

# STRATEGIC SUMMIT

## SESSION NOTES



## BACKGROUND

Wasco County held a 3-day strategic summit and leadership development session in early March, 2017 to review the 2016 Strategic Plan goals/outcomes, and to look at next steps for improving our County culture. The summit was built around three main topics: The Year in Review, Moving Our Work to the Next Level, and 100% Love Today and Tomorrow. By looking at the past and the present, the summit would guide our future actions for serving the citizens of Wasco County.

The “pre-goals” for the summit included:

- Moving Wasco County forward
- Familiarity with where we are going and where we are at
- Supporting the Wasco County family
- Communication
- Being a better leader
- County culture and implementing

The summit sessions were also structured to provide management development and training – including assigned reading from last year, plus two new books, *Extreme Government Makeover* and *Built on Values*. Participants were required to facilitate sessions, and contribute to learning the concepts from these books.

Most of the sections below have a corresponding appendix with additional explanations and background materials for further details. These have been numbered for corresponding reference in the appendix.

# Part One: The Year in Review

## 1.2 | CREATING A CLIMATE WHERE TRUTH IS HEARD

The Wasco County management team will promote safety in communication – to create understanding and trust among the team that ideas/discussions will be done without censure or repercussions. This allows for open and honest feedback.

Our team will use four simple practices to create “a climate where truth is heard.” They include:

1. **Lead with questions, not answers.** This approach centers on asking questions instead of giving answers. It means asking why until something is fully understood. “It means having the humility to grasp the fact that you do not yet understand enough to have the answers and then to ask the questions that will lead to the best possible insights”.
2. **Engage in dialogue and debate, not coercion.** This is a process of intense dialogue and debate. This is not about having a predetermined decision and allowing people to say their piece, and then moving forward with the decision. It is a search for the best answer.

3. **Conduct autopsies, without blame.** This is a process of having good debate without blame for bad decisions or mistakes. It forces the group to understand what went wrong and learn from the mistake so that it does not happen again.
4. **Build “red flag” mechanisms.** This process is about raising the red flag when the information is “information that cannot be ignored”. It is a real-time mechanism to stop the process, discussion, or program and focus it into a discussion about information that cannot be ignored.

## 1.2 | SAFETY AGREEMENT

Our team created a “Safety Net” – a set of guidelines each person agrees to follow so they have the room to speak freely, ensure candor, inspire heated and productive dialog, make good decisions and – at the end of the discussion – stand behind the decision as if it was your own.

*What do we personally need to respectfully say whatever needs to be said for the success of the team? How can we incorporate the four practices above into how our team communicates and interacts?*

- Active listening with grace
- Don’t finish someone’s sentences
- Question for clarification
- Held harmless for questions/opinions

### **New additions this year:**

- Don’t hold “it” against me
- Civil, Professionalism + Respect
- No bad ideas
- Diplomacy - without anger, etc.
- No interruptions
- Trusting
- Have fun together

## 1.4 | DESIRED OUTCOMES

As a group, participants shared what they hoped to get out of the summit:

- New participants feel invested in the process
- Dig deeper
- Measureable outcomes
- Deeper cohesiveness

- Get to know everyone better
- Continue culture push
- Learn something new
- Rejuvenate enthusiasm
- Admin group/self- evaluation – tie out – take to next level
- Listen/learn
- Tie strategic planning to daily operations and apply to our departments
- Commit to change
- Be realistic
- Letting leads, lead agreement
- Next step in culture
- Start working the strategic plan
- Strategic plan implemented and used for budget

### 1.5 | 2016 Year in Review

A slide show presenting the top achievements of each team was shown, plus the participants discussed additional benefits they have seen in the past year from implementing the culture and strategic plan:

- |  |  |
|--|--|
| • Positive energy                                | • Adding staff   |
| • Confidence in staff                            | • Website  |
| • Support  | • Adding data person   |
| • SWPRD formation boat ramp issue                | • Resiliency (snow removal)  |
| • Positive attitude                              | • Building relationships   |
| • Interpersonal relationships across departments | • Celebrate each other   |
| • Trust  | • Citizens surveys; using them against us is a sign of recognition |
| • Fully staffed                                  | • Response to needs  |
| • Awards banquet biggest response ever           | • Pride  |
| • Cohesive                                       | • Professionalism  |
| • Engaged  | • Embracing change   |
| • Ideas  | • Connected  |
| • Expansion of last year's work                  | • Support  |

## 1.6 | CONDUCTING AUTOPIES WITHOUT BLAME

“Autopsies Without Blame” – a concept from *Good to Great* – is a process of having good debate without blame for bad decisions or mistakes. It forces the group to understand what went wrong and learn from the mistake so it does not happen again. The concepts behind how to conduct an autopsy were reviewed so they could be applied to the subsequent sessions:

- Learn from mistakes
- Seek input from others
- Foster collegiality
- Foster improvement
- Improve teamwork
- Foster commitment
- Employ fixing the problem opposed to affixing the blame
  - Examine the mistakes, no excuses
  - Don’t put others on the defensive
  - Don’t sweep mistakes under the rug
- Get some space/neutral environment
- Show respect, make a U-turn when required
- Use “I” language
- Take responsibility for the future
- Seek better understanding and learning

## 1.7 | AUTOPSY #1: “It’s all Invented”

A year ago, Wasco County identified the stereotypes we’re working under that limit our possibilities (see below). Participants were asked to rate our success on changing these stereotypes. Using a “Fist to 5” technique (5 fingers for the highest rating, down to a fist for the lowest rating), the group weighed in on how rated ourselves, and then how we think citizens/employees would rate us.

### STEREOTYPES

Shift to “The County is here to fairly serve citizens with honest presentation”:

	How We Rate Ourselves	How We Think Citizens Would Rate Us
5 fingers	0	0
4 fingers	11	0
3 fingers	6	10
2 fingers	0	5
Fist	0	0



*Shift to 100% Love Culture:*

	How We Rate Ourselves	How We Think Employees Would Rate Us
5 fingers	2	This discussion was conducted in Part 3
4 fingers	8	
3 fingers	5	
2 fingers	1	
Fist	0	

## 1.8 | AUTOPSY #2: “Giving the A”

A year ago, the team developed a list of what a great management team looks like. Participants rated our success in achieving the “A”. Ratings were based on a thumbs up, thumbs down, or neutral rating scale. The top rating in each category has been highlighted.

	UP	NEUTRAL	DOWN
Cross training employees	3	11	12
Support organizational initiatives	3	21	2
Celebrate successes	18	6	0
Autopsies without blame	3	21	0
Seek community partnerships	4	8	14
Tell the story	13	7	2
Promote the county	6	14	4
Build trust	3	17	3
Manage the work	0	15	7
Communication across departments	11	12	1
Support of each other	21	5	0
Breaking down silos	18	7	0
Developing our department teams	7	17	1
Developing systems/processes to support culture	6	9	7
Embracing 100% Love culture	7	20	0

## 1.9 | AUTOPSY #3: “First Who, Then What”

This autopsy reviewed how we did as a management team implementing various concepts from *Good to Great* about having the right employees in our organization. A similar concept was discussed in *Extreme Government Makeover*. For more background on the concepts, see Appendix 1.9: “First Who, Then What,” and “Really Bad Apples.”

### “Who got off the bus and why?”

- New culture
  - No buy-in from certain employees
  - Offended that we would change the status quo

- Intrusive – makes people uncomfortable
- Accountability
  - Expectations were defined and some were unable to — or did not want to — meet them
- Couldn't meet the demands
  - Skill set – Some do not have the necessary skills
  - Motivation – Did not want to embrace the new culture

#### **“Are there still people on the bus that shouldn't be, and why?”**

- Easier not to deal with the conflict of trying to make someone change
- Not best fit – We could have done a better job in recruitment and selection
- Not in line with culture – need to work on moving them off the bus or invest in employee development
- No paper trail – have not documented issues enough to be able to take corrective action
- Lack of honest reviews – don't want to hurt employee's feelings. Easier to have the conversation if only focused on good performance.
- Lacking communication throughout the year on performance and expectations

#### **“Who never made it onto the bus and why?”**

- Lacked the necessary skills to be successful in this work environment
- Looked good on paper but did not present well
- Didn't exemplify the new culture. Traits were present that would not fit with the new culture.
- Workload pushed us to settle for a lesser candidate instead of waiting for the right candidate

#### **“Where has moving someone to another seat worked or not worked?”**

- Good person – had the potential to be an “A player”
- Lack specific skill set for the seat that they occupied. Turned out to be a much better fit in a different role.
- Lack of desire/motivation in current role. Moving them gave them the opportunity to excel in another area

#### **“What are the impacts of ‘dragging the other 94% down’?”**

- One really bad apple can create resentment and demoralize those who are performing well
- Saps department energy – focus is on the problem employee instead of the things/ people that are working right

### 1.10 | Autopsy #4: Strategic Efforts

This session focused on what worked and didn't work in moving the strategic efforts of Wasco County forward. Participants rated from an Individual level, at the Team/Department level, and County-Wide.

INDIVIDUAL	
What worked – Key Themes	What didn't work – Key Themes
<ul style="list-style-type: none"> <li>• Framework "Map"</li> <li>• Kept us on task</li> <li>• Teamwork – discussion</li> <li>• A plan was developed</li> </ul>	<ul style="list-style-type: none"> <li>• Overwhelming</li> <li>• Not enough time</li> <li>• Vague</li> <li>• Not fully involved in process</li> </ul>
Specific participant post-its	Specific participant post-its
<ul style="list-style-type: none"> <li>• We finally made a Strategic Plan</li> <li>• Guide was a great map to the process</li> <li>• There is a framework we are all following</li> <li>• Kept me on task</li> <li>• Vision, mission, values</li> <li>• Sense of cohesiveness</li> <li>• The planning process worked</li> <li>• Direction</li> <li>• Enjoyed working with staff to create a plan</li> <li>• Working together with others to develop a plan</li> <li>• Parameters</li> <li>• Felt input was received</li> <li>• Team building</li> <li>• Support peers</li> <li>• There was a ton of great discussion with staff about culture</li> <li>• Improved citizen interaction</li> </ul>	<ul style="list-style-type: none"> <li>• Overly general – lacked a longer range view</li> <li>• Matching to organization – goals were difficult as organization goals were too specific</li> <li>• Too much</li> <li>• A bit vague</li> <li>• Pathways</li> <li>• Overwhelming – too much information</li> <li>• I wasn't here last year so I cannot answer this</li> <li>• Lack of clear understanding of process</li> <li>• Too much on plate</li> <li>• Not a part of the process – reviewed as a team 1<sup>st</sup> day on the job</li> <li>• Not enough time to get everything done on top of job</li> </ul>
TEAM/DEPARTMENT	
What worked – Key Themes	What didn't work – Key Themes
<ul style="list-style-type: none"> <li>• Framework – direction</li> <li>• Buy in – fun</li> <li>• Working with team</li> <li>• Identifying gaps</li> <li>• Taking time to talk about future and plan</li> <li>• Team support</li> <li>• Sense of County</li> </ul>	<ul style="list-style-type: none"> <li>• Not enough buy in</li> <li>• More time</li> <li>• Connecting to County plan</li> <li>• Varied levels of interest</li> <li>• Not enough interest in details</li> </ul>



<p><b>Specific participant post-its</b></p> <ul style="list-style-type: none"> <li>• Working with team to discuss plans was very effective</li> <li>• Identified needs</li> <li>• Energy, constructive, built trust</li> <li>• Explaining the plan to the employees</li> <li>• Making it fun</li> <li>• Identified the right people to get on the bus</li> <li>• Blocking out and taking time to develop plan</li> <li>• Buy in to discussion</li> <li>• Department head kicking it off</li> <li>• We had a framework to follow</li> <li>• Talking about it regularly</li> <li>• We all had opportunity to comment- whether we took it or not</li> <li>• Good team building/idea generation</li> <li>• Last effective team meeting</li> <li>• Clear direction of how we fit into the bigger picture</li> <li>• Sense of County</li> <li>• We uncovered area where we weren't consistent</li> <li>• The team supported the concept</li> </ul>	<p><b>Specific participant post-its</b></p> <ul style="list-style-type: none"> <li>• Didn't get to review strategic plan before it went into effect for my department</li> <li>• Not having more meetings with my team</li> <li>• Not enough buy in</li> <li>• Department vision statement</li> <li>• We didn't give a clear plan/process and how we wanted to do it</li> <li>• Was not overly interested in the details</li> <li>• Didn't get full buy in to 100% love</li> <li>• Not knowing expectation of detail level</li> <li>• Some of the team exercises</li> <li>• Haven't moved onto implementing tasks consistently</li> <li>• Little direction</li> <li>• Staff had varied levels of interest and participation</li> <li>• Confusing on how it relates to County plan</li> <li>• Difficult for the team to embrace it all</li> <li>• How to tie into County not clear</li> </ul>
--	--

