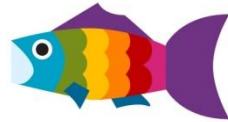


# The Quest to Provide the “Ungovernment Experience”



HOW LEADERSHIP DEVELOPMENT AND THE LPI  
ARE CHANGING THE CULTURE OF A TRADITIONAL  
GOVERNMENT AGENCY!



TEAMWORK



DIVERSITY



PROFESSIONALISM



FISCAL RESPONSIBILITY



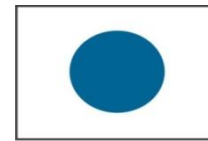
CREATIVITY



LEARNING



COMMUNICATION



INTEGRITY



# Introductions

Georgette Carroll is the Goddess of Excellence and Opportunity at Palm Beach County Tax Collector's Office who is responsible for creating an organization of leaders who actively engage in shifting the culture to foster an environment that provides the "Un-government Experience".

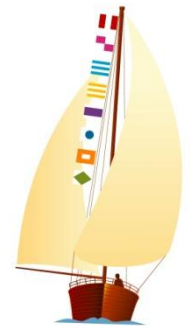
Trina Pulliam and Myra Quinn are consultants with Trainnovations, a founding member of the Consortium for Organizational Brilliance. Trina is the process and task focused facilitator and Myra is the empathetic coach.





# Purpose and Format

- Tell the story at the Palm Beach County Tax Collector's Office
- Discuss how LPI and Leadership Training Program helped to reposition the entire culture of this organization
- Talk about tough decisions
- Provide examples and inspiration
- Q &A



# It was a gloomy and scary environment!

- Under the watchful eye of “a Clark” (Allen Clark and John Clark served as tax collectors for combined 32 years!) employees were kept in silos, communication was stifled, and management was punitive.
- The leaders were “do-ers”, responsible for getting the job done.
- The primary charge was “collect the money” and “distribute the money” without mistake – or else!

**No Senior Leader Team, No Strategy,  
No Individual Development Plans,  
No Communication**

It made the waters rough and difficult to  
navigate!

**The Bureaucratic  
Boat!**





# Then Anne was Elected in 2006!

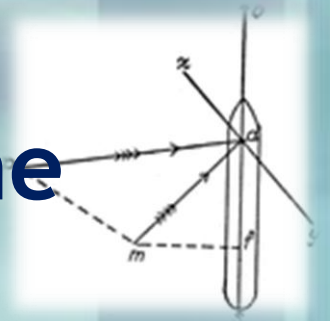
## With a very different vision, she set a course to calmer waters!





# We set a course for calmer seas!

To leave the mainland of  
bureaucracy and head for the  
islands of  
**UN-GOVERNMENT!**



Using our compass, we aimed for leadership, strategic plans and purposeful fact based decision making, employee engagement and customer centric environment!

To round the first marker we needed  
Mission, Vision and Values!



# Mission & Vision

## VISION

As a world class organization we enthusiastically work together to create and deliver the highest standards of service excellence.

## MISSION

The Palm Beach County Tax Collector's Office collects and distributes taxes and fees for the benefit of our community.

