOBA and 4) Mesa County.
- Create trail connections from the City limits to 18 Road and Kokopelli Areas.
- Open McInnis Canyons to bikes.-literally an act of Congress nationwide for NCA areas—not likely.
- Ensure that we are inclusive of all of Fruita’s neighborhoods and work to connect all the neighborhoods to generate a community feeling. Continue to require in development and add bike lanes as we improved roads and develop subdivisions.
- Improve non-motorized connections between north of I-70 and south of I-70.-check—Lower Little Salt Wash trail completing this month.

ACTION STEPS:

- ✓ Work with COPMOBA to identify future single trail locations, assist them through the permitting process and assist with funding the construction. –check and working on grant requests this fall for planning funds to work with COPMOBA and BLM to identify future trails.
- ✓ Improve the pedestrian/bike connection on the Hwy 340 Bridge. Received grant for Gateway design including this. Conducted a unique and successful public engagement campaign that has lead to current project of design that just started.
- ✓ Consider using different surface applications to highlight bike lanes and connectivity. –We have added different surface symbols on new bike lanes like around Circle Park.
- ✓ Complete the Little Salt Wash Trail. check

PROJECTS

- **ANALYZE WATER RESOURCES**

ACTION STEPS:

- ✓ Undertake a cost/benefit analysis of maintaining current water resources on Pinion Mesa and identify options for moving forward that are fiscally sustainable. Undertake a cost benefit analysis/feasibility analysis on how to better utilize the 25 cfs Colorado River water right. –conducted an analysis of value of 4 cfs on Pinion Mesa and filed our due diligence on the 25 cfs, but need to consider future use.
- ✓ Study the potential implementation of a storm water/drainage/flood control utility fee to be implemented in Fruita for Fruita-specific projects. Currently working with 5-2-1 on new stormwater permitting requirement in Fruita.
- ✓ Explore adjudication of the Wastewater Treatment Plant water right. –worked with our water right attorney and found it is something we can do to file a right for it, but would have to identify the use for it.

- **ANALYZE STORM DRAINAGE/FLOODING ISSUES**

ACTION STEPS:

- ✓ Analyze the pros and cons of a potential fee vs. adopting an ordinance that would set a standard of maintenance for land adjacent to the washes that would allow for increased enforcement. –have not focused or worked on this. At the time this was suggested the 5-2-1 was looking into such a fee, but really the underlining property owners of the wash are responsible for maintenance of the washes.

- **ANALYZE POTENTIAL IMPROVEMENTS TO ATMOSPHERE**

ACTION STEPS:

- ✓ Work with the Colorado Center for Community Development to develop a conceptual plan for beautification of entrances to the community. Sought and received a grant from DOLA for this and currently beginning the design process with a consultant based on community feedback.
- ✓ Investigate a common consumption liquor license ordinance as a way to increase activity in certain business areas of the community. –City adopted an entertainment district. One promotional association was formed. Now up to promotional associations to apply to use during an event within the entertainment district.

Fruita – The Community of Choice

Goals (by January 2017)

1. Spur 25 new Jobs.
2. Facilitate the development Greenway Business Park, Kokopelli Business Park and Downtown.
3. Increase Lodging Tax back to \$100,000 + per year

Economic Development Team

1. Land / Bldg Inventory –targeted areas
2. Incentives – Policies / Guidelines
3. Growth / Trends – data and research
4. Target Light Industrial / Mfg. that either value or cater to our quality of life
5. Target Retail to fill gaps
6. Proactive Recruitment Plan
7. Simplify the Development Process

Mike, Dahna, Ken, Margaret, Sam, GJEP, Chamber, BIC

R.I.T.E. (Recreation, Identity, Tourism, Events)

1. Community Connections – social media, website, Why Fruita Videos, community calendar, etc.
2. Trail Development – BLM Pilot Connected Community, COPMOBA, GVTA, Local Businesses, tourists.
3. Special Events – New /Enhanced Natl/Intl Event
4. New Product Launches
5. Community Engagement Process
 - Web content – photos, logo, text, videos, events
 - Gateway Enhancement Project – DOLA Grant