COUNTY-WIDE	
<p><b>What worked – Key Themes</b></p> <ul style="list-style-type: none"> <li>• Team – sense of bringing us together</li> <li>• Framework developed</li> <li>• Broke down silos</li> </ul>	<p><b>What didn't work – Key Themes</b></p> <ul style="list-style-type: none"> <li>• Took on too much</li> <li>• Overwhelming</li> <li>• Lacking bandwidth</li> <li>• Not all having same background information</li> <li>• Some were too narrow</li> <li>• Tying resources to plan "capacity"</li> </ul>
<p><b>Specific participant post-its</b></p> <ul style="list-style-type: none"> <li>• Doing plans seemed to create a more cohesive group management-wise</li> <li>• Communication – safety net, friendships</li> <li>• Motivated management</li> <li>• Empowered relationships, broke down silos</li> <li>• We developed the framework for the plan</li> <li>• No or few silos – we are working together</li> <li>• Framework for department goals</li> <li>• Brought departments together</li> <li>• We got a ton of work done on vision,</li> </ul>	<p><b>Specific participant post-its</b></p> <ul style="list-style-type: none"> <li>• Not having enough time to collaborate more on the plans</li> <li>• Lack of follow-up, lost some momentum</li> <li>• Community outreach could be improved</li> <li>• We took on too much and ran out of time, couldn't measure our progress</li> <li>• It felt overwhelming</li> <li>• Made some people feel left out</li> <li>• Public outreach plan, PIO</li> <li>• Not enough bandwidth to make progress on all</li> </ul>

culture, plan creation <ul style="list-style-type: none"> <li>• We have a framework</li> <li>• Teamwork in developing plan</li> <li>• Perspective</li> <li>• Clear sense of direction</li> <li>• Great steps for growth moving forward as an organization</li> </ul>	fronts <ul style="list-style-type: none"> <li>• Was top-down rather than time for bottom-up</li> <li>• Too big</li> <li>• Some County goals seemed more like department goals</li> <li>• Bit off too much</li> <li>• No human resources identified to accomplish plan</li> <li>• Man power vs tasks out of balance</li> <li>• Only looking at what was talked about during retreat</li> <li>• Message wasn't clearly conveyed – what does this mean? Where are we headed?</li> </ul>
--	--

### 1.11 | LET YOUR LEADS, LEAD

This session focused on what it means to break down the barriers in letting our operations staff step up and start leading, thereby allowing senior managers more time to focus on county-wide efforts. Additionally, we did a management skill assessment (see details in Appendix 1.11) to identify areas for improvement, such as Delegating Effectively.

#### BARRIERS

- Spending time as referee
- Ego
- Territorialism
- Technology (kinking the pipe)
- Lack of trust (level of confidence)
- Regulations
- Lack of capacity
- Too many projects
- Lack of knowledge
- Lack of training
- Adding new processes
- Don't want to let go of things we enjoy
- Prioritization
- Decision making

#### SOLUTIONS to IDENTIFIED BARRIERS

- Be willing to train others
- Give them a fish, feed them for a day. Teach them to fish, feed them for life.
- View mistakes as a learning opportunity
- Learn specific delegation skills
- Better understanding of time management
- Cross-training
- Begin with the end goal, let process be flexible
- Specific communication based on how the person needs it

- Develop relationships based on trust – acknowledge communication styles
- Hire right, respect peoples skills
- Prioritize
- 5 “whys?”
- Straighten the pipe

### 1.12 | DELEGATION AND CROSS FUNCTIONAL TEAMS

In this section the group discussed an article on effective delegation, and a proposed framework for how we set up successful cross-functional teams in Wasco County. See Appendix 1.12 for details.

## Part 2: Moving Our Work to the Next Level

### 2.2 | VISION, MISSION, VALUES

This session reviewed our vision, mission and core values that were developed a year ago, giving participants a greater insight into what they mean for serving the citizens of Wasco County (see Appendix 2.2 for details). The team felt these statements were still an excellent guideline and did not suggest any changes be made.

#### VISION

Pioneering pathways to prosperity

#### MISSION

Partner with our citizens to proactively meet their needs and create opportunities

#### CORE VALUES

- Embody the 100% Love culture
- Relationships are primary
- Do the right thing, even when no one is watching

### 2.3 | LINKING COMMISSIONER ACTIVITIES TO OPERATIONS

In this session, our County Commissioners discussed what activities they do on behalf of Wasco County, and how they see their role in its management. Then participants discussed what they felt they need from commissioners to be successful in meeting the goals of the County.

#### WHAT IS THE ROLE OF COUNTY COMMISSIONERS...

- Face of the county
- Partner
- Serve on boards and commissions
- Carry the voice of the people
- Gather us together to move forward
- Different perspective and passions
- Make decisions and spend money
- Judged by public and held accountable
- Move county wide initiatives such as county development

- Outreach and promotion of county
- Face and voice of county

#### ...AND WHAT DO THE DEPARTMENTS NEED FROM THEM?

- Promote the County needs/message
- Take professional recommendation seriously
- You are the check and balance
- Help develop relationships and communication with citizens
- Eliminate “telephone game” communication
- Reality check with public
- More employee outreach/personal touch
- Use our VMV in decision making
- Tell us what the “global issues” are – impacts, reasons behind decisions
- Avenue to access legislature
- Ask questions that citizens would ask
- Read packet on Friday
- Ask us your questions ahead of time so we can prepare
- Divide departments between Commissioners
- Trust your experts
- Communicate to departments what citizens are saying
- Stop by – face time – tell us what you’re doing
- Staff need to give Commissioners more information
- Give us updates
- Hold us accountable
- Channel your needs
- Stop kicking can down the road – make a decision
- Resolve the conflict within the County

## 2.4 | EXTREME GOVERNMENT MAKEOVER CONCEPTS

*Extreme Government Makeover* by Ken Miller was one of two required readings for 2017. The concepts in the book revolve around why government is “broken” and what can be done to fix it – in essence, how to “straighten the twisted, gummed up pipes” of government.

While there was enough material in the book to cover the entire 3-day summit, facilitators narrowed the review and discussion to the concepts shown in Appendix 2.4. We then used the “pipe” of the Board of County Commissioner Sessions to highlight the concepts and determine how the pipe can be straightened.

### WHAT DRIVES A BOCC SESSION?

- Citizen request
- Department requests
  - Update commission
  - Decision needed
  - Consider a position
  - Contract signed
- County business
  - Reports
  - Appointments
  - Ordinances
  - Policies and procedures
  - Land use
  - Orders and resolutions
  - Dog hearings
  - Grants
  - Commission call
  - Consider issues
  - Take testimony
  - Letters of support

The full diagram of the pipe will be added when we can figure it out again. 😊

## 2.5 | SWOTT ANALYSIS (Strengths, Weaknesses, Opportunities, Threats and Trends)

In this session, participants reviewed and rated the SWOTT analysis from 2016 to see if these items are still relevant. It should be noted that Strengths and Weaknesses are things County government can control because they are internal to our team. Opportunities, Threats and Trends are items that are external to County control but impact our ability to serve citizens.

A rating scale of thumbs-up, thumbs-down (or neutral) was used.



**STRENGTHS (INTERNAL)**

	UP	NEUTRAL	DOWN
Solve problems	13	0	0
Listening	11	6	0
High road	4	9	3
Extra step	15	2	0
Stay positive	8	10	0
Truth and honesty	6	9	0
Respectful	19	3	0
Energy and excitement	16	3	0
Understanding	11	11	0
Open doors	2	16	1
Educating	0	20	1
Possibility	9	10	1
Taking time	13	8	0
Caring	17	2	0
Accountability	10	10	1
Serving in first language	0	13	8
Keeping things light	17	3	0

**WEAKNESSES (INTERNAL)**

	STILL WEAK	NOT WEAK
Organization	15	0
Communication	15	4
Time management	18	0
Understanding and coordinating	4	14
Public perception	19	0
Financial stability	9	4
Citizen trust	4	11
Employee trust	13	5

**OPPORTUNITIES (EXTERNAL)**

	UP	DOWN
10 <sup>th</sup> Street Property	11	0
ORMAP and 911	12	1
Community	11	1
Attract companies and residents	9	7

**THREATS (EXTERNAL)**

	UP	DOWN
Lack of living wage employer	22	0
Extension of funding for roads	23	0
Natural disasters	22	0

Poverty	17	5
---------	----	---

### TRENDS (EXTERNAL)

	UP	DOWN
Infrastructure is deteriorating	19	
Economic development	20	
Changing workforces	14	
Transparency	19	

## 2017 SWOTT ANALYSIS

After rating 2016's items, participants discussed what we would add to the list for 2017.

### STRENGTHS

- Experienced workforce
- New folks – different experience
- Communication
- Hire well
- Proactive
- Rebranding
- Internal communication
- Culture
- Pulling in the same direction
- Embrace technology
- Resolve
- Innovation
- Fresh ideas
- Dedication
- Loyalty

### WEAKNESSES

- Inexperienced staff
- Communication
- Staff changes
- Knowledge transfer
- Retention
- Outdated policies and procedures
- Time management
- Capacity
- Bottle necks
- Jargon
- Tech challenged
- Second language
- Self promotion

### OPPORTUNITIES

- Technology solutions
- Citizen education

- Build on trauma informed care
- Livability of the gorge
- Partnership and collaboration with other organizations and counties
- New park and rec district unifying north and south
- State transportation legislation
- Citizen feedback
- Citizen buy in for projects
- Participation in associations
- A new high school

### THREATS

- Livability and its impact on its retention of employees
- State and federal regulations, financial reports and legislations
- National economy – political volatility
- PERS
- Push for big data
- New demands on infrastructure (marijuana)
- Lack of housing
- Retail marijuana
- Aging population
- Shared governments – IGAs

### TRENDS

- Positive view of county government by citizens
- New generation of customers that expect instant gratification

### BOTTLENECKS

- Information systems and services
- Finance
- Commissioners and Admin
- Facilities
- Sheriff's Offices

## 2.6 | LINKING DEPARTMENTAL STRATEGIC PLANS TO THE ORGANIZATIONAL STRATEGIC PLAN

Each department at the County created their own strategic plan to guide actions that support achieving the County plan, as well as serving citizens on a daily basis. Prior to the summit, all department plans were collated and handed out so they could be reviewed.

In this session, the top three major goals for each department were put on a large sheet, and each department gave a brief description of them. Then each department looked at their own strategic plan, and wrote on a small sticky pad what help would be needed from another team to achieve their goals – for instance, the Clerk’s Office would need help from Information Systems to implement their new ballot tabulation system for the May election. These smaller sticky notes were then placed on the large goal sheet of the department they would need help from to achieve their goal.

This exercise provided a visual way of determining where the “bottlenecks” might occur, and where additional resources might be needed. A summary of these findings is available in Appendix 2.6.

## 2.7 | REVIEW AND UPDATE OF 2016 STRATEGIC PLAN OUTCOMES

The 2016 Strategic Plan identifies seven pathways that are critical to achieving the vision of a prosperous Wasco County (see Appendix 2.7 or the Wasco County Strategic Plan for details about the pathways). Within each pathway, action items were identified as the top priorities to pursue.

In this session, each department was given red, yellow or green stickers and asked to place a sticker on each of the action items based on the progress they felt had been made. Green indicates that quite a bit of progress has been made, yellow indicates some progress has been made, and red is for little or no progress.

The abbreviated department names are: ADMIN – Administrative Services; A&T – Assessment & Tax; BOCC – Board of County Commissioners; CLERK – Clerk; DA – District Attorney; FAC – Facilities; F&HR – Finance & Human Resources; IS – Information Services; PLAN – Planning; PW – Public Works; SO – Sheriff’s Office; YS – Youth Services.