Collect



Educate



Distribute



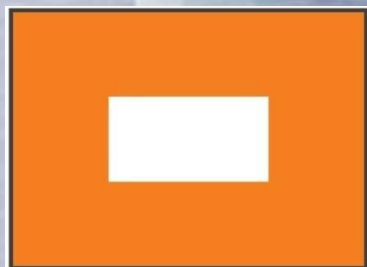
# Core Values



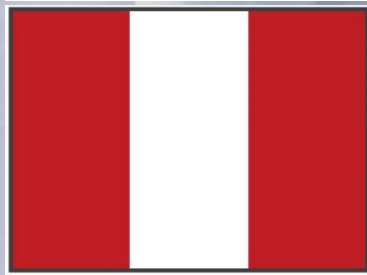
**CREATIVITY**



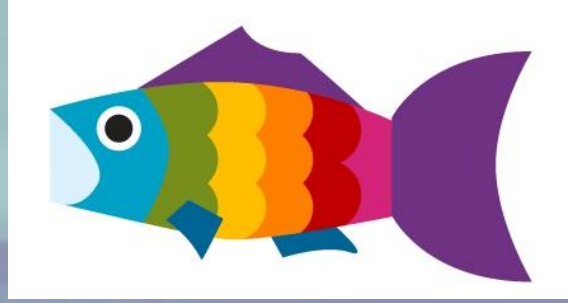
**DIVERSITY**



**PROFESSIONALISM**

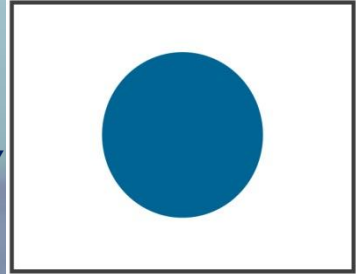


**TEAMWORK**



**FISH**

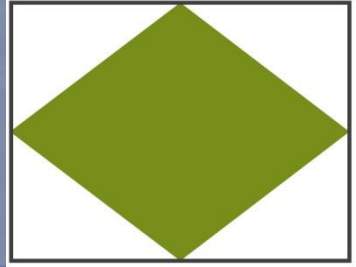
**COMMUNICATION**



**INTEGRITY**



**LEARNING**



**FISCAL RESPONSIBILITY**



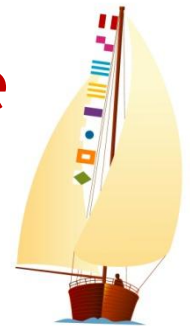
# Tools used to change the culture

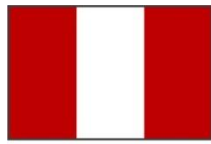
- Organizational Brilliance Assessment
- Formal, annual strategic planning process involving SLT, Managers, and Supervisors
- Systematic approach to open 3-way communication and process improvement
- Performance improvement methodology including KBL (Knowledge Based Leadership and Captain OFIE)
- **Leadership Assessment using LPI 360**



# Senior Leader Mission

- Set Clear Direction and expectations and being accountable for achieving mission
- To create an environment that encourages empowerment, innovation and learning
- Lead by values and by example
  - If we lead by values we create the culture that we want