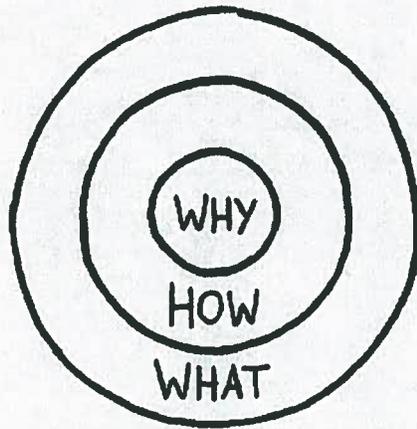
Mike, Ture, Odie, Judy, FTAC/COBB, Web, Chamber, ACB, PRAB, DAC

Core Services

Updates on 3 Goals above—

1. Regarding number of jobs, our intent is adding up jobs to measure those new companies we recruit. If we contacted and added up jobs associated with Gears, Dairy Queen, O’Reilly Auto, Kannah Creek, Happy Trails, Singletracks Crossfit, Fit 4:13, Fruita Yoga, Jules Hidden Treasures, Subway, Quiznos, DTF Wine and Tapas Bar, Best Slope Coffee, Radcad Designs, Copeland Supply, etc. and subtract those that left we would likely be passed this number. We would like to use this measurement at those we directly recruit as well.
2. Downtown phase one complete, expanded retail and seating areas taken advantage of, new businesses downtown, participation with Fruita Southside Marketplace group, new businesses on Southside and the efforts related to recruitment and development of the Greenway Business Park (identified in Council Goals update).
3. Lodging Tax exceeded \$100,000 in 2015 (total of \$106,695.18) and on track so far to exceed in 2016.

The Golden Circle



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What

Every organization on the planet knows WHAT they do. These are products they sell or the services they offer.

How

Some organizations know HOW they do it. These are the things that make them special or set them apart from their competition.

Why

Very few organizations know WHY they do what they do. WHY is not about making money. That's a result. It's a purpose, cause or belief. It's the very reason your organization exists.

Watching the TED talk by Simon Sinek, titled "How great leaders inspire action" is well worth 18 minutes.

https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action?language=en

DECISIVE

THE WRAP PROCESS



To make better choices, we must avoid the most common decision-making biases. Being aware of these biases isn't sufficient to avoid them, but a process can help. The WRAP process can help us make better, bolder decisions.

WIDEN YOUR OPTIONS

Narrow framing leads us to overlook options. (*Teenagers and executives often make "whether or not" decisions.*) We need to uncover new options and, when possible, consider them simultaneously through multitasking. (*Think AND not OR.*) Where can you find new options? Find someone who has solved your problem. Try laddering: First look for current bright spots (*local*), then best practices (*regional*) and then analogies from related domains (*distant*).

REALITY-TEST YOUR ASSUMPTIONS

In assessing our options, the confirmation bias leads us to collect skewed, self-serving information. To combat that bias, we can ask disconfirming questions (*What problems does the iPod have?*). We can also zoom out (*looking for base rates*) and zoom in (*seeking more texture*). And whenever possible we should ooch, conducting small experiments to teach us more. Why predict when you can know?

ATTAIN DISTANCE BEFORE DECIDING

Short-term emotion tempts us to make choices that are bad in the long term. To avoid that, we need to attain distance by shifting perspective: What would I tell my best friend to do? Or, what would my successor do? (*Or try 10/10/10.*) When decisions are agonizing, we need to clarify our core priorities—and go on the offensive for them. (*Remember the stainless steel bolts on the Navy ship.*)

PREPARE TO BE WRONG

We are overconfident, thinking we know how the future will unfold when we really don't. We should prepare for bad outcomes (*premortem*) as well as good ones (*preparade*). And what would make us reconsider our decisions? We can set tripwires that snap us to attention at the right moments. (*David Lee Roth's brown M&M, Zappos' \$1,000 offer*)

Book Review

Collins, J.