### PATHWAY 1: TECHNOLOGY

Associate Public Records with the GIS Map		
Green	0	
Yellow	16	IS, 2 PW, YS, 2 ADMIN, 2 F&HR, 2 SO, 2 CLERK, 2 BOCC, A&T, PLAN
Red	4	YS, SO, PW, F&HR

Website Redesign		
Green	22	3 PW, IS, FAC, 2 YS, 3 BOCC, 2 ADMIN, 3 F&HR, PLAN, DA, 3 SO, 2 CLERK
Yellow	1	A&T
Red	0	

### PATHWAY 2: CUSTOMER SERVICE

Citizen Service Portal		
------------------------	--	--

Green	1	CLERK
Yellow	7	F&HR, BOCC, 2 PW, SO, A&T, IS
Red	12	2 F&HR, PW, 2 SO, 2 YS, 2 ADMIN, CLERK, 2 BOCC

Roll out of County Strategic Plan and 100% Love culture		
Green	23	ALL DEPARTMENTS
Yellow	0	
Red	0	

### PATHWAY 3: INFRASTRUCTURE

Mid-Columbia Center for Living		
Green	3	ADMIN, BOCC, IS
Yellow	10	ADMIN, 2 F&HR, SO, YS, BOCC, 2 PW, FAC, CLERK
Red	5	F&HR, A&T, 2 SO, BOCC

Armory / 10 <sup>th</sup> Street Development		
Green	2	ADMIN, PW
Yellow	10	IS, ADMIN, 2 SO, A&T, 2 PW, BOCC, F&HR, PLAN
Red	8	2 YS, 2 F&HR, BOCC, FAC, SO, CLERK

County-owned Lands		
Green	1	A&T
Yellow	9	IS, 2 F&HR, 2 SO, BOCC, PLAN, PW, DA
Red	11	2 ADMIN, 2 YS, FAC, SO, PW, BOCC, F&HR, 2 CLERK

Capital Improvement Plan		
Green	0	None
Yellow	8	3 SO, FAC, F&HR, 3 PW
Red	12	IS, 2 F&HR, 2 BOCC, 2 ADMIN, 2 YS, A&T, CLERK

Comprehensive Land Use Plan		
Green	4	3 BOCC, PLAN, CLERK, DA
Yellow	8	IS, F&HR, YS, ADMIN, 3 PW
Red	8	A&T, ADMIN, 2 SO, YS, 2 F&HR, CLERK

ORMAP Remapping Project		
Green	6	2 BOCC, IS, F&HR, PW, CLERK
Yellow	8	2 F&HR, 2 ADMIN, SO, 2 PW, A&T
Red	5	2 YS, 2 SO, CLERK

### PATHWAY 4: COMMUNICATION

Country Rebranding		
--------------------	--	--

Green	21	DA, FAC, 3 F&HR, 3 SO, 3 BOCC, 2 CLERK, ADMIN, IS, 2 YS, 2 PW
Yellow	3	A&T, COMM CORR, PLAN
Red	1	PW

Public Outreach Plan		
Green	1	ADMIN
Yellow	12	2 CLERK, 3 BOCC, ADMIN, F&HR, 2 YS, IS, A&T, SO
Red	12	2 SO, 2 F&HR, 3 PW, COMM CORR, DA, PLAN

#### PATHWAY 5: FINANCIAL HEALTH

Financial Plan		
Green	18	ALL OTHER DEPARTMENTS
Yellow	0	
Red	1	A&T

Yearly Budget Plan		
Green	20	ALL OTHER DEPARTMENTS
Yellow	1	BOCC
Red	0	

Grant Policy		
Green	1	PW
Yellow	12	2 PW, 2 F&HR, 3 SO, DA, CLERK, 2 BOCC
Red	7	IS, BOCC, ADMIN, CLERK, FAC, F&HR, A&T

#### PATHWAY 6: SAFETY

County Safety Committee		
Green	4	2 SO, A&T, CLERK
Yellow	17	2 F&HR, FAC, 3 BOCC, 3 PW, COMM CORR, PLAN, DA, ADMIN, SO, YS, IS, CLERK
Red	3	ADMIN, F&HR, YS

#### PATHWAY 7: ORGANIZATIONAL DEVELOPMENT

Updated County Policies		
Green	2	ADMIN, PW
Yellow	18	IS, 3 F&HR, 2 BOCC, 2 CLERK, A&T, 2 SO, FAC, ADMIN, 2 YS, 2 PW, COMM CORR
Red	1	BOCC

Rollout Strategic Plan and Culture		
Green	17	IS, 3 PW, 2 BOCC, 2 ADMIN, 3 F&HR, 2 SO, FAC, A&T, CLERK, YS
Yellow	5	BOCC, COMM CORR, PLAN, SO, YS
Red	0	



Training – CIS Self Directed		
Green	14	3 PW, A&T, ADMIN, 3 SO, 2 F&HR, BOCC, CLERK, PLAN, YS
Yellow	5	IS, ADMIN, BOCC, F&HR, COMM CORR
Red	3	BOCC, YS, FAC

HR Plan		
Green	1	YS
Yellow	4	2 PQ, F&HR, CLERK
Red	15	IS, 2 ADMIN, YS, A&T, PW 2 BOCC, 3 SO, 2 F&HR, FAC, COMM CORR

Shared Service Opportunity Evaluation		
Green	0	
Yellow	4	IS, F&HR, SO, BOCC
Red	16	3 PW, 2 ADMIN, YS, 2 BOCC, 2 SO, A&T, FAC, CLERK, 2 F&HR, COMM CORR

## Part 3: 100% Love Today and Tomorrow

The final part of the summit focused on how we can intentionally build culture at Wasco County. The book *Built On Values* by Ann Rhoades was the required reading, with an overall focus on creating an engaged, thriving workforce.

### 3.2 | CULTURE FROM THE INSIDE OUT

This session focused on evaluating how our culture has progressed over the past year. Participants first rated the County using the Organizational Values Assessment Tool from *Built on Values*.

Organizational Values assessment	Yes	No
Does your organization have an identified set of core values	17	0
Do those core values drive the decisions made by the organization at all levels	3	21
Can every employee in the organization state the values from memory	0	24
Has the organization assigned specific behaviors to the values	Majority	
Are the values integrated into the hiring process	17	0
Are the values integrated into the review process	11	5
Does your organization hire for values	10	15
Does your organization fire for values	2	22
Does your organization provide awards and recognition based on values	8	0

Participants then discussed what is working and not working in building our culture and getting “buy-in” from employees, as well as identifying what silos still exist.

WHAT IS WORKING	WHAT IS NOT WORKING
Visible	We are still overcoming “the flavor of the month”
Getting buy in from the highest level	Courthouse vs other teams, more work is needed to feel integrated
Involving operational teams in the process	Team interaction in part because of distance
Translation and communication are breaking down barriers	Conflict between the commissioners and the das office
Story telling	100% love doesn’t always feel authentic
Opened up a door – literally	The culture is hard for longer term employees to accept
The values are what people want to embrace	Gap between levels of employees due to previous levels
You have an opportunity to have a national impact	Fiscal issues can impact culture, less funding feels like less support
Getting the right people ion the bus	We need to raise it higher

We have the Das office here this year Participating in the session has made them want to bring down their silo	
County events help build cohesion and connection	
Cross education	
Go t the culture off the ground	
People are not actively working against the culture	

### WHAT SILOS DO WE STILL HAVE

- Management vs. employee
- Specialty vs. specialty
- Courthouse vs. everyone else
- Location of office
- Commissioner vs. DA's offices
- Tenure vs. new employees
- Funding silo

### EMPLOYEE SURVEY RESULTS

The last part of the session reviewed the results of the Wasco County Employee Survey that was sent out prior to the summit. A copy of this survey and the compiled results can be found in Appendix 3.2.

## 3.3 | CONSCIOUSLY BUILDING A CULTURE OF 100% LOVE

*Built on Values* discussed six principles which can be used to build culture effectively. Participants broke into six groups, each taking a principle and discussing the questions below. The teams then presented their findings on what the County can be doing to bring these principles into the culture.

### PRINCIPLES FOR CREATING A VALUE RICH CULTURE

	What does this mean?	What are we doing?	How do we sustain?	Where do we go?
<b>Principle 1 –</b> You can't force culture, you can only create environment	Culture is what it is. It is based on internal beliefs and a response to the environment	Create an environment where the desired culture can grow	We live it, model it, recognize it in others, reward it, pay attention, focus, teach it, provide opportunities to exhibit culture on all employee levels	Continue to grow the environment i.e., cultural university, group meetings focused on culture, a culture fair
<b>Principle 2 –</b>	Team work , love of	Using the same	Conversations an	Review process,

You are on the outside what you are on the inside...no debate	public service	language, cross functional teams, building relationships	communication, build trust, invest in employees	hiring process, deliberate community outreach
<b>Principle 3 -</b> Success is doing the right things the right way	<p>Active listing</p> <p>Identify the right and wrong things defined by value</p> <p>Educate and train employees, give them the tools they need</p> <p>Ethics – doing the right thing no matter the circumstances, relationships are primary, external and internal – build relationships</p>	Building relationships, accepting accountability, building trust external and internal, communication, taking prompt action,	Continue to empower our employees with the power and knowledge tool they need to succeed, Cultivate trust and communication, transparency, embrace culture, follow values	Continue to exhibit and embrace values, safety net, educate employees that there are others who care inside and outside their department, keep momentum, keep building the culture, stay current, accessibility to resources
<b>Principle 4 –</b> People do exactly what they are incented to do	Do not set up expectation that will result in outcomes against values, do not pay just for performance of tasks,	We are starting to based evaluation on values and performance, discussion about pay for performance (great cape)	Consistency and shared accountability for moving forward,	Moving county teams towards consistency and rework the great cape committee
<b>Principle 5 –</b> Input equals output	Get out what you get in, be fully vested, constant maintenance, regular monitoring, you are what you eat	Staff meetings, love notes, wear the button, relate culture to daily work,	Believe it, model it, talk it, acknowledge it , promote it, show the benefits	Work on buy in, build the environment where culture can grow and flourish,
<b>Principle 6 –</b> The environment you want can be built on shared, strategic values and financial responsibility	Values drive the action and how you spend your resources	Shared budget discussions across all departments, holding annual leadership retreats, working as a whole rather than silos	Quarterly conversations, evaluate expenditures against core values,	Filter decisions against our mission vision values

### 3.4 | FILL YOUR COMPANY WITH “A PLAYERS”

This session focused on the concepts from *Built on Values* about the characteristics of stellar employees (A Players), and average employees (C Players). The group discussed these characteristics at the County, and how we might hire for A Players. The group also discussed C Players, and how to coach these employees on improving through use of a values-driven review process.

#### “A” PLAYERS

“A” players are the people who genuinely live your company’s values every day. They are always the high flying world leaders and they are not just the leaders of your team. They are frontline employees who value what you value and want you company to succeed. They are people who help great companies and great leaders reach their full potentials.

#### “A” PLAYER CHARACTERISTICS

- Team player
- Dedicated
- Empathetic
- Willing to learn
- Positive energy
- Embraces change
- Community oriented
- Innovation
- Inquisitive
- Accountable
- Fun
- Collaborative
- Skilled
- Self aware
- Common sense
- Emotional intelligence
- Vision

#### “C” PLAYER CHARACTERISTICS

- Subjective
- Not flexible

- Indifferent
- Negative
- Unkind judgements
- Selfish
- Disrespectful
- Not punctual
- Inconsistent
- Minimal effort
- Not a self-starter

The management team will continue to discuss how to coach “C” players to move toward “A” player behaviors.

### LUNCH DISCUSSION: TO REVIEW OR NOT REVIEW?

During the lunch session, participants discussed the two widely opposite approaches to employee reviews from *Extreme Government Makeover* and *Built on Values*. The group decided this was a topic which warranted further discussion, and that our current review system could likely use updating. All agreed we need a consistent approach to employee evaluations, and that ongoing feedback for employees is critical to our success.

#### THE EXTREME GOVERNMENT MAKEOVER APPROACH

- Just stop doing performance reviews
- If you must review, use a pass fail system
  - “Pass” means you are doing fine
  - Fail means you are not fine and HR starts progressive discipline

#### THE BUILT ON VALUES APPROACH

- Create a value based review system
- Turn values into measurable metrics
- Have peers do evaluations – all levels
- Reward against values
- Listen to employee opinions
- Reinforce through recognition
- Communicate value benefits



### 3.5 | ONBOARDING EMPLOYEEES

This session discussed what we're doing as an organization to introduce and induct people into the 100% Love Culture. How can we ensure that employees feel a part of the culture whether it's their first day, their 30<sup>th</sup> day or third year?