TEAMWORK



DIVERSITY



PROFESSIONALISM



FISCAL RESPONSIBILITY



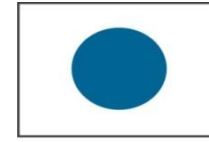
CREATIVITY



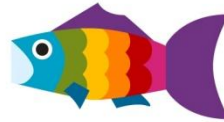
LEARNING



COMMUNICATION



INTEGRITY



# Leadership Performance Index & Individual Development Plan

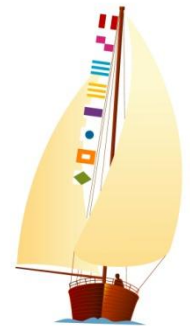
**SYNTHESIZING LPI WITH WITH IDP**





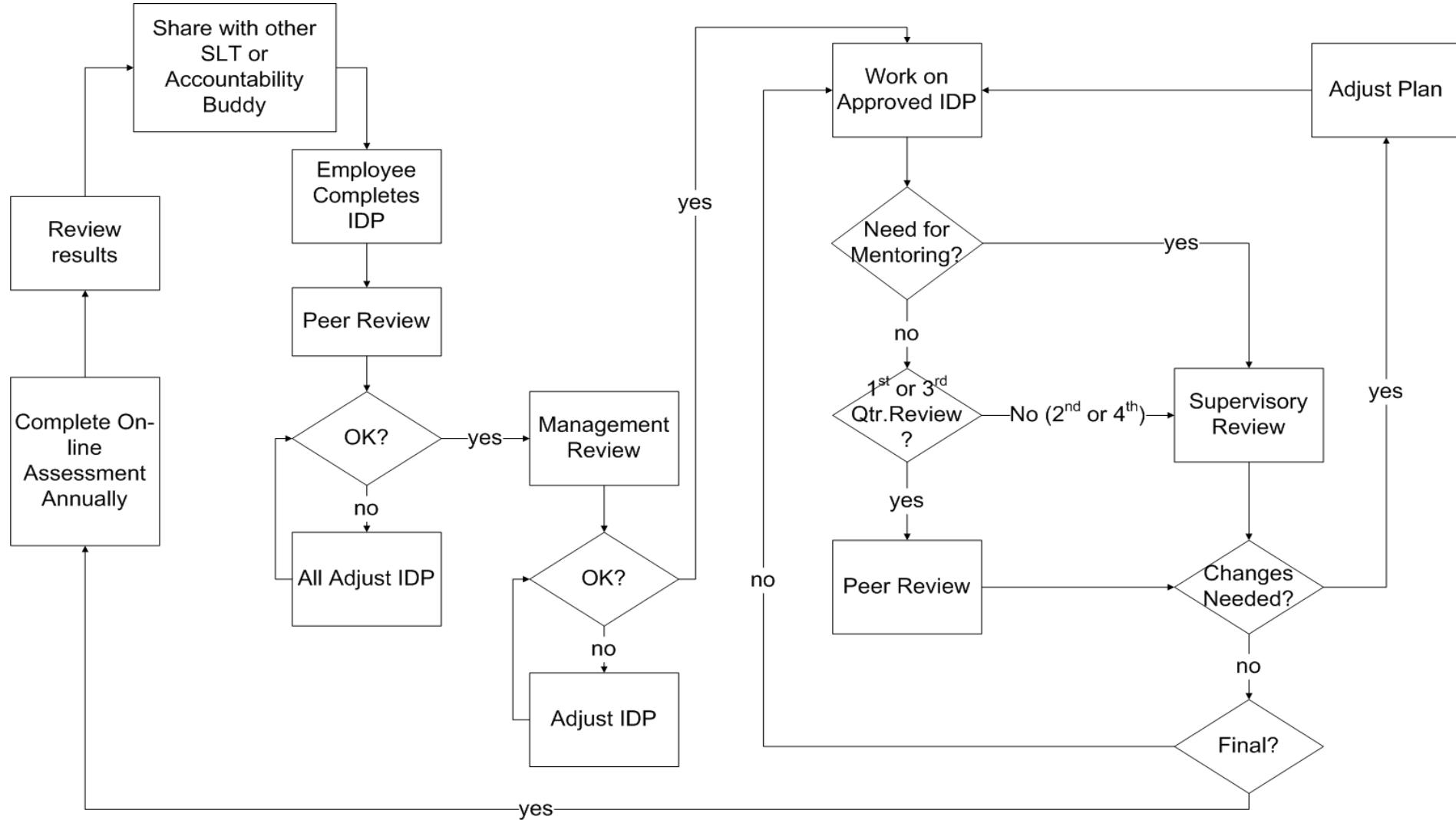
# The LPI and IDP Overview and Purpose

- Be self aware
- Manage your emotions
- Activity seek feedback from trustworthy/trusting buddies
- Take the initiative
- Use each other as coaches
- Develop a plan for improvement - IDP
- Set goals
- Practice, Practice, Practice
- Measure progress
- Reward yourself
- Be honest with yourself and humble with others





# The Process Steps





# How LPI links with IDP Roles

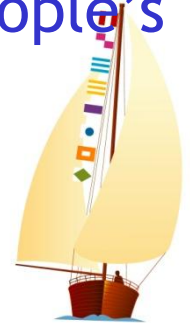
LPI Principle	Individual Development Plan Role
Model the Way	<b>Model Collaborator</b> - Lives all the values of the TCO and is the embodiment of professionalism and integrity.
Inspire a Shared Vision	<b>Outcome Facilitator</b> - Performs as an Un-government Leader by actively practicing the 4 E's leading to attain the Vision and Mission of the TCO.
Challenge the Process	<b>Inspired Solution Seeker</b> - Identifies alternatives, options and new/different ways of looking at issues and problems.
Enables Othses to Act	<b>Attentive, Resourceful Practitioner</b> - Has exceptional client service, sound technical job knowledge and the ability to interact in a manner that is warm, personable, positive and solution focused for the client or co-worker.
Encourage the Heart	<b>Trusted Guide</b> - Create a rich, nurturing work environment by building capability of others through continuous learning and guidance.



# The Model Collaborator

## Models the Way by:

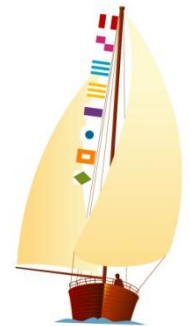
- Clarifies values by finding your voice and affirming shared values
- Sets the example by aligning actions with shared values
- Is clear about his/her philosophy of leadership
- Makes certain that people adhere to agreed-on standards
- Sets a personal example of what is expected
- Follows through on promises and commitments
- Asks for feedback on how his/her actions affect people's performance





# The Outcome Facilitator **Inspires** **a Shared Vision** by:

- Paints “Big Picture” of group aspirations
- Describes a compelling image of the future
- Speaks with conviction about meaning of work
- Appeals to others to share dream of the future
- Talks about future trends influencing our work
- Shows others how their interests can be realized

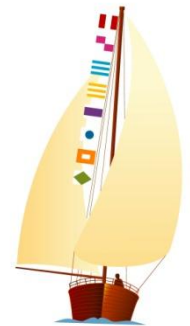




# The Inspired Solution Seeker

## Challenges the Process by:

- Searches for opportunities by seizing the initiative and by looking outward for innovative ways to improve
- Experiments and take risks by constantly generating small wins and learning from experience
- Searches outside organization for innovative ways to improve
- Makes certain that goals, plans, and milestones are set
- Experiments and takes risks
- Challenges people to try new approaches
- Seeks challenging opportunities to test skills
- Asks “What can we learn?”

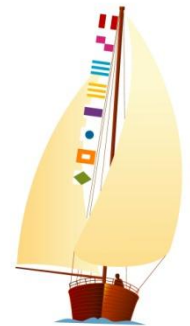




# The Attentive, Resourceful Practitioner

## Enables Others to Act by:

- Fosters collaboration by building trust and facilitating relationships
- Strengthens others by increasing self-determination & developing competence
- Treats people with dignity and respect
- Ensures people grow in their jobs
- Gives people choice about how to do their work
- Supports decisions other people make
- Develops cooperative relationships
- Actively listens to diverse points of view





# The Trusted Guide

## Encourages the Heart by:

- Recognizes contributions by showing appreciation for individual excellence
- Celebrates the values and victories by creating a spirit of community
- Finds ways to celebrate accomplishments
- Expresses confidence in people's abilities
- Recognizes people for commitment to shared values
- Creatively rewards people for their contributions
- Gives team members appreciation and support
- Praises people for a job well done



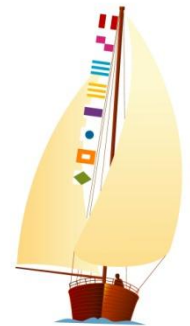


# Exactly how difficult is this?

On a scale of 1 to 10...!

The sixth Role for all Palm Beach County Tax Collector employees is the Active Learner which drives employees to strive for personal and professional achievement of the 5 LPI principles!

We aim to create Leaders at all Levels!



# And Fish is How we make it FUN!

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VIDEO

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