Good to Great and the Social Sectors: A monograph to accompany Good to Great (why business thinking is not the answer).

Boulder, Colorado: author, 2005.

Reviewed by Raymond A. Lemay

This 35-page self-published monograph goes over the important lessons in Collins' earlier publication, *Good to Great*, and attempts to apply them to the social (human service) sectors. Its beginning premise is that social services should not adopt the business model. "Most businesses – like most of anything else in life – fall somewhere between mediocre and good. Few are great... So, then, why would we want to import the practices of mediocrity into the social sectors?" (p. 1).

The monograph, easily available through Chapters or Amazon, should be read as a concluding chapter to Collins original *Good to Great* book (Collins, 2001), that has been a remarkable best seller. The original book is the result of a very ambitious research project. The twenty-one members of Jim Collins' research team in Bolder Colorado, reviewed a huge amount of financial data and other documentation for 1, 435 companies that appeared in the 1965, 1975, 1985 and 1995 listings of the Fortune 500. The criteria for selecting the good-to-great companies were strict.

"The company shows a pattern of "good" performance punctuated by a transition point, after which it shifts to "great" performance. We define "great" performance as a cumulative total stock return of at least 3 times the general market for the period from the point of transition through fifteen years (T + 15). We define "good" performance as a cumulative total stock return no better than 1,25 times the general stock market for the fifteen years prior to the point of transition. Additionally, the ratio of the cumulative stock return for the fifteen years after the point of transition divided by the ratio of the cumulative stock return for the fifteen years prior to the point of transition must exceed 3" (p. 219).

Moreover, this great performance could not be an industry event but rather had to stand-alone; in other words, the company had to stand out not only from the general market but also relative to its particular industry category. The company also had to be ranked within the Fortune 500 in 1995, and still had to be performing according to the *great* criteria. At the end of this process, only eleven companies fit this metric, which meant less than one percent. Greatness, according to Collins' metric, was a rare event indeed. Collins and his team then analyzed this mountain of data and found 7 factors that best explained the differences between the great and the merely good.

1: Culture of discipline

At the outset, the author suggests is that what the social sectors require is most probably similar to what is required in the business sector. In a nutshell, Collins calls this a *rigorous or relentless culture of discipline*, something that could be useful not only for businesses but for social services. Thus, Collins proposes a language of greatness (or we could call a language of excellence); it is something that needs to be developed. This mind set of greatness is proposed as alternative to mindless reliance on standardized processes and bureaucratic controls.

The author then goes on to the important points made in his original *Good to Great* (Collins, 2001) showing how each of these might apply to the social service sector. The author recognizes the important differences between businesses and the social sectors. The most important one concerns the metrics of success; in business, these are essentially financial whereas in the social sectors money is but an input. The outputs, of course, are services, and outcomes (a word not used by the author), or what he calls the benefits accrued to clients rather than stockholders. Another important difference between businesses and social services are diffuse power structures. Social services tend to be, according to the author, less hierarchical and less chain of command oriented.

2: Defining great

In the social services sector, financial results will not be a measure of greatness. *Outputs* are the thing that Collins proposes as the metric of greatness and outputs are about what is delivered directly to clients. The author points to the problem that sometimes outputs are challenging to measure and that some of the measures will be qualitative in nature. The author points out that, in any event, all indicators are flawed whether they are qualitative or quantitative, they can never give you a picture of the whole. The important thing is to select indicators intelligently and then consistently monitor them, “and then tracking your trajectory with rigor” (p. 8). The author concludes this section by stating, “no matter how much you have achieved, *you will always be merely good relative to what you can become*. Greatness is an inherently dynamic process, not an end point” (p. 9).

If there is one thing that I would argue in this section is that the word that should be used is *outcomes* rather than *outputs*. In fact, I suspect that the author conflates these concepts and uses the expression output to include outcomes or as “result”. This little section provides interesting examples of the Cleveland orchestra, the New York Police Department as well as the Stanford athletic department as exemplars of the social sector.