#### What are we currently doing?

- Welcome letter
- First day tour
- Welcome introductory email
- Review of culture guide and strategic plan
- Phone usage review
- Review of county policies and benefits
- Welcome basket
- CIS training

#### What else could we or should we be doing?

- The exiting employees should turn in all the access materials
- Develop a buddy system
- Lunch with the star team
- Share pre-knowledge of the new hire
- Visit all buildings
- New hire brown bag
- Brand training
- Talk through the vision mission and values
- 30 and 60 day follow up
- Software training
- Have new employees deliver department mail
- Make Wasco county first department seconds

#### What are we doing at the department level?

- User account and access
- Sheriff's Office – 5 day orientation department checklist
- Planning – 1<sup>st</sup> month ride along with Code Compliance so they can get out in the County

- Assessment and Taxation – first 30 day – lunch with director to touch base
- Public works – safety training and a mentor/buddy system
- Facilities – new employee shadows the director and has a culture conversation
- Community Corrections – reviews policies and procedures

### ISSUES AND COMMENTS

- We have a pass fail system even if we don't say because of the step system
- Annual system is too long to wait for a review
- There is a disconnect in why we do it and the financial piece
- The current form is painfully long but gives insight
- Opportunity for self-evaluation
- Ongoing talks is opportunity to teach
- Reviews create tenseness and apprehension
- Need to separate the two – step increase and evaluation
- Conversation about culture and engagement
- Disciplinary actions are not reviews
- Reviews are viewed as negative but if done right can be very rewarding and enriching
- Make the step increase automatic unless the performance is increasing – in which case tell finance 60 days ahead

## 3.6 | TRAUMA TRIANGLE PROGRESSION

This session focused on the concepts about the Re-enactment (Trauma) Triangle and the Empowerment Triangle and how they impact behavior. See Appendix 3.6 for more detailed information. The Empowerment Triangle will be added to the 100% Love Culture guide.

## 3.7 | LOOKING FORWARD

Participants provided feedback on how to improve the summit in the next year.

- More breaks during these sessions
- Less cramming, more time for discussion
- Offline the review part – for sections that are a “review” of prior concepts, have a class ahead of time for new people to learn them instead of taking time at the summit to learn them
- More on strategic plan next year and lighter on culture

## Appendix 1.5 Year in Review

### 2016 Highlights

- The “Move” – Clerk and Assessor’s staff switch office space with the help of BOCC, Facilities, IT and many others.
- Launch of 100% Love Culture
- Strategic Planning Sessions @ Washington Ranch
  - 3 Intense Days
  - Sessions Morning, Noon and Night – even during meals
  - Results: A new vision, mission, core values, strategic plan, culture guide and increased trust among leadership.

### Team Highlights

- 9-1-1
  - Trained and upgraded to a new phone system
  - Trained and hired several new dispatchers
  - Professionally handled a very stressful train derailment
- Administrative Services
  - Strategic Planning Completed
  - Culture initiative launched
  - Enterprise Zone negotiated
  - South Wasco Park & Rec District created
  - Fully staffed, including Finance Director
  - QLife transitioned from City of The Dalles to Wasco County
  - Presented on 100% Love at AOC
- Assessment & Taxation
  - The office move
  - Getting the right people on the bus
  - Progress with ProVal data conversion
  - Successful roll-turn with new staff
- Board of County Commissioners
  - Re-election of Commissioner Kramer
  - Third Google project underway
  - Formation of South Wasco Park & Rec District
  - Scenic Bikeway designation

- Broadband in Maupin
- Clerk's Office
  - The office move
  - Launch of Oregon Motor Voter
  - The May 2016 Primary Election
  - Cross-team effort for BOPTA
  - Formation of the South Wasco Park & Rec District
  - Surviving the November 2016 Election
- Community Corrections
  - Establishing In-House Alcohol & Drug Treatment
  - Expanding our Cognitive Behavioral Programs
  - Getting an additional Probation Officer
- District Attorney
  - Fully staffed
- Facilities
  - Staffed the Fairgrounds from May to September during Caretakers illness
  - Replaced the main electrical switch gear in the Courthouse
  - Designed, built and installed new sign for the Annexes
- Finance, Treasurer & Human Resources
  - New Treasurer
  - Finance Department fully staffed (new director, finance manager and HR manager)
  - Staff have received additional training
  - Started cross-training staff within the department
- Information Systems
  - Progress on the new website
  - New wireless routers installed in all patrol vehicles
  - Courthouse main power service panel upgrade
  - Assessor/Tax & Clerk's office switch
  - New DBA/Programmer hired
  - New wireless link between the Veterans Services Office and Annex A
- Planning, Code Compliance & Hazardous Waste
  - Team development including recruitment, management and training
  - Successful absorption of HHW program
  - Completion of Strategic Plan
  - Planning Commission development and training
  - Cleared our backlog and improved timelines for customers

- 99% approval rate of land use applications
  - Adoption of marijuana regulations
  - LUDO reformatted for ease of use
  - Outreach to Realtor's Association
  - Comprehensive Plan process progress
  - Abatement grant
  - Several high profile cases with positive outcomes
  - Team building exercises
- Public Works
  - Partnered with City of The Dalles to perform pavement preservation on urban roads
  - 36 consecutive months with no lost time accidents and no claims
- Sheriff's Office
  - New Sheriff
  - First all-staff meeting in years
  - New Wireless routers installed in all Patrol vehicles
  - Staffing of 911, Emergency Management, Community Corrections and Ellie the Therapy Dog
  - Marine Program – no drownings
  - More coverage with recreation and forestland
- Surveyor's Office
  - Completed Phase One of a five-year project to remap all of Wasco County's tax maps through and ORMAP grant from the Oregon Department of Revenue. This is a multi-department and multi-agency project to improve the mapping so that property lines on the digital maps are based upon actual on-the-ground GPS coordinates, collected by our survey crew. Phase One involved locating and "GPS-ing" nearly 200 survey monuments (four per tax lot map) in the general area between Rowena and Chenowith.
  - Collected data for the Tygh Valley area where previous mapping was very poor
  - Completed the former Armory property reversion back to Wasco County. Once we finally received the deed from the Oregon Military Department, we executed a property line adjustment with Kramer Field to facilitate future development.
- Youth Services & Youth Think
  - Youth Think's Emotional Literacy Parent Boot Camp (AKA) Pocket Full of Feelings:

- 21 Boot Camp trainings were provided
- 70 Parents were trained which directly impacted 107 youth
- An additional 44 agency representatives were trained
- Youth Think “Do Something” Youth Team volunteered a total of 400 hours in 2016 mainly focusing on The Dalles Middle School Students



## Appendix 1.9 | First Who, Then What

### FIRST WHO THEN WHAT

- The good-to-great leaders began the transformation by first getting the right people on the bus (and the wrong people off the bus) and then figured out where to drive it.
- The key point of this chapter is not just the idea of getting the right people on the team. The key point is that “who” questions come before “what” decisions – before vision, before strategy, before organization structure, before tactics. First *who*, then *what* – as a rigorous discipline, consistently applied.
- The comparison companies frequently followed the “genius” with a thousand helpers” model – a genius leader who sets a vision and then enlists a crew of highly capable “helpers” to make the vision happen. This model fails when the genius departs.
- The good-to-great leaders were rigorous, not ruthless, in people decisions. They did not rely on layoffs and restructuring as a primary strategy for improving performance. The comparison companies used layoffs to a much greater extent.
- We uncovered three practical disciplines for being rigorous in people decisions:
  1. When in doubt, don’t hire – keep looking. (A company should limit its growth based on its ability to attract enough of the right people.)
  2. When you know you need to make a people change, act. (First be sure you don’t simply have someone in the wrong seat.)
  3. Put your best people on your biggest opportunities, not your biggest problems. (If you sell off your problems, don’t sell off your best people.)
- Good-to-great management teams consist of people who debate vigorously in search of the best answers, yet who unify behind decisions, regardless of parochial interests.

### BAD APPLES

I know, I know. Despite everything I am telling you, I haven't met Marge from Accounts Payable. She's awful. She's bitter, angry, and uncooperative. She does half the work of any other employee and complains that she's overworked. Well, I do know Marge. I run into her everywhere I go. We all have a Marge. Roughly 6% of our workforce is Marge-like. So what should we do about it?

1. Don't drag the other 94% down. Typically, we try to fix Marge by creating policies, procedures and consequences that apply to all the employees. We make the good performer jump through hoops and inhale mold because of Marge. Don't do that. Deal with Marge. If she is not producing to her capacity, talk to her about it. Don't create office-wide standards. She still won't meet them and everyone else's performance will drop to these minimum standards. If she comes to work wearing a halter top and a thong, talk to her about it. Don't create a forty-page dress code policy. The people we create the policies for won't follow them anyway. The people who follow them were the ones that didn't need them in the first place. Deal with problem individuals individually.
2. Find out what her problem is. Was she like that when you hired her? If so, shame on you! If not, what happened? Is it a training issue or a desire issue? Does she have the skills to do the job as well as the information she needs?

3. Is this the right place for her? Each of us at some point in our careers has realized we were in the wrong spot. We weren't bad people; we just had a mismatch between our skills, our interests and our assignment. Most of us, upon that realization, go find something else to do. Some people are not so quick to act and instead take their anxiety or boredom out in different, more destructive ways. Often, all we need to do is find a better fit for them. I can't tell you how many times I've seen a supposed bad apple turn into a delicious apple pie upon being reassigned.
4. If all the above options have been exhausted, it's time to free up Marge's future. It is an absolute imperative, provided you've tried all the above, that you help her move on. Poor performers are like tumors. Their apathy spreads quickly and drags down the health of everyone else. One of the biggest myths in government is that you can't fire anyone. You can. And, sometimes, you should.

## WASCO COUNTY MANAGEMENT SKILLS ASSESSMENT

## SCORE INTERPRETATION

## Pioneering pathways to prosperity

Score	Comment
-------	---------

you need. (Read [below](#) to start.)

74-  
100

You're doing a great job managing your team. Now you should concentrate on improving your skills even further. In what areas did you score a bit low? That's where you can develop improvement goals. Also, think about how you can take advantage of these skills to reach your career goals. (Read [below](#) to start.)

Effective management requires a wide range of skills, and each of these skills complements the others. Your goal should be to develop and maintain all of these skills, so that you can help your team accomplish its objectives efficiently and effectively. Read on for ideas and resources that you can use to do this.

### **A Model of Effective Management**

Our quiz is based on eight essential skill areas where managers should focus their efforts. By covering these basics, you'll enjoy more success as a team manager:

1. Understanding team dynamics and encouraging good relationships.
2. Selecting and developing the right people.
3. Delegating effectively.
4. Motivating people.
5. Managing discipline and dealing with conflict.
6. Communicating.
7. Planning, making decisions, and problem solving.
8. Avoiding common managerial mistakes.

We'll explore each of these in more detail.

### **Understanding Team Dynamics and Encouraging Good Relationships**

(Questions 5, 15, 17)

5. I let my team members figure out for themselves how best to work together – teams are a work in progress!

15. When conflict occurs within a new team, I accept it as an inevitable stage in the team development process.

17. If I'm putting a team together, I select people with similar personalities, ages, time with the company, and other characteristics.

Good management means understanding how teams operate. It's worth remembering that teams usually follow a certain pattern of development: [forming, norming, storming, and performing](#) 🧠. It's important to encourage and support people through this process, so that you can help your team become fully effective as quickly as possible. When forming teams, managers must create a balance so that there's a diverse set of skills, personalities, and perspectives. You may think it's easier to manage a group of people who are likely to get along, but truly effective teams invite many viewpoints and use their differences to be creative and innovative.

Here, your task is to develop the skills needed to steer those differences in a positive direction. This is why introducing a [team charter](#) 🧠 and knowing how to [resolve team conflict](#) 🧠 are so useful for managing your team effectively.

### Selecting and Developing the Right People

(Questions 11, 17)

11. I do all that I can to avoid conflict in my team.

17. If I'm putting a team together, I select people with similar personalities, ages, time with the company, and other characteristics.

Finding great new team members, and developing the skills needed for your team's success is another important part of team formation.

### Delegating Effectively

(Questions 2, 18)

2. When I delegate work, I give it to whoever has the most time available.

18. I think that the statement “if you want a job done well, do it yourself” is true.

Having the right people with the right skills isn't sufficient for a team's success. Managers must also know how to get the job done efficiently. [Delegation](#) 🧠 is the key to this. Some managers, especially those who earned their positions based on their technical expertise, try to do most of the work themselves. They think that, because they're responsible for the work, they should do it themselves to make sure it's done right.

Effective managers recognize that by assigning work to the right people (not just those with the most time available), and clearly outlining expectations, teams can accomplish much more. But it's often difficult to trust others to do the job. As a manager, remember that when your team members have the right skills, training and motivation, you can usually trust them to get the work done right.

### Motivating People

(Questions 13, 19)

13. I try to motivate people within my team by tailoring my approach to motivation to match each individual's needs.


19. I talk with team members as individuals to ensure that they're happy and productive.


Another necessary management skill is motivating others. It's one thing to motivate yourself, but it's quite another to motivate someone else. The key thing to remember is that motivation is personal. We're all motivated by different things, and we all have different levels of personal motivation. So, getting to know your team members on a personal level allows you to motivate your people better. Providing [feedback](#) 🧠 on a regular basis is a very powerful strategy to help you stay informed about what's happening with individual team members. You can [test your motivation skills](#) 🧠 with our quiz, and use your answers to develop your skills further.

