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"He has sent hither swarms of officers to harass our people and eat out their substance."

--U.S. Declaration of Independence

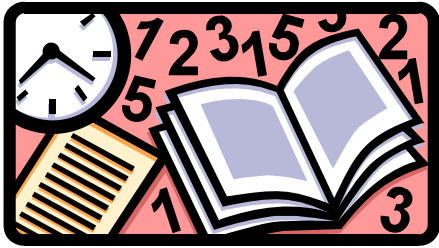
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The Challenge

1. Debt = \$11T (2009)
2. Debt over next 50 years (for Medicaid and Social Security alone) = \$45T
3. In 1980 – U.S. was owed more than rest of world combined
4. In 2009 – U.S. owes more than rest of world combined

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Education: we spend up to twice as much per pupil but rank 8th to 20th in test scores



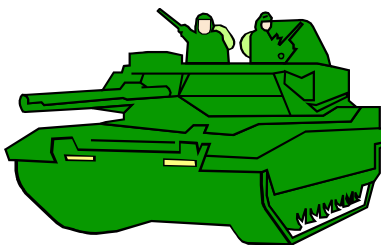
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Healthcare: Medicare currently spends more per citizen than the Universal Plans offered in Canada, Great Britain, France or Sweden



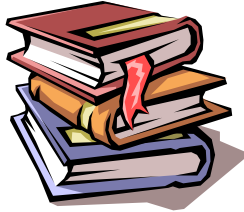
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Defense: U.S. Military cost overruns exceed the combined total defense budgets of Great Britain, France, Russia and China



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State and Local: Immediate fiscal crises following 9-11 and 2008 Recession; Uninformed budget/program/staff cuts



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The Solution

High-Performance Cultures

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Charlotte, N.C.

- 1972 – Implemented H.P.C.
- 1995 – Designated “most livable city in the nation”

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*Coral Springs, FL (winner of 2007
Baldrige Award)*

- Performance: First in EMS/Fire Call Response % within 8 minutes; Second in average Police Response Time
- Resource Allocation: Lowest tax rate among 6 cities; lowest employee count per population among 9 cities; 2nd lowest operating cost per citizen and 2nd lowest debt burden among 9 AAA bond-rated cities

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*Dallas County Tax Office (Quality
Texas recognition for 2007 & 2008)*

- Performance: First in State in vehicle titles and registrations per FTE; 2nd in Nation in tax accounts per FTE; reduced average DMV wait time from 48 to 8 minutes; reduced peak telephone wait time from 8 to 3 minutes
- Resource Allocation: Over 20 year period, reduced staff while tripling workload and improving response times; maintained average annual increase of 3.3% in gross annual budget while comparable agencies increased by 10-12%

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Galveston Tax Office

Over four year period, increased production and improved response times while reducing staff from 67 to 51

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State of Iowa

- Improved processing time for air quality permits – from 62 days to 6 days
- Improved processing time for wastewater discharge permits – from 28 months to 4.5 months

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City of Irving, TX (Quality Texas recognition for 2009)

- One of only four cities in Texas with AAA bond rating
- 2nd lowest tax rate among 11 cities
- 2nd lowest debt burden among 11 cities

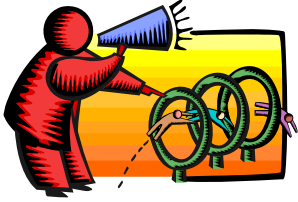
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High Performance Culture yields proven results

- Improved performance
- Increased productivity
- Improved citizen service
- Reduced resource/financial demands
- Documentable improved efficiency and effectiveness

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"Typical" Management



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"Typical" Management

- Top Down
- Negative
- Profit today
- Self-centered
- Sociopathic

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High Performance Culture



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High Performance Culture

- Bottom up
 - Positive
- Long-term service
- Mission-centered
 - Actualized

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H.P.C. Step #1: MISSION

Known
meaning/purpose/focus/motivation

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Characteristics of a Quality Mission Statement

- Brief
- Unique
- Visionary
- Lived

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Design/Improve your organization's mission statement:

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H.P.C. Step #2: RECRUITING

Look for "actualizers" and
"PHACES"

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"Typical" Hires: Skills/ Experience



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H.P.C. Hires: Actualizers; givers; 'at peace'



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Maslow's Hierarchy of Needs

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H.P.C. Hires: "PHACES"

- P** = Positive
- H** = Happy
- A** = Alert
- C** = Confident
- E** = Energetic
- S** = Sophisticated

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The most revealing interview question....?