3: Level 5 leadership within a diffuse power structure

The author points out that at the top of the chain of command in social services, very often the CEO simply doesn't have the same power levers that a CEO has in a business. However, Level 5 leadership is not so much about using power as it is about bringing people along. Level 5 leadership is defined as humility combined with fierce resolve. It is even clearer in the social sector that authority does not come from power but rather from genuine leadership. People must

be *willing* to follow. Indeed, in a sense, there might be an argument that Level 5 leadership is particularly relevant for the social service sector. “*True leadership only exists if people follow when they have the freedom not to*. If people follow you because they have no choice, then you are not leading” (p. 13, italics in original).

4: First who – getting the right people on the bus

Having the right people in the right positions is one of the prime ingredients of greatness. The author describes the American school system as being a good example of where it would be very difficult to systematically get the right people on the bus and the wrong people off. Very simply, you have a very large and unwieldy system where no individual really has the power to do much, particularly when it comes to staff selection and ejection. The complications in the school system (in the U.S.) are long tenure, low salaries, few incentives, strong unions, and size/complexity. Here the author argues for a small is beautiful approach. Very simply, breaking down a school system or even a school into its smaller component systems, like a school department, makes good to great developmental process possible. Thus, it is not a question of transforming the school system or even a complete school but rather aiming to be good to great within one’s department. The author provides an example of how this was done in one school. It is a very illustrative example and it’s worth being read.

Then the author provides the following sobering comments, “the great companies ... focused on getting and hanging on to the right people in the first place – those who are productively neurotic, those who are *self*-motivated and *self*-disciplined, those who wake up every day, compulsively driven to do the best they can because it is simply part of their DNA. In the social sectors, when big incentives (or compensation at all, in the case of volunteers) are simply not possible, the First Who principle becomes even more important. Lack of resources is no excuse for lack of rigor – it makes selectivity all the more vital” (p. 15).

Obviously, rigor and creativity go hand in hand for this issue particularly. A good example that is provided by the author is Wendy Kopp who began the *Teach for America* program. Wendy Kopp had a vision that was to convince the best graduates from the best universities to spend the first two years of their careers “teaching low income kids in the public education system” (p. 15). She got \$26,000 from Mobil Corporation to start her venture and then she went from university to university, colleges like Yale, Harvard, Michigan and the like trying to convince graduates to work for “low pay in tough classrooms” (p. 16). The first thing she did was to tap in to people’s idealistic passions. People in fact do want to do good: “she basically said to all these overachieving college students: “If you’re really good, you might be able to join our cause”” (p. 16). She then set up a very rigorous screening process and made it actually difficult for people to volunteer. “As of 2005, more than 97,000 individuals applied to be part of Teach for America..., and only 14,100 made the cut, while revenues grew to nearly \$40 million in annual support” (p. 16).

The author points out that the social sectors have one compelling advantage over businesses, and it obviously isn’t money but rather that individuals crave for meaning in their lives. Appealing to people’s ideals is indeed powerful and it is something that the author comes back to a number of times in his book.

5: Facing the brutal facts

The original *Good to Great* goes on quite a bit about the importance of facing the brutal facts and that this is the only way that one can make the first step towards achieving greatness. For many organizations, one of the brutal facts is that we are not good as we think (Lemay, 2005). On the ground, where it counts, with our clients, a lot of the folks we serve do relatively poorly and we cannot claim that there are thriving. There is only one measure of success and that is to be found in the outcomes of our clients. It is on this point where I think Collins could be a little clearer. His conflation of outputs and outcomes is to my mind problematic. In the social sector, we don't monitor outputs all that well and what we do see in fact is that the people we serve could be doing a lot better. But what we hardly do at all is monitor outcomes: client benefits. Are clients able to lead good lives after they have been served by a program in the social sector? We do need to take stock and ownership of our results. To move to greatness, we need to understand how mediocre we really are to begin with. We do need to take seriously, *on a day-to-day basis*, service screw-ups and less than satisfactory results. We need *on a daily basis* to brutally face, one case at a time, the difficulties that face us; moreover, we do need to set up powerful monitoring mechanisms that allow us to gage the extent to which we improve those results on a case by case basis and, of course, in the aggregate.