### Managing Discipline and Dealing with Conflict

(Questions 3, 6, 12)

3. I follow up with team members whenever I see that their behavior has a negative impact on customer service.
6. I wait before disciplining a team member, so that people have a chance to correct their behaviors for themselves.
12. I do all that I can to avoid conflict in my team.





Sometimes, despite your best efforts, there are problems with individual performance. As a manager, you have to deal with these promptly. If you don't discipline, you risk negative impacts on the rest of the team as well as your customers, as poor performance typically impacts customer service, and it hurts the team and everything that the team has accomplished. It's very demotivating to work beside someone who consistently fails to meet expectations, so if you tolerate it, the rest of the team will likely suffer. In our article on [team management skills](#) , we explore this issue in further detail and give you some examples.

Team performance will also suffer when differences between individual team members turn into outright conflict, and it's your job as team manager to facilitate a resolution. Read our article on [Resolving Team Conflict](#)  for a three-step process for doing this. However, conflict can be positive when it highlights underlying structural problems – make sure that you recognize conflict and deal with its causes, rather than just suppressing its symptoms or avoiding it.

### Communicating

(Questions 8, 9, 16, 20)

- 8. I spend time talking with my team about what's going well and what needs improving.
- 9. In meetings, I take on the role of moderator/facilitator when necessary, and I help my team reach better understanding of the issue or reach consensus.
- 16. I talk to team members about their individual goals, and I link these to the goals of the entire organization.
- 20. I brief my team members so that they know what's going on around them in the organization.

An element that's common to all of these management skills is effective communication. This is critical to any position you hold, but as a manager, it's especially important (you can [test your communication skills](#)  with our quiz [here](#) ). You need to let your team know what's happening and keep them informed as much as possible. [Team briefing](#)  is a specific communication skill that managers should improve. Also, develop the ability to [facilitate](#)  effectively, so that you can guide your team to a better understanding and serve as a moderator when necessary.

### Planning, Problem Solving and Decision-Making

(Questions 4, 10)

- 4. I make decision following careful analysis, rather than relying on gut instinct.



10. I fully understand how the business processes in my department operate, and I'm working to eliminate bottlenecks.


Many managers are very comfortable with planning, problem solving and decision making, given that they're often skilled specialists who've been promoted because of their knowledge and analytical abilities. As such, one of the most important issues that managers experience is that they focus *so intensely* on these skills when they think about self-development that they fail to develop their people skills and team management skills. Make sure that you *don't* focus on these skills too much!

However, if you need to develop these skills, see our major sections on [Problem Solving](#), [Decision-Making](#), and [Project Management](#). You'll find many rich skills improvement resources in these areas.

### Avoiding Common Managerial Mistakes

(Questions 1, 7, 14)

1. When I have a problem, I try to solve it myself before asking my boss what to do.
7. Technical skills are the most important skills that I need to be an effective manager.
14. When my team makes a significant mistake, I update my boss on what has happened, and then I think of it as an important lesson learned.

Good communication helps you develop facilitation skills, and it also helps you avoid some of the most common problems for managers. Some of these common mistakes are thinking that you can rely on your technical skills alone, asking your boss to solve your problems, putting your boss in the awkward position of having to defend you, and not keeping your boss informed. Our article on [Team Management Skills](#)  highlights what to do to avoid these, and other managerial problems that you should be aware of.

### Key Points

You need to develop and improve your managerial skills on an ongoing basis as your career develops and as you meet new managerial challenges.

Whether you manage a department or a project team, it's important to know how to get the work done right. When you're asked to achieve something with the help of others, it's complex – and you spend much of your time managing relationships instead of doing the actual work. So, you must develop not only your technical skills, but your management skills as well.

Delegating, motivating, communicating, and understanding team dynamics are some of the key skills needed. With those skills, along with patience and a strong sense of balance, you can become a very effective manager.

### QUESTIONS:

1. When I have a problem, I try to solve it myself before asking my boss what to do.

2. When I delegate work, I give it to whoever has the most time available.
3. I follow up with team members whenever I see that their behavior has a negative impact on customer service.
4. I make decision following careful analysis, rather than relying on gut instinct.
5. I let my team members figure out for themselves how best to work together – teams are a work in progress!
6. I wait before disciplining a team member, so that people have a chance to correct their behaviors for themselves.
7. Technical skills are the most important skills that I need to be an effective manager.
8. I spend time talking with my team about what's going well and what needs improving.
9. In meetings, I take on the role of moderator/facilitator when necessary, and I help my team reach better understanding of the issue or reach consensus.
10. I fully understand how the business processes in my department operate, and I'm working to eliminate bottlenecks.
11. I do all that I can to avoid conflict in my team.
12. I do all that I can to avoid conflict in my team.
13. I try to motivate people within my team by tailoring my approach to motivation to match each individual's needs.
14. When my team makes a significant mistake, I update my boss on what has happened, and then I think of it as an important lesson learned.
15. When conflict occurs within a new team, I accept it as an inevitable stage in the team development process.
16. I talk to team members about their individual goals, and I link these to the goals of the entire organization.
17. If I'm putting a team together, I select people with similar personalities, ages, time with the company, and other characteristics.

18. I think that the statement “if you want a job done well, do it yourself” is true.
19. I talk with team members as individuals to ensure that they’re happy and productive.
20. I brief my team members so that they know what’s going on around them in the organization.

## 1.12 | Delegation/Cross Functional Teams

### 75% OF CROSS-FUNCTIONAL TEAMS ARE DYSFUNCTIONAL

[Behnam Tabrizi](#)

JUNE 23, 2015

HARVARD BUSINESS REVIEW

When I was in the midst of researching what caused cross-functional teams to succeed — and finding that many of them failed — I discovered a deeply dysfunctional development project in a huge multinational IT company. The company had invested \$100 million in the project, which involved three divisions. Most of the team, and even some executives, knew the project was a dead-end two years before the company finally pulled the plug. As one middle manager told me, “No one was willing to go to management and say, ‘Let’s redeploy everyone, including myself, and do something else because this project isn’t working.’”

This is just one example of the dysfunction that exists in cross-functional teams. In a detailed [study](#) of 95 teams in 25 leading corporations, chosen by an independent panel of academics and experts, I found that nearly 75% of cross-functional teams are dysfunctional. They fail on at least three of five criteria: 1.) meeting a planned budget; 2.) staying on schedule; 3.) adhering to specifications; 4.) meeting customer expectations; and/or 5.) maintaining alignment with the company’s corporate goals.

Cross-functional teams often fail because the organization lacks a systemic approach. Teams are hurt by unclear governance, by a lack of accountability, by goals that lack specificity, and by organizations’ failure to prioritize the success of cross-functional projects.

I studied cross-functional teams in industries including communications, software, pharmaceuticals, semiconductors, agricultural, chemical, manufacturers, retail, utility, consulting, internet software, government, insurance, and banking. We found a strong correlation between the minority of successful projects and their oversight by a high-level team that was itself cross-functional. A few successful projects didn’t have cross-functional oversight — but we found in those cases that they benefitted from support by a single high-level executive champion. Projects that had strong governance support — either by a higher-level cross-functional or by a single high-level executive champion — had a 76% success rate, according to our research. Those with moderate governance support had a 19% success rate.

Our research showed that the reason why most cross-functional teams fail is because siloes tend to perpetuate themselves: for example, engineers don’t work well with designers, and so on. The solution is to establish a “Portfolio Governance Team (PGT),” where high-level leaders make complex decisions on the various projects in their portfolio together. As they learn to work as a team, that attitude perpetuates itself in the teams under their purview.

In the mid-2000s, for example, Cisco created a cross-functional team, including representatives from marketing, software engineering, manufacturing, quality assurance, and customer service, to heighten security for router lines. The team had a three-layer structure. About 100 people could attend the meetings, but there was a core group of 20 that communicated back to their functions. And, there was a small governance team at the top, made up of two vice presidents, the company’s chief development officer and the leader of the core team of 20 people.

This implementation of cross-functional governance worked. Cisco is now the number one router security vendor, with business growing at about 80% per year for 5 year followings its introduction, based on a case study that I wrote.

Through our research, we've identified some golden rules of governance for PGTs:

**1. Every project should have an end-to-end accountable leader.** At large companies, where the hierarchy can be multi-layered, cross-functional teams can benefit from a mirroring structure. For example, if the PGT includes vice presidents of engineering, design, marketing and product, a project team could include managers and directors from those functions. But there should be one end-to-end accountable leader overseeing each function, and one end-to-end accountable leader overseeing it all.

However, one of the common breakdowns in cross-functional teams is people missing meetings. That's why the personal accountable leader for each function also needs to appoint and empower a decision-making substitute. At IBM Global Services, for instance, there are occasions when mid-level managers step in with the authority to make decisions. At IBM, mid-level managers also serve as the first line of defense for cross-functional escalation issues.

**2. Every project should have clearly established goals, resources, and deadlines.** Before the beginning of any project, there should be an approved budget, and a charter defining priorities, desired outcomes, and timeframes. Establishing those early on is one of the key roles of the PGT.

**3. Teams should have the project's success as their main objective.** Different functions may have their own priorities, and sometimes those conflict with the goals of the project. That's why it's crucial to include the success — or failure — of cross-functional projects in compensation and performance reviews of the people who work on or lead teams.

**4. Every project should be constantly re-evaluated.** PGTs should keep a list of projects and priorities and routinely cut those that aren't working or that don't align with business goals. In fact, one of the key roles of the PGT is to follow William Faulker's advice to [kill your darlings](#). Winnow constantly. Rapidly changing market conditions and customer demands force all companies to recalibrate their high-level corporate strategy. A PGT that is not routinely canceling some projects simply isn't doing its job.

Cross-functional teams have become ubiquitous because companies need to speed innovations to market. The teams are like arteries, connecting parts of the body, enabling the whole organism to renew itself. That's why it's so important for leaders to pay attention to the way cross-functional teams are set up and how well they work: when they don't function, the organization's arteries harden. When they do, goals are met and the organization is ultimately more successful.

---

[Behnam Tabrizi](#) has been teaching transformational leadership at Stanford University's Department of Management Science and Engineering and executive programs for more than 20 years. A leading expert on organizational and leadership transformation, he is managing director of [Rapid Transformation, LLC](#). Behnam has written five books including [Rapid Transformation](#) (HBR Press, 2007) for companies and [The Inside-Out Effect](#) (Evolve Publishing, 2013) for leaders. Follow him on Twitter at [@TabriziBehnam](#).

## FORMING A CROSS-FUNCTIONAL TEAM

A **cross-functional team** is a group of people with different **functional** expertise working toward a common goal. It may include people from finance, marketing, operations, and human resources departments. Typically, it includes employees from all levels of an organization.

### PRE TEAM FORMATION

Define your team in advance:

- What is the right size for this team?
- Choose your team carefully. Pairing a free spirit with an engineer may not work out due to work styles. Volunteers are not always the best suited person just because they want to participate.
- What are your team member's strengths and weaknesses? List them and refer back when assigning tasks.
- How will those strengths and weaknesses play out for the specific purpose of the team and with other team members?
- Understand and make it known early on what the right size for this team will be.
- Understand and clearly communicate what the expected level of commitment is going to be.
- Commit to keep the team whole. I.e. Don't start someone and then pull them at a later date.

Define each team member's role within the team. Telling them ahead of time will focus the team's energy toward completion of the task. For example having someone on the team that is a good writer with a task of writing the narrative will focus that person's energy toward writing and not toward other aspects of the team process which could cause confusion and conflict.

### CROSS-FUNCTIONAL TEAM FORM – DEFINE AT THE START

Team Name:

Members:

Purpose Statement:

Safety Agreement:

Final Product:

Timeline:

Meeting Frequency and Location:

Authority Given/Needed:

Budget:

Tools Needed:

Communication Strategies:

## 2.2 | Vision, Mission, Values

### VISION STATEMENT:

#### *Pioneering pathways to prosperity*

- **Pioneering:** the definition means to invent new things, go into unexplored territory, or act as pioneer. Wasco County (as a government agency serving the citizens), will look to find innovative ways to open doors and create opportunities for Wasco County (the geographic area and its citizens) to prosper while at the same time ensuring that we don't forget our past.
- **Pathways:** We are a County of pathways, from the past to the present. We have a constant tie to our past, and we live with a constant tension between preservation and progress. Embodied in our story are the pathways of the Oregon Trail, the rivers, railroads and Interstate. These pathways not only serve as avenues to market, recreation, and agriculture, they are the intangible pathways that allow us to move forward toward an opportunity. Pathways are also the key to a successful future. Finding the right path — both internally and externally, tangible and intangible — for Wasco County is at the core of achieving our Vision.
- **Prosperity:** This means that our county prospers from our past and into our future. It is a vision of our county that balances where we came from and where we are going. It ensures that we are prosperous while we move forward, and at the same time does not discount where we have come from. Travelers on the Oregon Trail headed West in search of prosperity for their families, we follow a similar trail in search of prosperity for Wasco County (both the entity and the geographic area).