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H.P.C.
Step #3: EMPOWER

- You hired excellence!
- You have given them an inspiring mission!
- Let them do it!

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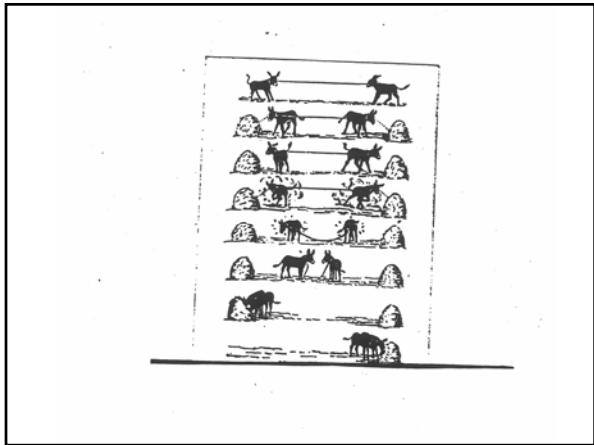

RILI *Rotary International Leadership Institute*








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**Workplace
 Improvements
 Suggested
 by
 Employees**

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H.P.C.
Step #4: COUNT

- Who are your 5 most productive employees?
- Your 5 most efficient departments?
- How effective/efficient is your organization in comparison with 5 of its "peers"?

Can you document it?

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The Cornerstone Question:
Are you accomplishing the mission more successfully than you were four years ago? ***PROVE IT!***



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Key Elements of Effective Performance Measures

- Measure the mission
- Measure the tangible desired impact
- Few (end result, not processes)
- Positive

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Develop Key Measures



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What 5 efficiencies/outcomes/impacts do you most want to monitor to determine progress toward your mission?

1. _____
2. _____
3. _____
4. _____
5. _____

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*Congratulations! You have
measures!*



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H.P.C. Step #5: REWARD

- Verifies commitment to mission
- Verifies monitoring
- Maintains focus/commitment to mission
- Attracts more actualizers/PHACES

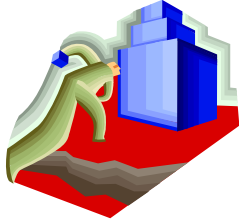
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Types of Reward

- Recognition
- Positive atmosphere
- Purpose
- Accomplishment
- \$\$\$

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H.P.C.
Step #6: CONSTANTLY IMPROVE



"Don't look back. Somethin' might be gainin' on ya!"
---Satchel Paige

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6 phases of a project

1. Enthusiasm
2. Disillusionment
3. Panic
4. Search for the Guilty
5. Punishment of the Innocent
6. Praise and Honors for the Non Participants

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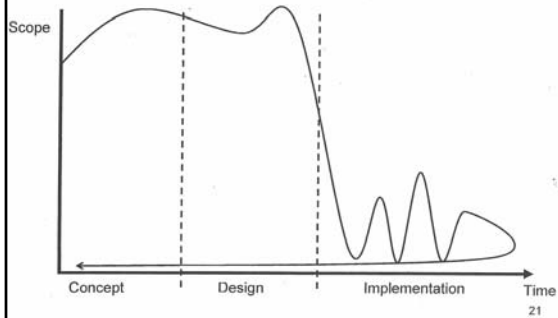
Core Question: How can we improve our measures of mission success?

- Process analysis
- Cost/benefit
- Staff performance

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From Concept to Implementation
Avoid this!



Summary: the symbiotic cycle of success

- Mission
- Hire actualizers/PHACES
- Empower
- Count
- Reward
- Improve
- Repeat

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*Leaders are best when people barely know they exist.
Not so good when people obey and acclaim them,
Worse when they are despised.
Fail to honor people and they will not honor you.
But of good leaders who talk little,
When the work is done and the aims fulfilled,
Their people will say, 'We did this ourselves.'*

Lao-Tse, 565 BC

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You and your staff are now living a life with:



- Focus
- Purpose
- Meaning
- Achievement

CONGRATULATIONS!!

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