Part of the **fierce resolve** we need to develop in relation to the bad news of our current results is that getting better results, improving service outputs, and achieving greatness, will be a lot of hard work. It will take some time to get the results that we think we should be achieving.

6: The hedgehog concept

The author points out that hedgehog concept is best understood by considering three intersecting circles that must be responded to. "1) what you are deeply passionate about, 2) what you can be the best in the world, and 3) what best drives your economic engine" (p. 17).

Collins then goes on to adapt the hedgehog concepts: the economic engine is problematic; in some cases, it's not only about money but rather volunteers and good will. Thus, the author has changed the third circle and has renamed it the *resource engine* and he composes resources of three parts: *time, money and brand*. The author point out that brand is of importance, brand is the thing that people focus on and connect to. Indeed, there is a question of building an emotional connection to people who have trust in the organization and want to give to with either with money, time, or otherwise. Indeed, a good argument could be made that clients need to have confidence in the brand and such confidence enhances the effectiveness of the services provided under the brand name. Certainly in my mind, the whole issue of brand has been not well understood in the social services sector and here the author points out that it is one of the key component parts of the hedgehog concept that we must respond to.

On page 22, the author describes a Homelessness service in South Bend, Indiana, that developed its own distinct hedgehog concept. "They believed the Center could become the best in the world at breaking the cycle of homelessness in Bibletowns of the Midwest by challenging homeless people to take responsibility for their own lives. They soon realized that building a

resource engine primarily around government funding would run counter to the Center's Hedgehog Concept.

"Homelessness is a profound disconnectedness from self, family and community," explained Buscareno. "This insight fueled everything we did. We organized our whole organization around connecting people – homeless people, benefactors, volunteers, and staff – to self, family and community. Aggressively pursuing government money does not make any sense with this type of thinking, but aggressively connecting volunteers and local donors on a personal level with homeless people makes absolute sense"" (p. 22). The author quotes Peter Drucker who admonished that "the foundation for doing good is doing well" (p. 22).

7: Turning the flywheel – building momentum by building the brand

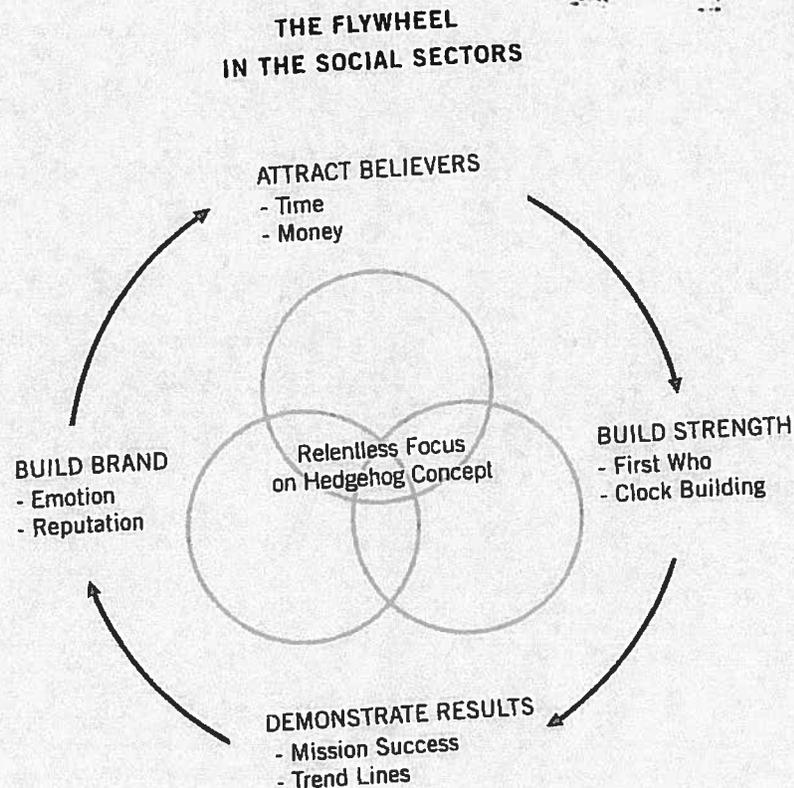
Good to great is best understood as a developmental process. The author points out that an important thing is to build momentum, at the beginning, slowly but surely but ever gathering speed. This is where the issue of brand is the most touched upon, in the business sector flywheel works very well when you have superior financial results, then people will line up to throw money at you and invest in your sector. However, when a social services agency has good financial results, run surpluses for instance, the reaction is usually the contrary: why would anybody give you any more money or new grants? However, people will give you more money if in fact you have a recognized brand that has established itself as a great organization. The author proposes a flywheel figure (next page).