Together these three words embody what Wasco County envisions to be: a County that looks for new ways to open opportunities for ourselves, our citizens and creates landscapes in which we will prosper, all while balancing the tension between preservation and progress.

### MISSION STATEMENT:

#### *Partner with our citizens to proactively meet their needs and create opportunities.*

County government is usually the first agency citizens turn to when they need help doing something they can't do themselves. Our mission statement reflects that we will work with citizens, in an active versus reactive way, to create opportunities that "pioneer pathways to prosperity."

### CORE VALUES:

#### *Embody the 100% Love culture*

- Equity and fairness in all things
- Keep an open mind and be open to change
- Kindness and compassion for people who live in our community



- Love what you do and have fun doing it
- Build a strong team
- Excellence in service

***Relationships are primary***

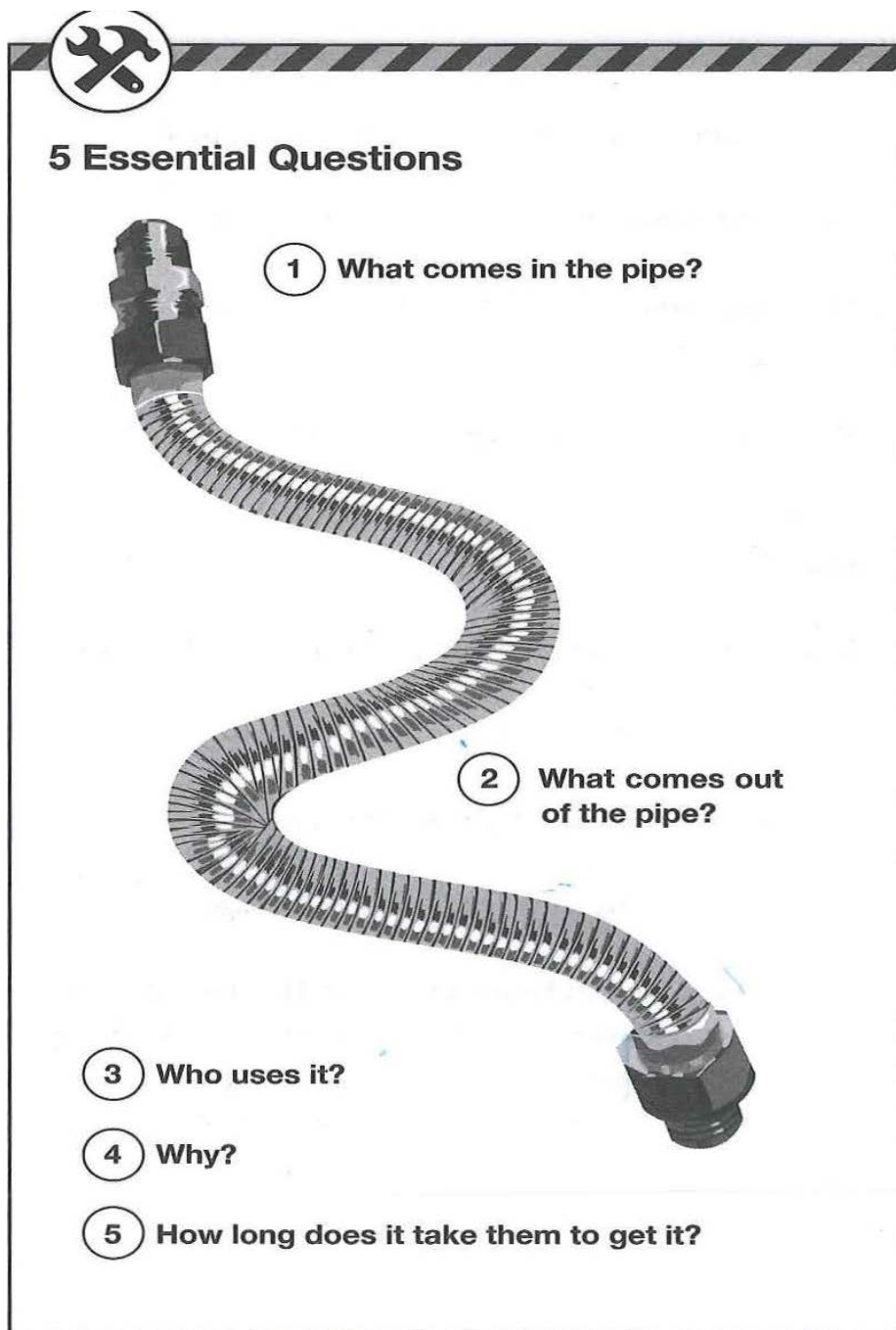
- Relationships come first, whether individuals or organizations
- Be a good neighbor
- Use honest and active communication
- Say what you mean, with 100% Love

***Do the right thing, even when no one is watching***

- Provide open access and transparency
- Accountable for actions and decisions
- Be impeccable stewards of our resources
- Strive to be the best performing rural county government

## 2.4 | *Extreme Government Makeover*

### 5 Essential Questions



**Task Complexity and Process Simplicity p. 105:**

Today's workforce is smarter, more skilled and they have access to technology which translates into an ability to do a greater number of tasks at a higher frequency with more complexity and higher volumes. In this situation processes can become much simpler because there is no need for the handoffs. This in turns makes the pipes shorter, straight and simple as opposed to the previous model where the focus was on task simplicity and process complexity causing pipes that twist and turn.

**Pipes Performance p. 117-119:**

Generally speaking a task or pipe has two components the actual work time and the remaining time that is spent waiting. The actual work time to complete the task consumes less than 5% of the time a customer spends in the process waiting for the task to be completed. Think about a key pipe and what comes out of the pipe. Analyze how long it takes to get the actual product and how long was spent waiting for it. Eliminate the wait time.

**Poka Yoke the Process p.144:**

A Japanese term that translates to mistake- proof or idiot proof. This is the mechanism that stops something (generally bad or undesirable) from happening. For governments this translates into creating a policy for every problem. Governments try to change customer behavior which is impossible. As such we need to be focused on changing us instead of everyone else.

**Triage the Flow p.119:**

One of the most powerful strategies for speeding the flow is to actually create more pipes - that is, give customers other pathways they can travel instead of the one pipe fits all approach. Look at the three types of customers those that are familiar and fast at moving through the pipe. Those that need their hand held at every turn of the pipe and those that are in the middle. Provide another pipe for those that can quickly move through so it frees up time to spend with those that need their hand held.

**Process Simultaneously p.122:**

(Can the product be completed simultaneously? A linear process to completing the task builds in time at the expense of production. The actual work takes the same amount of time to complete regardless of if you do it simultaneously or linearly with the other steps in the process. The difference is elapsed time to complete the process increases with linear work.) In your process pipe can any of the tasks be done simultaneously?

**Eliminate CYA p.103:**

(CYA creates complexity. Something goes wrong, somebody gets blamed, they build complexity into the process to prevent it from every happening again.) What complexity could be removed from the pipes to help straighten it out?

**Eliminate Handoffs p.103:**

Person A does the work, over time A becomes overworked so we hire person B to take part of the process from A instead of hiring two A's. Now A builds in CYA such as tracking sheets, logs in the handoff to B and vice versa and the

goal shifts from getting the work done and out the door to ensuring that I don't get blamed when the work doesn't get done.)

**Quit Your Batches p.129:**

(Batch processing holds one customer hostage to a larger group. Batches are quantity based and time based. Batches create wait time and backlog which slows your process and act as an on ramp to the Crazy Cycle.) Does your Pipe involve collecting a batch prior to processing or waiting for enough time to elapse before you start the process?

**Bust Your Bottlenecks p. 125:**

(You can only be as fast as your slowest point in the process. Look for piles of paper, full inboxes, specialists, and where people are quitting. These are generally where bottlenecks exist.) Identify your pinch points (bottlenecks) and work to eliminate them by moving work away from those points ;stop doing things that are not absolutely necessary.

## Appendix 2.6: Linking Department Plans

The top goals for each department are shown in bullet format under the name. The tables show what team will need help from that department in achieving their goals, and what help is needed.

### COMMISSIONERS/ADMINISTRATIVE SERVICES

Youth Services	NORCOR finding, social-emotional T2T work
District Attorney	Digitize files
Public Works	Increased partnerships, IGAs, MOUs, legal reviews, equipment replacement program, sustainable funding
Planning	Wasco County 2040 (comp plan update)
Finance/Human Resources	Policies, grant policy rewrite
Sheriff's Dept	Vehicle purchase, HB3194 – Community Corrections, grant application, Full-time Emergency Management position
Information Services	Update Computer Use Policy, IS shared services
Clerk	Vault/archive clean-up
Assessor	Infrastructure and resources, county owned land, dept. vehicle/use, dept. long term space needs

### CLERK'S OFFICE

- Special District Election
- New tabulation system
- Launch records management system
- Back index of deeds

Finance/Human Resources	On-boarding, Eden training (staff), new P-card training
Facilities	Jail remodel/reorganization, archive materials moved
Information Systems	Creating interface between GIS and other databases (Clerk)

### COMMUNITY CORRECTIONS

- Establish Adult Transitional Housing Program
- Establish Adult Work Crew Program
- Expand Cognitive Program
- Expand Abuse Treatment Program

Finance/Human Resources	Streamline on-boarding, Grant Policy rewrite, Eden training (staff time), new P-card training
Youth Services	Community work service

**DISTRICT ATTORNEY'S OFFICE**

- Connect NORCOR and TDCP with PBK
- Digitizing Files

Facilities	HVAC Replacement 3rd floor 301
Finance/Human Resources	Streamlining on-boarding, Eden training (staff), grant policy rewrite, new P-card training
Clerk	Vault/Archive clean-up

**FACILITIES**

- Repaint Annex A
- 301 Courtroom HVAC replacement
- Public Works shop lighting replacement
- Old jail reorganize/plan for development

District Attorney	Digitize DA files
Planning	Improved outdoor lighting
Finance/Human Resources	Streamlining on-boarding, Eden staff training, grant policy rewrite
Public Works	District shop improvement plan
Admin/BOCC	Remove wall in 302 Commission meeting room
Sheriff's Dept	Radio infrastructure, remodel upstairs Annex B
Clerk	Improve vault temp/humidity controls as part of record management program, ballot tabulation system install

**FINANCE/HUMAN RESOURCES**

- Build Budget Process for FY '18
- Audit Prep and Finish
- Implementation of P-cards with Eden upload

District Attorney	Digitize DA files
Public Works	Equipment replacement plan, district shop improvement plan – capital, staffing for Ormap project, sustainable funding
Facilities	Jail remodel/reorganize, move archives
Clerk	Vault/archive clean-up
Youth Services	Eden update for Youth Think, everyone on the bus 100% love
Finance/Human Resources	On-boarding
Information Systems	Update Computer Use Policy (HR), creating interface between GIS and other databases (Eden), Eden web extension
Sheriff's Dept	Vehicle purchases, grant application, CSW Coordinator joint with juvenile, full-time Emergency Planning position

**INFORMATION SERVICES**

- Prep for CJIS audit
- Upgrade virtual infrastructure
- Update active directory domain
- Upgrade firewall
- Finish build-out of new ESRI platform

Finance/Human Resources	Eden web extension, on-boarding, Eden training (staff), policies
Sheriff's Dept	Electronic solutions, vehicle purchase, radio upgrades, radio infrastructure, Facebook
District Attorney	Portals for DA Office, digitizing DA files
Youth Services	Technology support – access common forms, video's web conferencing
Planning	Have public records tied to specific property via GIS, Google Suite + database training, legal parcel database
Public Works	Public Works Facebook page
Clerk	Ballot tabulation system install, make records associated with specific property available through GIS map layers
Assessor	Technology Ascend web website

**PLANNING DEPT**

- Solutions center (customer service)
- Comp plan update
- Abatement Program
- Communications strategy

Youth Services	Land use planning management
Finance/Human Resources	On-boarding, grant policies, Eden training (staff time), new P-card training
Information Systems	Eden web extension
Public Works	Boundary line adjustment clarification to be consistent throughout county and cities

**PUBLIC WORKS**

- Long-term sustainable funding
- Update Transportation Improvement Program
- Implement "Towards Zero Death" Program

