

Session: **A Strategic Approach to Organizational Development**

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Bonnie Schoenfelder, LeaderVenture

8 Rules

1. Urgency
2. Guiding Coalition-significant power to bring others
3. Vision – Strategy-Clear, identify and what to expect to see
4. Celebrate short term wins
5. Communicate –factor of 10 formal, written, more than you think—biggest
6. Empower broad based action—see results happening
7. Consolidate gains regenerate urgency
8. Anchor change in the agency

Change Affects 4 systems

1. Structural system
2. Political – distribution of power
3. Human-relationship based
4. Symbolic-ritualistic, honor, pattern who goes to what, leader behavior-need to be visible

Bob Bierscheid, St. Paul Park and Recreation

Lived through change-by listening, listening and listening.

St. Paul history: smaller sister city to Minneapolis and different in organization-department. Mayor acts as a governor. Mayor is an elected official but doesn't go to city council meetings. Proposes legislation to Council. Parks and Recreation is a department.

17 district councils-government, community organizers-healthy interchange in system. 150 years old with Rice Lake Park established and always part of the system. 25 bargaining units-15 in P&R.

Principles

1. Change is constant
2. Need for stability is critical-brought in consultant, Bonnie to work with leadership
3. Need to know what is real vs. perception.
4. Missus Jones doesn't care; they want results
5. Buy-in vs belief subtle told
6. Math most important to count, need to get to four council members (obtain political support)

Fiscal crisis in 2002

Cut 2-3M operating 43MM, Laid off 23 people

Bring people in, meetings throughout community to listen to what the people want

- Bargaining Unit Reps and Union Steward separately-what are their thoughts
- Met with employees from Unions to listen

Funding from the Environment and Natural Resources Trust Fund as recommended by the Legislative Commission on Minnesota Resources.

- Know who we were, and who we wanted to be
- Core values to follow through
- Remind that the successes are as a result of change
- Can't emphasize enough to listen

Jennifer Ringold, Minneapolis Park and Recreation Board

- Organization in change-new Superintendent, reorganization, new comprehensive plan
- Reason why changes: Because of funding, engage with park system, internal issues/silo mentality; need to go more toward teamwork mentality in private sector. Put into Districts', making decisions based on research??? Need go grow.
- How does MRPB get there? Whole new demographics lead to a Comprehensive plan
 1. Comprehensive Plan-consultant to help to get there, see what others are doing, sharing experiences
 2. Most challenging and rewarding/frameworks sometimes work, sometimes flop
 3. Need vision and mission to move in same direction
 4. Quote People talk about changing culture, but need to change behavior. Instill more positive reinforcement to encourage desirable behavior. Humor is essential to address fear.

- Q & A after speaker/panel presentation

Measurement of how we're doing based on influential, community outreach strategy. Know needs of customer. Proposing more on-going research to have a better understanding-globally to see if there's a need, "here's the data to support it". Have a base of knowledge to base decisions upon.

St. Paul trying to put together trail through input.

Sorting through managerial mumble jumble – externally vs internally change

Structure follows Strategy-Vision

Are we clear, do we have clear objectives?

"Vision without a plan is a dream, action without a dream is busy work, vision with a plan creates a dream"????? Bob B. from St. Paul

Change involving staff...find a focus and take their mind off the fact they are changing. What could do in positive way? Used "Agency Accreditation process"-common goal and energy. Once accomplished, accreditation acknowledge good steps

Foundational concept in OD changes. Top 3 differences

1. Organization/business-clear hierarchy, only one level up---P&R answers to constituency
2. Manage public hierarchy
3. Public in general---lots of constituencies, manage them while focus

Harvey – quote/question/thought to consider or dispute: "We work in a political entity doing a public service"

Have we been good enough to influence the decision makers for their own benefit. Develop internal business that you can control your destiny

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Institutionally lazy not doing what we should be doing because we haven't been paying attention to what people want. They'll find it somewhere else.

Influencing difficult if have momentum, if want to influence should start one at a time. **Rewards personal, immediate and certain to be effective.**

People maximize self-interest.

Business way of running council in Adeline, Australia to measure performance review. Constantly feed information back to the council member to show how meeting measurement goal. Survey of what's going on in the world. Staff has knowledge that things will occur for the better to know how much influence than currently thought.

Distance between staff and politician opinion so that it's a slam dunk to support the measures.

Communicate: people will give to people. Same process. It's about informing about strategies before going ahead. Found reciprocal change that they know constituencies.

Harvey Feldman: The best needs assessment is when council is running for office (out door knocking)-that will drive their agenda.

How communication flows from public to staff key in re-organization, getting right information to the people with Veto power.

Political system/reality-if we only react to political interest, diminish return to public as a whole.

Understanding constituency needs to base educated decisions upon. Society will pay for what it values. Influence political process.

Take more responsibility for direction and time—pace progress

- What are the greatest **challenges** you face regarding this topic?
 1. Uniform elements about how to control all 4 systems-structural, political, human, symbolic
 - a. Proactively involve council members in to influence decision
 - b. Engaging informal "water cooler" talk-give them opportunity to talk

What are the **3 most important factors/ideas** to emerge from this session?

- I. Need more supporters and citizen advocates
- II. Smarter on how we plan
- III. Figure out how to get it done in a political game-professional
- IV. People don't trust politicians.