At the end, the author concludes that it takes time to build greatness. It cannot be done overnight, it needs a lot of hard work, a great deal of rigor and, obviously, an obstinate belief that this is important, it needs to be done. The important thing is to embark on the journey, "it might take decades to change the entire systemic context, and you might be retired or dead by the time those changes come..." (p. 30). What the author concludes is that "greatness is not a function of circumstance. Greatness, it turns out, is largely a matter of conscious choice, and discipline" (p. 31).

Conclusion

Jim Collins in his introduction suggests that *the good is the enemy of the great* in that sometimes we become fairly self-satisfied with the fact that good is good enough, thus preventing us from making the effort and the leap to greatness. This is an interesting inversion of Voltaire's aphorism that *the best is the enemy of the good*. Voltaire's point is that very often we put off action because we simply cannot do the best and the best is unavailable. General George Patton had a similar aphorism when he suggested that a good plan today is better than the best plan tomorrow.

The issue, however, is one of being satisfied with anything less than excellence. Collins's point is that one must not be satisfied with good enough, one must strive to be the best. At the end of his book, he makes an impassioned plea for leading a meaningful life and making a significant



contribution. This can probably only happen if one strives for the best. Voltaire's point, as George Patton suggests, is one of action versus inaction. Both of these aphorisms, however, are reconcilable with the notion of developmental progress. To get to great, one will have to pass through good. The key thing to remember is that one is in fact moving towards greatness. Moreover, there are times when action is required and good enough is all that is available. In such circumstances, however, good enough must be recognized for what it is: not great.

It is in fact intriguing in Collins's book which I guess is somewhat in support Patton's law that Level 5 CEOs didn't know at the outset exactly what they were going to do to achieve greatness, but they did begin to move nonetheless. They moved and took action and what they did first was selecting the right people: People undoubtedly who had a passion for greatness, who had the potential for Level 5 leadership, and who would share in the important work of developing a great organization.

This is a good companion booklet to the Good to Great book which I heartily recommend. It demonstrates quite unequivocally that good to great thinking and its component concepts are equally applicable to social services and could serve to revolutionize a program or an organization.

Sources:

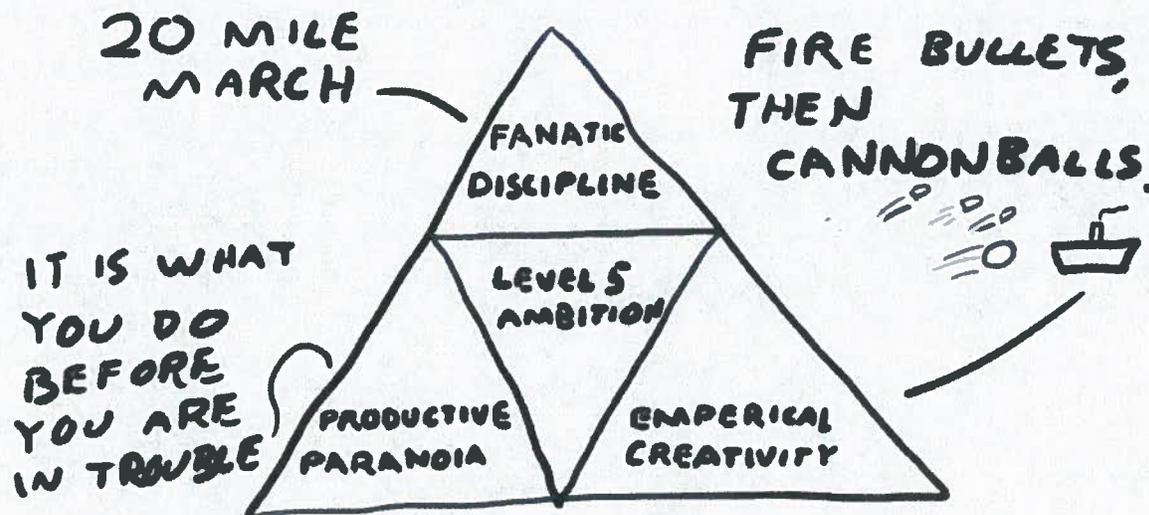
Collins, Jim, C. (2001). *Good to Great: Why Some Companies Make the Leap...and Others Don't*. New York: Harper Business.

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Collins described attributes of companies who achieved ten times market value of their competitors. Three main behaviors include:

Fanatic discipline

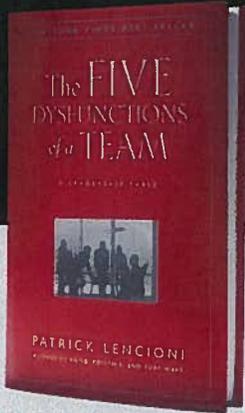
Speaks to a discipline to not go too far so as to stretch yourself thin to where you are then unprepared when unexpected things hit you. Establish a standard of performance and hold to the philosophy even in the toughest conditions. Success is based not on an average but on consistent performance. The signature of mediocrity is not in an unwillingness to change but in chronic inconsistency.

Empirical creativity

Creativity needs to be supported by empirical evidence. An analogy used was that of firing bullets to find the angle to the target so you make the most use of your gunpowder when firing the cannonball. Bet on something you know is going to work. Blend creativity and discipline. Creativity is natural, discipline is not. Discipline amplifies creativity rather than destroy it.

Productive paranoia

The only mistakes you can learn from are the ones you survive. You have to be optimistic, but there is awareness that the world is a scary place. Successful companies maintain a ratio of 3 to 10 times cash to assets, a practice started when they were small. The dedication of a financial buffer is not a luxury of size. It is what you do before you are in trouble, how you manage with discipline in good times so you can be strong when people need you the most.



The Five Dysfunctions of a Team



#1: Absence of Trust

The fear of being vulnerable with team members prevents the building of trust within the team.

#2: Fear of Conflict

The desire to preserve artificial harmony stifles the occurrence of productive, ideological conflict.

#3: Lack of Commitment

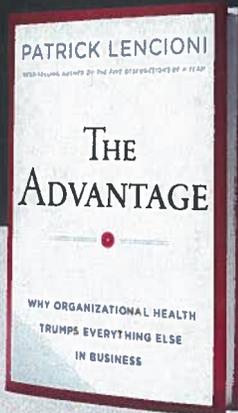
The lack of clarity or buy-in prevents team members from making decisions they will stick to.

#4: Avoidance of Accountability

The need to avoid interpersonal discomfort prevents team members from holding one another accountable for their behaviors and performance.

#5: Inattention to Results

The pursuit of individual goals and personal status erodes the focus on collective success.



The Advantage: Organizational Health Model



Discipline 1: Build a Cohesive Leadership Team

Cohesive teams build trust, eliminate politics, and increase efficiency by...

- Knowing one another's unique strengths and weaknesses
- Openly engaging in constructive ideological conflict
- Holding one another accountable for behaviors and actions
- Committing to group decisions

Discipline 2: Create Clarity

Healthy organizations minimize the potential for confusion by clarifying...

- Why do we exist?
- How do we behave?
- What do we do?
- How will we succeed?
- What is most important, right now?
- Who must do what?

