

# My Journey to Here



# What is My Lens

- Before you can change others you need to understand your self
  - Analytical
  - Pros and Cons
  - Go with gut
  - Comfortable with changes and new – provided there is a reason
- What is your lens that I need to understand?



# General Thoughts on Change

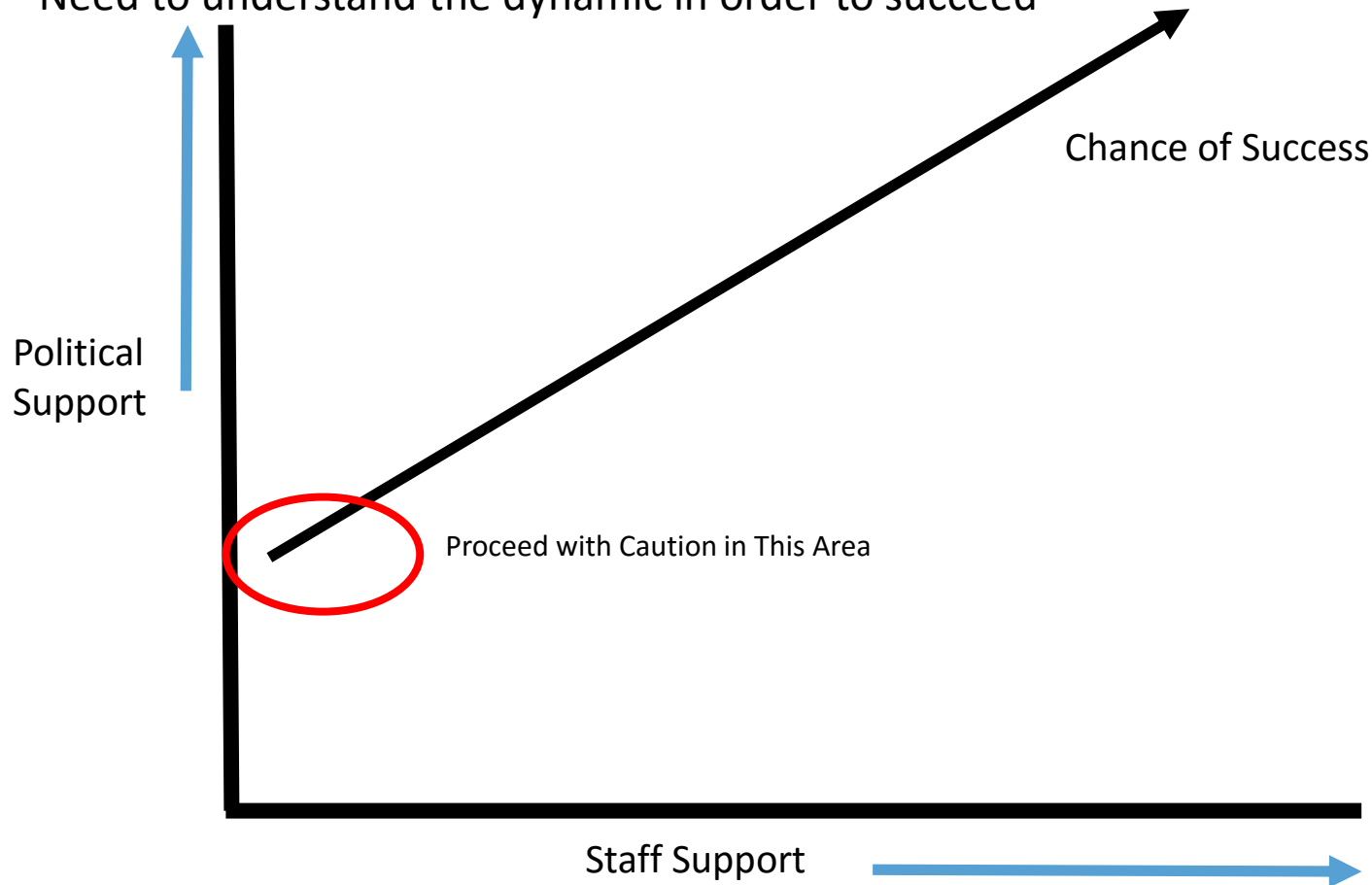
- The deeper the belief the harder to change
- Be cautious of
  - Zealots – do it at any cost!!!
  - Rhetoric
- Listen



*"That's an excellent prescreened question, but before I give you my stock answer I'd like to try to disarm everyone with a carefully rehearsed joke."*

# Observations from both Sides of the Table

- Best outcomes with staff and elected officials both work together and are engaged
- Change can happen with limited staff buy-in
- Interest/Passion does NOT equal success
- Need to understand the dynamic in order to succeed



# In the Trenches of Smaller Local Governments

- Careful about the assumptions you make about peoples knowledge or experience.
- Lack of capacity
  - elected officials may have equal or greater knowledge than staff
  - But I do this for a living
- There is no such thing as anonymity so be comfortable with your decisions
- Be respectful – across the board table at lunch and beside each other at supper.
- The bigger and more complicated the decision the less debate there seems to be – unless there is public consultation required
- Short summaries, simple reports, technical detail in the appendix because not everyone speaks the same language (legal, finance, technical, social, etc.)



## My Experiences with Change – Personal

- It is not right it is not wrong it is just different
- One you have decided to change just ‘pull off the Band-Aid’
- Develop a plan with goals but understand the goals can change
- Communication, Communication, Communication



# My Experiences with Change – Professional

- Experience/connections in our past leads to the changes in our future
- Catalysts for change in my professional life
  - Personal – External
  - Personal – Internal
  - Outside Forces
    - Freedom Enhanced
    - Decruited
    - Defunded



# My Experiences with Change - Work

- You never know what is going on behind the scenes.
- It is difficult to see change when you are in the middle but it becomes clear when you look back.
- Just because you think it is a great idea not everyone else will



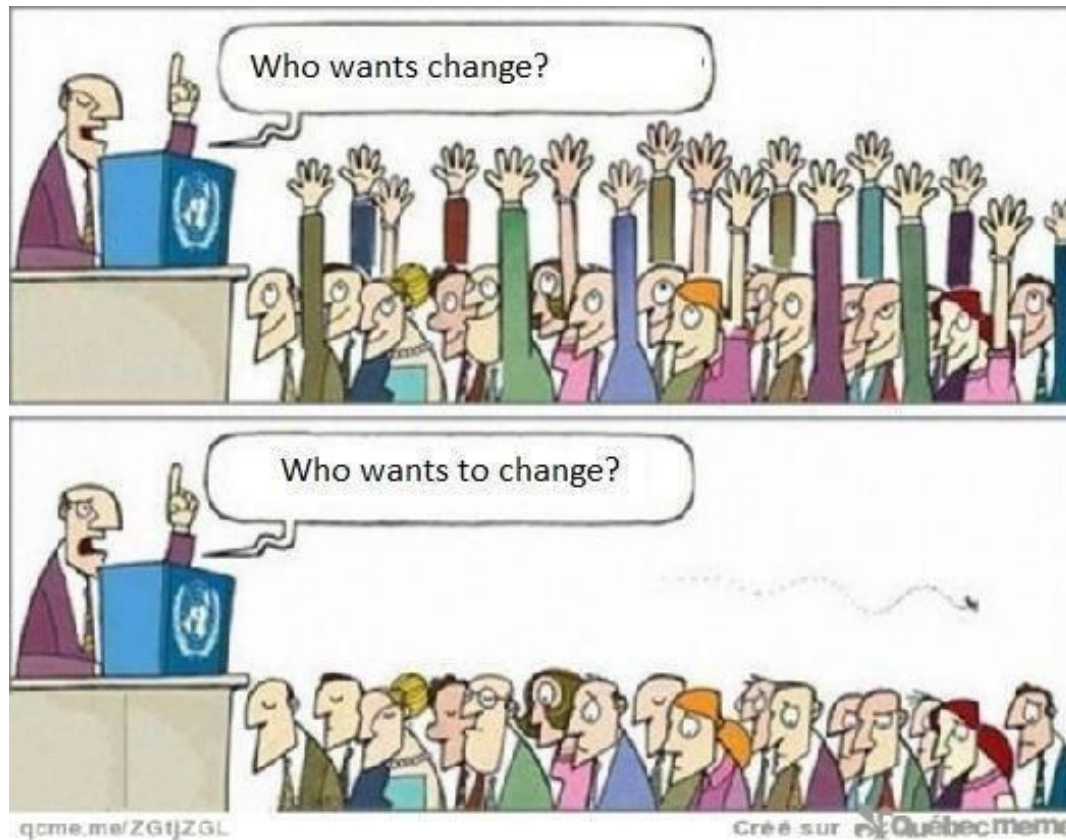
**CHANGE  
IS GOOD.**

**You go  
first!**



# My Experience Challenges with Change – Elected Official

- Victims of the past
  - “Back in the day...”
  - “We tried that before”
- Rocking the boat vs smooth sailing
- What is the value proposition



**“YOU GOTTA KNOW WHEN TO HOLD 'EM, KNOW  
WHEN TO FOLD 'EM, KNOW WHEN TO WALK  
AWAY, KNOW WHEN TO RUN.”**

**KENNY ROGERS**

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- Questions
- Similar experiences
- Contrary experiences
- Linking to other experiences