Finance/Human Resources	On-boarding, grant policies, Eden training, P-cards
Information Systems	Creating interface between GIS and other databases (Eden)
Facilities	Lighting change out in shop
Planning	Legal parcel database (surveyor)



**SHERIFF'S DEPT**

- Replace all 911 radios
- Bring Community Corrections up to speed with 3194 projects completed

Finance/Human Resources	Grant policy rewrite, streamline on-boarding, P-cards (Eden staff training)
Information Services	Creating interface between GIS and other databases, MDT
Youth Services	Vehicle plan
District Attorney	Portals for DA office
Public Works	Establish "Towards 0 Death" program
Facilities	Jail remodel, Annex C repaint project (911 impact/awareness), archive materials moved
Clerk	Vault/archive clean-up, election outreach (NORCOR)

**TAX AND ASSESSMENT**

- ProVal Conversion
- Ascend web launch
- Wasco County owned land sale

Public Works	Lower my property tax
Information Services	Create interface between GIS and other databases
Facilities	Old jail remodel, move archives
Finance/Human Resources	Grant policy rewrite, Eden training (staff), P-card training, streamlining on-boarding
Clerk	Vault/archive clean-up

**YOUTH SERVICES**

- Create Youth Think Promotion and Prevention Division
- Community Work Service (Youth and Adult)

Finance/Human Resources	On-boarding, new grand process, new P-card training, Eden training (staff time)
Sheriff's Dept	CSW Coordinator
Planning	Abatement Program

## 3.2 | Culture From The Inside Out

### ORGANIZATIONAL VALUES ASSESSMENT TOOL

1.1. Does your organization have a set of identified core values?

☐ Yes ☐ No ☐ Unknown

1.2. Do those core values drive the decisions made by the organization at all levels?

☐ Yes ☐ No ☐ Unknown

1.3. Can every employee within the organization state the values from memory?

☐ Yes ☐ No ☐ Unknown

1.4. Has the organization assigned specific behaviors to the values?

☐ Yes ☐ No ☐ Unknown

1.5. Are the values integrated into the hiring process? (Do your interview questions reflect the values you are looking for in your candidates?)

☐ Yes ☐ No ☐ Unknown

1.6. Are the values integrated into the review process? (Do you hold your employees accountable for living the values by making them a part of their performance evaluation?)

☐ Yes ☐ No ☐ Unknown

1.7. Does your organization hire for values? (Are you willing to hire someone who may not have all of the trainable skills necessary but does exhibit all of the values?)

☐ Yes ☐ No ☐ Unknown

1.8. Does your organization fire for values? (Is your organization willing to fire a high-performing employee who does not live by the values created?)

☐ Yes ☐ No ☐ Unknown

1.9. Does your organization provide rewards and recognition to employees based on values?

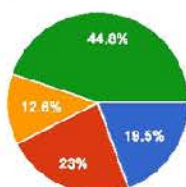
☐ Yes ☐ No ☐ Unknown

# 87 responses

[View all responses](#)
[Publish analytics](#)
[Edit this form](#)

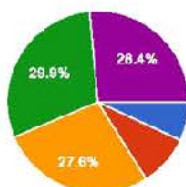
## Summary

### How long have you been employed at Wasco County



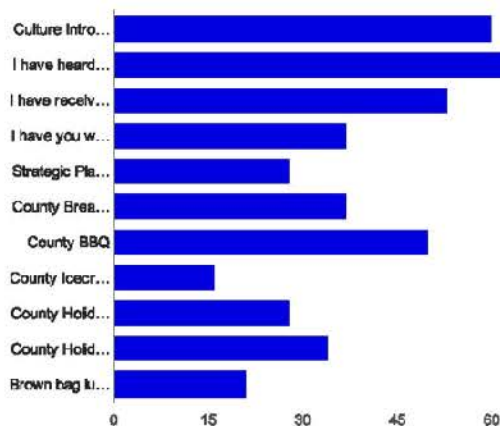
Less than 1 year	17	19.5%
1-3 years	20	23%
4-7 years	11	12.6%
over 7 years	39	44.8%

### Over the past year Wasco County introduced the "100% Love Culture Guide." How would you rate your level of knowledge of the Guide and implementation of the the values:



1 - Very little information - no formal introduction to the materials	6	6.9%
2 - Attended introductory meetings, but have not been actively engaged since introduction	8	9.2%
3 - Understand the concept of 100% Love Culture, aware of the meetings and intent, not a lot of crossover to my current position	24	27.6%
4 - Participated in introductory meeting, County activities and engaged in discussions about how to implement within my departmental.	26	29.9%
5 - Fully understand the 100% Love Culture and have participated in multiple activities and initiatives including cross-department planning teams.	23	26.4%

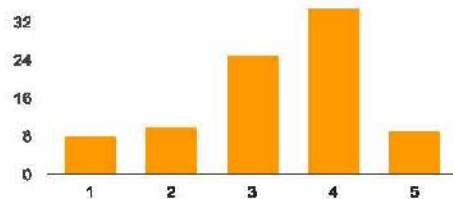
### What opportunities have you had over the past year to participate in 100% Love Culture activities? (Please check all that apply)



Culture Introductory Meeting	60	69.8%
I have heard or read the Original 100% Love Story	69	80.2%
I have received a 100% Love "Wow! I Noticed" note.	53	61.6%
I have you written a 100% Love "Wow! I Noticed" note.	37	43%

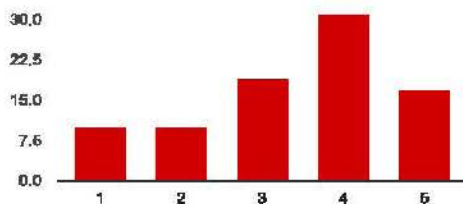
Strategic Planning meeting	28	32.6%
County Breakfast	37	43%
County BBQ	50	58.1%
County Icecream social	18	18.6%
County Holiday Potluck	28	32.6%
County Holiday events: (Tree decorating , polar express train car decorating, door decorating, etc.)	34	39.5%
Brown bag lunches	21	24.4%

#### We as Wasco County are living the core value: "Embody the 100% Love Culture"



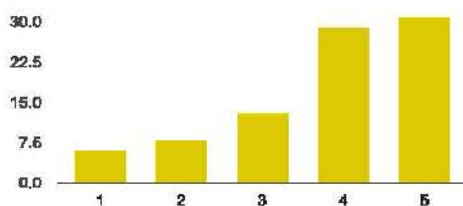
Strongly Disagree: 1	8	9.2%
2	10	11.5%
3	25	28.7%
4	35	40.2%
Strongly Agree: 5	9	10.3%

#### We as Wasco County are living the core value: "Relationships are primary"



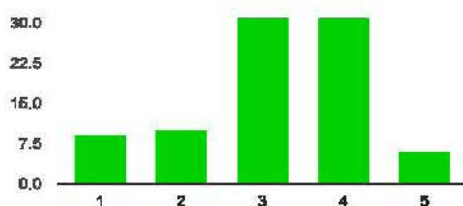
Strongly Disagree: 1	10	11.5%
2	10	11.5%
3	19	21.8%
4	31	35.6%
Strongly Agree: 5	17	19.5%

#### We as Wasco County are living the core value: "Do the right thing, even when no one is watching"



Strongly Disagree: 1	6	6.9%
2	8	9.2%
3	13	14.9%
4	29	33.3%
Strongly Agree: 5	31	35.6%

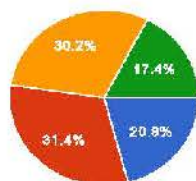
#### We at Wasco County makes decisions based on the core values at all levels.



Strongly Disagree: 1	9	10.3%
2	10	11.5%
3	31	35.6%
4	31	35.6%
Strongly Agree: 5	6	6.9%



### How often does your department talk about and/or review the 100% Love Culture?



Daily	16	20.9%
Weekly	27	31.4%
Monthly	26	30.2%
Never	15	17.4%

### Please share your experiences and observations of successes in the implementation of the 100% Love Culture and Core values.

none

I have seen a change in general attitude throughout the whole organization. I love feeling the love.

General atmosphere feels better

I have heard stories of how the department was in shambles prior to the establishment of the 100% love culture however I have not been present long enough to see it when it was at it's worst, personally. But from my perspective as a new person, the atmosphere is excellent, we care about the county and it's residents, and everyday we try to learn something new to help someone else out.

In past years, we had problems with employees being degrading to other and since the 100% has been implemented that has now stopped.

Cross functional teams

I see that people are very excited about 100% Love and often hear them discuss it in staff meetings, ad-hoc conversations, and gatherings. During my time here, I've been excited to learn about 100% love and have enjoyed the team environment. I was not expecting the acceptance and adoption rate of this culture, especially after hearing it has only been around for a year.

Not a specific, but the willingness of departments to reach across the divide to another department is great. It makes coordinating smoother when resources do not have to be diverted to managing relationships.

Our department treats everyone with 100% love. Customer service is primary and it helps to know that management agrees.

I have seen people make time to make it happen - which is impressive because we are all so busy. I have seen the Commissioner's make decisions specifically to show love to their staff; the recent snow days to ensure their safety spoke volumes to our staff. I have seen a good sense of humor about the warm and fuzzy aspects that have helped the team come together.

I personally feel much more connected as a county employees since this effort began.

While sharing the 100% Love Story with the public, I was pleased to see that it is readily accepted, and most expressed positive feedback regarding it.

The successes I have seen with the implementation of the 100% Love Culture come from our community. When I walk into a restaurant and see our buttons, when I am out and about and people ask me what the button means, when I am able to give them a button and share the story. The success is sharing the message, sharing the love.

I have seen a change in the interaction among departments. Not all departments are acting independently as before.

I see so many people stepping into the practice of 100% love by way of public contacts and cross-dept interactions

I think the biggest success has been the way the county administrator has opened up and accepted the 100% Love culture and wants to see it through.

We have seen success by seeing "buy in" from our department employees. For the most part everybody is on board. They are also seeing the value in our Core Values and how they can work with interacting with the public.

The Sheriff's Office door decorating tried to embrace the culture by inviting county members to come to the Sheriff's Office and participate in an interactive game, EAS support staff is very good about sharing supplies and knowledge, Kathy White has helped me with PDF forms and Excel spreadsheets. I think employees take the extra time to physically escort customers to the offices they are looking for.

Staff enjoy the environment the new culture created. The public are beginning to recognize the change the more they deal with us, as it has a positive impact on their experiences with us.

Im not sure how much is 100%, or just building relationships, but relationships are good for the most part

Persistent effort on behalf of management to embody the spirit of 100% Love Improved morale of staff Stimulated creativity when thinking about problem solving, coming up with fresh ideas, pushing us outside past presumed norms. Increased awareness/acceptance of differences, awareness of interdepartmental relationships, vision of the County as One Team.

All that's changed is a catchy slogan and a new logo. The only love shown is from management to management.

It was forced on us as a new idea even though most employees were already doing it. Management is not living it by their actions, they are still looking out for number 1 and number 1 is NOT their employees

My department has always lived this culture, even before it had a name.

We have made good progress in rolling out the culture. I believe we need more opportunity to discuss and share these changes in bigger ways to connect employees across departments.



It is a great concept but too much time is spent on something that should come naturally, by being a good person. And if it isn't, then the County should put on communication and relationship building classes, or team building exercises, for those individuals. Departments and individuals who previously exhibited the golden rule, seem to not get credit for doing a job well done. I think sending admin off to an expensive retreat is something that goes against what the county does for the employees, money and time could be better well spent.

N/A

At least from our point of view in dispatch, the 100% love culture has amounted to a lot of talk and not much else. We feel strongly that we were already doing these things for our citizens, going above and beyond in our call taking and information gathering, and being proactive concerning working with our deputies and other agencies. Many of us have had personal struggles over the last few quarters and we have all pitched in where we can to support each other. I think that many of us would do the same for a deputy on our personal time, though we doubt a deputy would do the same for us. To us, this was not a "new" concept. We are our own family up here, and while several of us do feel that we belong to the WCSO team, we don't necessarily feel included or that our contributions matter outside of our little room up on the hill. Case in point, the all county staff meeting where one department's single incident was lauded (a scuffle, which admittedly is always a big deal and should be recognized as a potentially scary situation where no one got hurt) but another department's six months of overtime and 12 hour shifts was overlooked, with many of the dispatchers putting in a 14 hour day in order to attend the meeting. We don't require hand holding or constant gold stars. We do what we do because we love it, and have a passion for public safety. But overall I think it's safe to say that many people up here do not feel that 100% love has necessarily been shown our way. When we are slogging through a foot of snow in a parking lot that has been unplowed for almost 48 hours for yet another 12 hour shift, that's not 100% love. When a dispatcher receives a note from a grateful citizen but not feedback from superiors, that's not 100% love - and yes, I realize it's not about accolades, but it's appreciated, and it's free to give an attaboy when one is due. When you have an opportunity to publicly thank a group of employees that have sacrificed sleep, family obligations, and personal time due to short staffing that occurred in part due to an inept (now retired) direct supervisor and you don't take it, that's not 100% love. I do think it's important to note that these feelings are not the fault of our immediate supervisor - in fact I feel for him because I think that he KNOWS how we feel and he's stuck in the middle, duty bound to continue to push this "culture" on us when we've made it clear that we don't need him to do that. He frequently shows us 100% love, and has been a tremendous addition to the communications team. We will continue to do the right thing when no one is watching. We will continue to value our relationships with each other and those around the county. We will continue to serve our citizens, co-workers, LEOs, and fire/medics as well as we always have, with or without the 100% love culture. But we were doing it long before it became the county buzzword.