Discipline 3: Over-Communicate Clarity

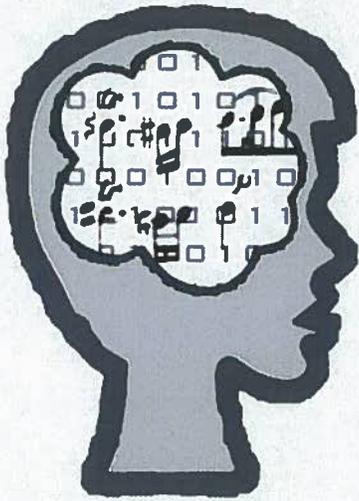
Healthy organizations align their employees around organizational clarity by communicating key messages through...

- **Repetition:** Don't be afraid to repeat the same message, again and again
- **Simplicity:** The more complicated the message, the more potential for confusion and inconsistency
- **Multiple mediums:** People react to information in many ways; use a variety of mediums
- **Cascading messages:** Leaders communicate key messages to direct reports; the cycle repeats itself until the message is heard by all

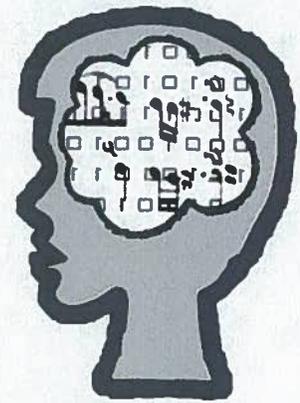
Discipline 4: Reinforce Clarity

Organizations sustain their health by ensuring consistency in...

- Hiring
- Managing performance
- Rewards and recognition
- Employee dismissal



A WHOLE NEW MIND DISCUSSION GUIDE



1. In what ways does your current job involve R-directed thinking? Could your organization benefit from more R-directed thinking? Less?
2. How innate are the six abilities Pink discusses (Design, Story, Symphony, Empathy, Play and Meaning)? Which of them is your strongest? Weakest? Which is most important for your current job?
3. Consider the three questions Pink poses regarding your current work: Can someone overseas do it cheaper? Can a computer do it faster? Am I offering something that satisfies the nonmaterial, transcendent desires of an abundant age? Does your work pass this three-part test?
4. How will the three forces Pink describes be affected by the economic recession?
5. Did Pink convince you of the importance of design? In what ways could you and your colleagues instill design thinking in your organization?
6. What are the implications of Pink's argument for education? Are you yourself a product of the SAT-ocracy? If so, how did it help or hurt you?
7. What role does storytelling have in your work? What role could it have? Does your organization have a story to tell? Do your clients and customers know that story?
8. How do you use symphonic thinking in your job? How could this right-brain ability benefit your organization?

FOR BUSINESS

9. Is empathy an important part of your work? How could empathy be used in your organization to improve your offerings? How could empathy make your organization a better place to work?

10. What role do play and humor have in your workplace? Could play or humor improve your service to clients? Do you agree with Pink that a sense of humor can make someone a better manager? Why or why not?

11. What do you think of Pink's assertion that "meaning is the new money"? How does your organization create meaning for its customers? For its employees?

12. Does your current job pass the Collins 20-10 test that Pink outlines in the portfolio section of Chapter 9: If you had \$20 million or knew that you had only 10 years to live, would you still be doing what you are doing now? What can your organization do to ensure that its employees' experiences pass this test?

13. What do you think of Pink's suggestion that spirituality should have a place in the workplace. What is your organization's approach to spirituality? Should it change?

14. Did you do any of the exercises Pink suggests in the book? Which ones would you recommend to others in your organization? Why?

15. What are some of the barriers to developing the six abilities Pink describes in your own organization?

16. How do you think workers in Asia would react to this book?

17. Pink talks about psychological androgyny and aligns R-directed thinking with one's feminine side. Do women have a comparative advantage over men in this world? Is this true in your organization? Why or why not?

18. Would you add any other abilities to Pink's list of six senses?

19. What in this book made you laugh? What made you angry. Why?

Your questions:
