

EXCELLENT PERFORMANCE WITH LESS RESOURCES

by

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The overall topic for this year in the South Florida CPM is:

“Managing through Change and Turbulence”.

Some topics from the Legislature discussed by FDOT Directors included:

- The two percent cut for all State Workers was vetoed by the Governor.
- State employee’s can only travel for Mission critical events. Employee’s are to use video & teleconferencing equipment.
- Stimulus Projects
- Reduced Budget
- Reduced Rate

ALL ABOUT REDUCED RESOURCES

- EXCEPT Stimulus Projects which can increase resources.

TURBULENT TIMES!!

"Preliminary estimates for transportation funding in Florida are \$70M for airport projects, \$1.35B for highway and bridge projects and \$316M for transit grants. Other transportation funding will be distributed on a national discretionary basis for other modes of transportation including rail and seaport investments. Federal requirements, priority considerations for project selection and deadlines for project approvals are included in the American Recovery and Reinvestment Act."

as of 7/24/09: **\$1,110,501,894 or \$1.1 billion**

A POSITIVE SCENARIO!





**EXCELLENT PERFORMANCE
WITH LESS RESOURCES**

IMPOSSIBLE???

NEED HELP FROM ABOVE!



[Stevekin flickr.com](https://www.flickr.com/photos/stevekin/)

U



F

O

HELP FROM 'OTHER' SOURCES!



VOO



DOO



HELP FROM ????????



YOU!

**EXCELLENT PERFORMANCE
WITH LESS RESOURCES
IS A**

MUST!

NOT A CHOICE.



EXCELLENT PERFORMANCE

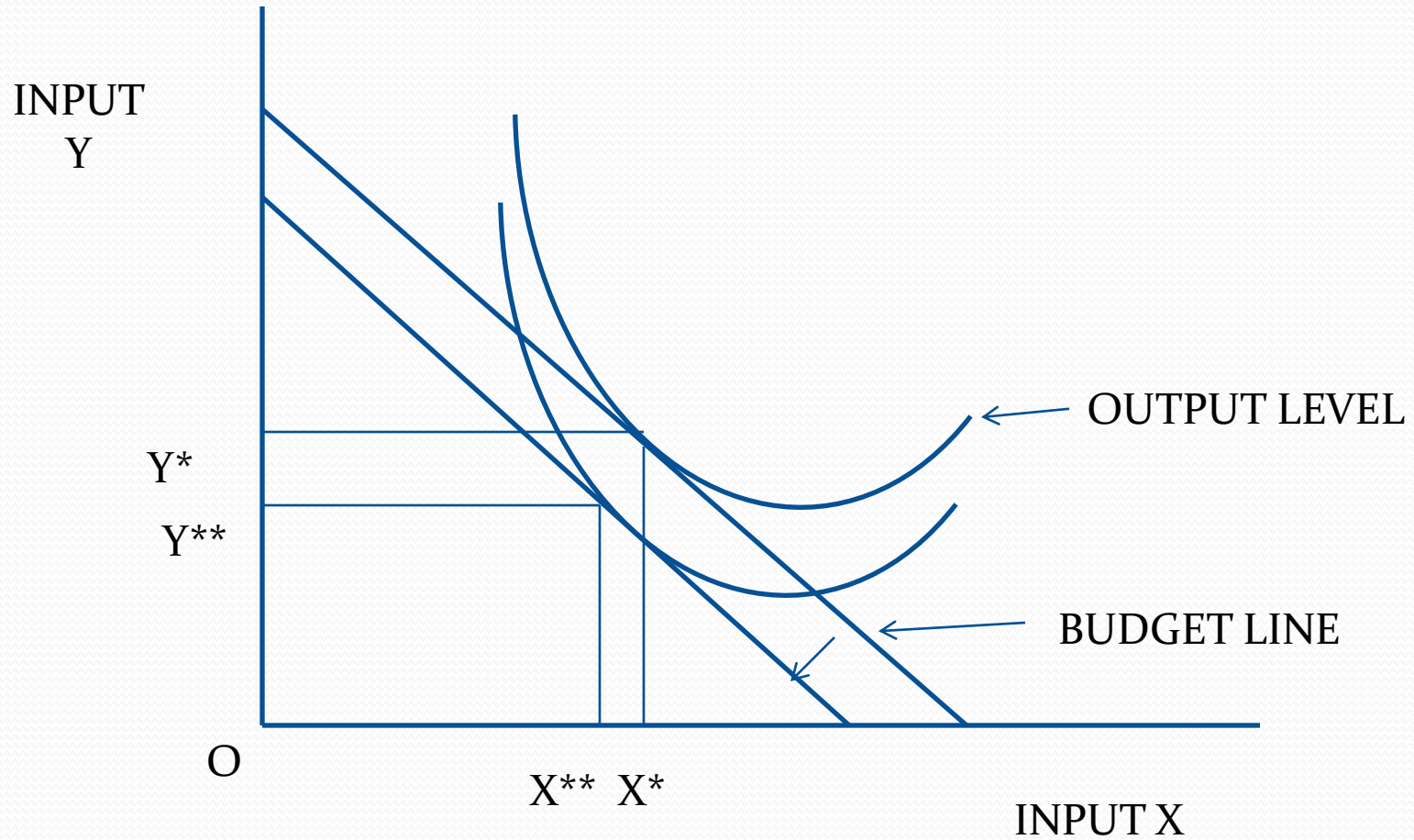
WITH

LESS RESOURCES

IMPLIES

A HIGHER LEVEL OF EFFICIENCY

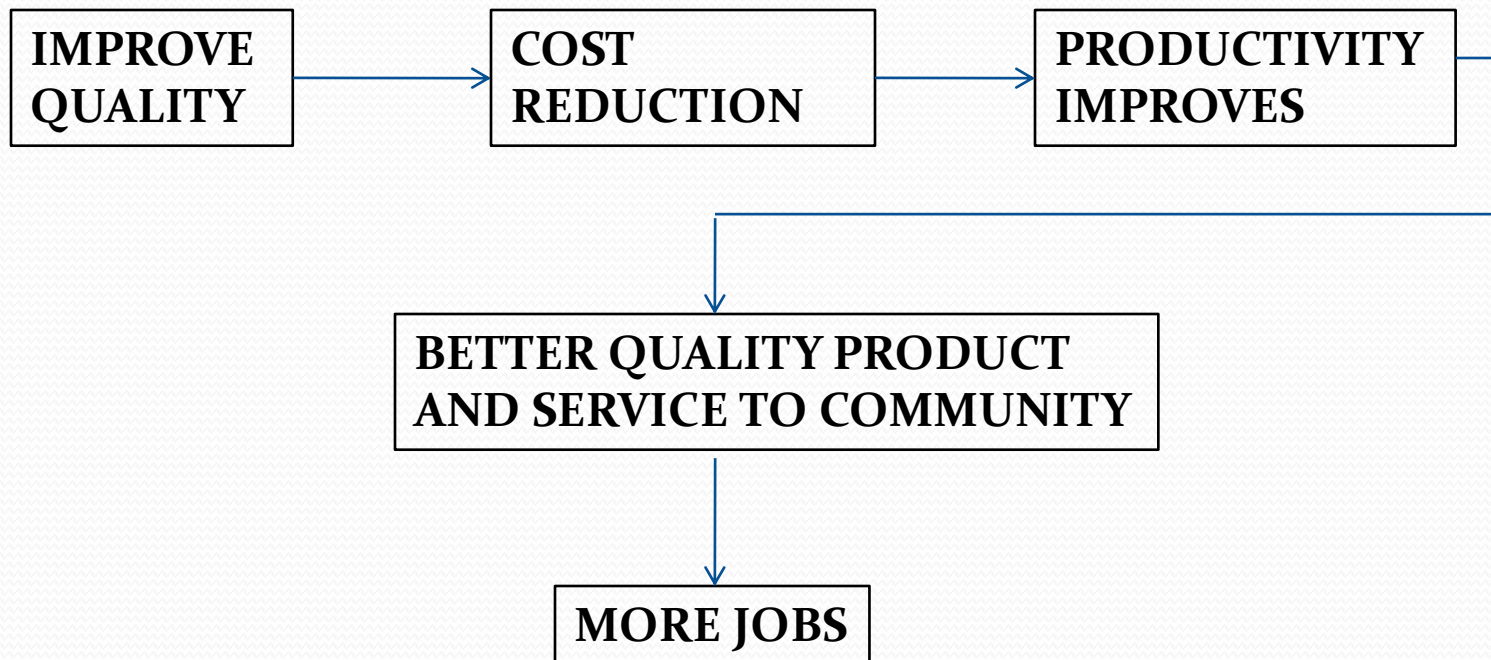
ECONOMIC MODEL, EFFICIENCY, AND EXCELLENCE



HOW TO BECOME EFFICIENT AND STILL PERFORM EXCELLENTLY

- Do a complete evaluation of ALL systems in the FDOT.
(THIS IS A BIG TASK!)
- Streamline the systems as much as possible – NO SACRED COWS!
- Adapt more efficient technology – if cost effective.
- GET EVERYBODY INVOLVED! COMPLETE BUY-IN (challenging)
- NEED ALL MANAGERS TO BE LEADERS – RESPONSIBLE FOR ‘NEW ‘ CULTURE TO KEEP COST DOWN AND QUALITY EXCELLENT.
- Training is important – topics like time management, ethics, etc.
- Apply Six Sigma techniques to government processes – reduce errors implying reduce waste but do NOT forego quality.
 - NEED KNOWLEDGE TO ACHIEVE QUALITY – Dr. W. Edwards Deming

QUALITY IMPROVEMENT



Change Agents

“A Change Agent is a person who proactively changes or improves a process, thus enhancing the quality of service offered to their customers. Change Agents have a passion and vision for process improvement, and often rely on the input from others. Change Agents need not to be a manager or supervisor, they are anyone who has a commitment to providing outstanding Customer Service and dedicated to getting the job done! They embody the idea **“Be the Change”**.”

Source: FSCPM website

What and who are you trying to change?

- Quality of product or service – make better with less resources.
- YOURSELF first and then your subordinates.
 - Not easy but must be done!
- **This is your commitment as managers/leaders.**

ACQUIRE APPROPRIATE KNOWLEDGE

Certificate in Supervisory Management Awarded

Level V

Project 2

"Is Your Unit Ready for a Performance Audit?"

Certified Public Manager Program

Reading 3

Osborne and Gaebler, Reinventing Government - Application

Level VI

Certified Public Manager Program

Project 3

"Shaping Your Executive Growth: Past, Present, Future"

Level VII

Certified Public Manager Program

Exam

Comprehensive Open-Book Exam on Levels V-VII

Level VIII

Certified Public Manager Program

The need for leaders:

“Call people managers and they are going to start managing things, getting in the way. The job of a leader is to take the available resources, human and financial – and allocate them rigorously. ... You clearly want some body who can articulate a vision. They have to have Enormous energy and the incredible ability to energize others. If you can’t energize others you can’t be a leader.”

Jack Welch



**Management is doing
things right; leadership is
doing the right things.**


-Peter Drucker



On self-confidence:

Self-confidence is the fuel of productivity and creativity, decisiveness and speed.

Jack Welch



**NEED TO BE A CHANGE AGENT
TO ACHIEVE A HIGHER
LEVEL OF EFFICIENCY
WITH LESS RESOURCES.**

MORE IS EXPECTED FROM YOU (MANAGERS/LEADERS) IN TURBULENT TIMES – LESS RESOURCES

- **LEAD BY EXAMPLE (YOU ADJUST FIRST)**
 - **BE MORE THRIFTY**
 - TRAVEL
 - MEALS
 - SUPPLIES
 - PHONE USE
 - ELECTRICITY
 - TIME
 - ETC.
 - **YOUR SUBORDINATES WILL FOLLOW AND EXCELLENT PERFORMANCE IS VERY LIKELY TO BE SUSTAINED!!!**

“In a Savings Shocker, the Government Discovers That Paper Has Two Sides”

WSJ, Wednesday, July 29, 2009

- Double-siding photocopying
- No repainting of new vehicles to match government department's color
- More people travelling together to meetings
- Use of emails and less paper
- Use of commercial grade fuel versus special formulation
- Removal of unused phone lines
- Removing inactive internet accounts
- Getting news subscription online versus paper copy

Cont.

- Adjusting maintenance schedules
- Selling or reusing old equipment
- Disbanding or restructuring a program or department
- Using video conferencing versus visitation
- Changing procurement and contract policy

- **Need to revisit ALL expenditure – none too small**
- **A MAJOR CONCERN - BIG LOSSES (COSTS) ARE UNSTUDIED**
- **Chasing nickels and dimes is easier**

The TEA Model

<Back

The three aspects of the T.E.A. Model - **thoughts** (internal processing), **emotions** (internal states), and **actions** (external behaviors), are constantly influencing one another. If we change one, then the others change too. This happens within ourselves and also within others, which means that we are constantly influencing one another - but usually at an unconscious level. We will explore how we can consciously change each aspect for ourselves so that they affect the others and how we can affect others' **thoughts** and **emotions** by changing our own **actions**.



Thoughts - Internal Processes & Beliefs

We start to understand the way in which others think by learning about the representational systems through which we filter all information - what we see, hear, feel, taste and smell - the **VAKOG**. Examining the meanings of **eye movement patterns** adds to this knowledge and understanding. We also explore the different **Metaprograms**, which others use to filter information and interact with the world which allows us to clarify their **beliefs** and how they impact upon the world. We also explore the skill of **chunking** as a way of filtering and also as a way of reaching agreement when negotiating or arbitrating.

Emotions - Internal States & Values

Gaining more control over our own emotional state through the technique of **self anchoring** gives us more time and energy to place our attention on those we are attempting to influence. We develop this skill and learn how we can influence the emotional states of others through **anchoring** and also the use of **impact words**, which enable us to utilise others' **values**.

Actions - External Behaviors & Words

Rapport - we learn that there are at least four levels of rapport - at the non-verbal level, at the level of tone and paraverbals, at the level of words themselves, and also at the levels of beliefs and values. By expanding our knowledge of and usage of **sensory acuity** and **calibration**, we develop the skills of **matching** and **mirroring**, which enable us to **pace** and **lead** others. By noting others' postures and gestures through **The Satir Categories** we have another tool to help us understand others. **Questioning** skills enable us to develop further our information gathering skills.

BE MORE MOTIVATIONAL

- MUST UNDERSTAND EVEN MORE NEEDS, INTENTIONS, PREFERENCES, GOALS, REINFORCEMENT, AND COMPARISON OFFICE
- GET SUBORDINATES TO CONTINUE TO DO A GREAT JOB WITH LESS RESOURCES.
- DISCUSS THE NEW ENVIRONMENT
- ENCOURAGE THEM
- **TEACH THEM**
- INSPIRE THEM TO ADAPT TO THE NEW SITUATION
- GET IN THE TRENCHES EVEN MORE – DOING IS MOTIVATIONAL

REVISIT REWARD SYSTEM

- **LESS RESOURCES – LESS FINANCIAL REWARDS?**
 - **DOES NOT HAVE TO BE!**
- **OTHER REWARDS**
 - **TIME OFF**
 - **INTERPERSONAL REWARDS – PROMOTIONS, AWARDS, ETC.**
 - **INTRINSIC REWARDS**
 - **EQUITABILITY CHECK**
 - **SHOULD HELP TO KEEP EXCELLENT PERFORMANCE – REWARDS AND ORGANIZATIONAL COMMITMENT.**

IMPROVED PERFORMANCE EVALUATION

- Objective performance measures
- Subjective performance measures
- Team performance measures
- Division performance measures
- Department performance measures
- **HOW TO ENSURE THAT OBJECTIVES ARE MET IN THE 'NEW' ENVIRONMENT?**

LESS RESOURCES – MORE STRESS?

- HOW TO STILL KEEP A BALANCE BETWEEN WORK/LIFE
 - INDIVIDUAL STRESS
 - ORGANIZATIONAL STRESS
 - BURNOUT
- **MANAGEMENT'S ROLE IS TO FIND THE NEW BALANCE, WHICH IS MORE LIKELY TO GET EXCELLENT PERFORMANCE**

Conclusion

- Excellent performance **MUST** persist with less resources.
- You have to be change agents to adapt to the 'new' culture.
- Ensure quality which reduces cost, improves productivity, and provide better service and product to the society.
- You must be a better teacher.
- You must be more motivational.
- You must revisit your decision rights assignments (empowerment of your people)
- You must revisit your rewards system to reflect the new order.
- You must evaluate performance – even better than before.
- You must keep the stress levels down – for you and your employees.
- **A TALL ORDER – BUT IT MUST BE DONE!**
- **BE SUCCESSFUL !!!**



**EXCELLENCE WITH LESS
IS THE BEST!**

THANK YOU !!!