None, I've only seen employees doing the best they can in the current situation for the most part.

I know of people who have joined County staff or postponed retirement based mostly on the culture. I have also seen an significant increase in STAR Team event participation.

Folks either live it or dismiss it. Need to figure out how to bring those slow adopters along.

How about asking for other comments - like do we feel the love from management (i.e., Administrator, Board of Commissioners). My office does GREAT with providing service but I'm not feeling it from the higher ups.

I have seen a big difference in both staff and employees. People are more friendly and willing to help.

I'm not sure what the successes are, as they are not shared on a County wide scale.

The onboarding of new staff has become much more welcoming. The other piece I have noticed is the kindness between employees.

What we do day to day at Road Dept. is & always been about serving the Public with 100% Love.

The Road Dept. has always had 100% love. The rest of the county we see very little love.

nothing to share

Same values as before.

Great concept but needs to start at the very top (BOC)

I try to do the right thing for the public

Partnering up with co-workers to get jobs done. Helping out everyone.

I have seen people use the phrase 100% Love as a rallying cry or litmus test of how we're treating people. There have been lots of good stories shared. There are more people wearing the button - even people outside of the County. We work better across departments. We have increased participation in events.

It appears to me that 100% Love culture is accepted and practiced daily

I do feel that everyone is trying in their own way to be a part of the culture.

I have observed no success since the implementation.

#### **As a member of the Wasco County team what have been the challenges you've seen in implementing the 100% Love Culture. What do you see as future challenges?**

I think at face values some feel that the title 100% Love is corny or too touchy, soft and emotionally based. A future challenge I think will be the maintaining the momentum. Often you start something like this and it works for a little while until it becomes old hat and people just think oh that again attitudes.

The one size fits all approach sometimes doesn't fit with individual Department cultures, and may in fact work against them. It would be nice to have some options/alternatives for engaging in 100% Love in a way that feels more authentic.



Not everyone getting on board, people still feeling angry and that may never change.

I am too new to witness any challenges. The only thing I have seen is certain people not seeming to embrace the culture and grow as a team in it.

See above. Now I see where most employees are working closer, which helps in doing our job. Also being nicer to the public.

Not sure if individual department employees are well versed across the board

I have not had much experience in the implementation, but I have experienced positive interactions at all levels and have heard from multiple people who have been here longer about how it was and how it is now. During these conversations, the only consistent challenge mentioned has been the adoption of the culture by those who have worked at the courthouse for many years.

Relevancy for some positions. The benefits for some positions are not as tangible as for others. The big challenge will be to get everyone to consistently look past their 'desk' and see how it all fits together.

Time to write the notes and tell the story. I am terrible because I'm behind in almost everything - which puts me further behind in making an effort to write notes or plan office fun/activities. I am constantly impressed by others who can make it happen.

Some employees refuse to really give it a chance and are a negative influence. Future challenges ... how to deal with employees who are not desirous or willing to give an honest effort with the 100% love culture. Determining what 100% love looks like in a performance evaluation.

There has been some resistance to the term "100% Love". Several of our staff have expressed sentiments that it is too warm and fuzzy (paraphrased) and some seem to have an awkward response to it.

I wish employees will get the option to vote as for times/dates works for county activities. For example the Christmas potluck. No one in our office (with the exception of the supervisor) has attended since it was moved to the evening. Same with the breakfast. Or if we get an email saying offices are to close at this time to join us to potluck/breakfast etc. Poor communication all across.

Current Challenges: -Employee Buy-in (Employees opinions weren't gathered-no committee to help create buy-in and convey the message.) -Intentional Coaching/Mentoring (Who are our cheerleaders? Who can help spread the message?) Future Challenges: -Consistency (standing behind the message of 100% Love) -Bringing the right people on-board (New Hires in all departments/all positions) - Director/Management Team (will they continue to uphold the culture and not breed cynicism?)

Newer hires have not been fully engaged to see that there is a need to be "part of the team" with the whole County. Sometimes they are too focused on their own job.

I see some inconsistencies between the culture and the structure of some of the compensation practices.

I think the biggest challenge will be getting several of the department heads that think they are showing the 100% Love culture to their people but the employees don't see it or trust them.

At this time there are some employees who think we are already doing this and this is just another "gimmick" from the administrative staff. It is hard to tell how it will progress with certain employees but trying to get those employees to think differently will be one of our biggest challenges. Another challenge is to have enough time to keep the plan going. Everybody in all departments are extremely busy and sometimes don't have the time to work on the plan, even though the work load is spread out. We don't want to lose focus on the program, however we have to find a balance to make sure it is successful but keeping in mind we all have obs to do.

Negativity of long time employees. Getting long time employees to look to the future and forget about the wrongs of the past. Administration demonstrating transparency.

Attacking the problem and not the person, we have made great progress in this area but it deserves further and consistent effort.

Honestly the name makes it hard for some to get on board

Now and Future: longtime experience employees who have a mode or style of work habit and relationships - change in practice inherently difficult; change in attitude can be impossible. Intrinsic motivation comes from within and some people are not ready personally. It will just take time and good hiring practices.

Poor management skills.

leadership

Supervisor publicly yelling at employees and giving a direct order for employees not to have or express an opinion. This culture comes from the top down and is not being demonstrated by supervisors. Departments are short staffed and yet there has been no cross training to help fill vacancies, despite talking about getting it done. Any suggestion at ways to help temporarily fill positions is met with immediate opposition. Management needs to have an open mind and explore employee suggestions.

Resistance from the "old school" to change the way things were. To keep all employees engaged, continued creativity to keep the culture fun and in the forefront of all minds.

Focus needs to be shifted, making a policy isn't going to just make operations be the way it was envisioned. I feel the delivery of the policy didn't go with the 100% love culture. I would like to see more classes or team building exercises to encourage the 100% love culture. I would like to see more cross training and a process developed where people can make routine suggestions to make the different departments work together on a more effective and respectful level.

N/A

Because our department has a varied schedule, we don't have access to all the county value activities. It makes you feel separated from the group at times.



I personally haven't had any, nor do I think anyone in my department has. However, I do feel that the county is up against a wall with us. Despite my negative words regarding this concept, I love working where I work, and I love the people I work with. I still leave here feeling like I made a difference in someone's life every day. Future challenges will come if my words are taken to heart. People in here need to let go of past hurts and indignities - a select few still haven't forgotten the county's consideration of "shipping us to Condon," and those things take time to heal. It will go faster if those people realize they are appreciated, and that they are a valued part of the team. The hurt exists BECAUSE of our passion for what we do and where we do it - here, at home. I can see things improving over time if certain efforts are made. Again, we don't need to be babysat. No one up here needs a sticker chart. Just....remember to show people that they matter. Remember that at the end of every successful call there was a dispatcher who played a part. Remember that at the end of every laugh call, there is a dispatcher who may be struggling. You can not possibly know how deeply it affects us when you take the time to check in. It is appreciated more than you know. I would like to see us all move FORWARD together. From a dispatch to citizen viewpoint, we are already doing everything right. It will be up to some of my coworkers to decide if they want to accept any overtures from the COUNTY that will start us heading back in the right direction, and I truly hope they do.

You are trying to implement a "touchy feely" concept into a para-military organization. That is not going to fly. Whatever happened to doing the right things because it was the right thing to do. I don't need some kind of Love Culture to tell me how I should be behaving and acting. I was raised to be polite and courteous to everyone I come into contact with regardless if I'm at work or not.

There is still some resistance to the culture, especially among those who have been at the County for many years - some do not see the need for a shift in culture and others do not trust the sincerity and/or longevity of the culture.

Resistance with certain groups of employees.

Administration doesn't practice what they are trying to sell

Learning to trust it.

1.) The 100% Love Culture has not been discussed in my department by leadership, nor do I see the culture exemplified or supported by my manager. This may be a result of how our department is currently operating. It feels like "weak generals, stronger lieutenants" with no direction, little support, and little action to move towards 100% love and support. 2.) 100% love is seen and probably felt at the director level, but is not trickling down beyond that to include all employees (this may be because of what is happening County wide is not being shared). It might be helpful to share culture mission, what it means to all employees, and the role each employee plays in this culture shift and get their feedback (this survey is a good choice). Also, recognizing every employee for their efforts. It is important that all are recognized (WOW, I noticed...), not just a select few.

Reaching out to sub-committees, commissions, boards, etc. and setting expectations beyond the traditional employees.

The balance between employees and courthouse

Starts at the Top but not flowing downhill

Dont care! Doesn't apply to my position

none

Some departments had already been practicing the core value and were offended by the way things were presented to them.

not much

People don't care

Holding onto the past - Hard feelings with performance based pay scale upper management talks a good game - not real/just for show, Tyler's and Lisa's idea is not applicable in real life

Have not had any

Not everybody embraces the culture - some are still skeptical or mock it. I think a challenge going forward is embedding it into our daily activities so it doesn't become "out of sight, out of mind".

maintain and improve current commitment.

There are still a few departments that are not feeling the love. Until some bridges are crossed and relationships mended there will always be a challenge

The challenges range from a ridiculous feel good safe space type of name to the laughable "bus" analogy to describe a professional environment.

#### Do you have a 100% Love story you would like to share? (Please share it below)

no

The other day, I was leaving work. We had already closed down our registers and I was ready to go home and relax; However, a Spanish Speaking lady stopped me in the hall (luckily I speak Spanish) she told me she works until 4 everyday and wouldn't be able to make it back to make her tax payment and that she is really stressed out because she is the only family member who can drive. My heart was full of compassion. I let her in the office, I hand wrote her receipt, and put her payment in a safe place (the safe) until the next morning so I could enter it. She was grateful and I felt good about the decision. I was told that was a true example of 100% Love Culture :)

Not at this time.

Not at the moment but there are many



None, yet!

The IT and Facilities staff are incredible. They are always so responsive and friendly. They are a model for us all!

Kathy White—goes above and beyond her job description. Not only is she culture wrapped up with a bow but she exemplifies what it means to be a cheerleader! Facilities Team—There is no task too small or too big. They will get the job done sooner or later. Information Services—AMAZ-ING! I have never worked for an organization that had an IT team get the job done as efficiently and effectively as Paul, Scott, Andrew and Jaime do. They are superstars!

that would change the anonymity factor.

There has been too many to list. I see it every day, most all employees are willing to do what they can to help their fellow employees.

There are too many.

Efforts to implement a transitional housing program have been challenging. One neighbor, an elderly couple, have been very vocally opposed to a recent plan on a specific house. After they made many calls to many prominent and connected people, a lot of misinformation and concern was quickly directed towards County govt. Instead of shrinking away from the concerned neighbors, additional outreach was made to stay in communication, provide procedural justice, and maintain a transparent process. In the midst of ongoing drama, additional visits to the neighbors at their house generated positive relationship building. Even though the neighbor may never be an ally of the housing program, their respect for Wasco County and its employees contacting them have remained positive. On the way out the door after one visit, the wife said, "Please come visit us any time!" After initial proactive efforts, staff now feels much more comfortable maintaining a positive relationship rather than assuming a bad one.

If you look at it from a wider lens of how it has changed people's hearts to be more caring, more aware of what we are doing on a daily basis and how it impacts those around us both internally and externally, that's love.

No

I forwarded mine to my supervisor, and I believe it was passed on up the chain, though I never heard anything more. In general, I just want to say that my coworkers have been tremendous during these last 6 months while we struggled (and continue to struggle) with staffing. We've had our share of ups and downs, but we made it through with minimal sick time, rescheduled vacations, sacrificed training opportunities, postponed family obligations, and we did it all short on sleep for weeks on end. I think every single one of us would do it again. Truly. If that's not 100% love I don't know what is. No one walked away. No one gave up. We dug in and got it done. We love what we do, and we want to see Wasco County perform to the highest standard possible. We weren't about to let anyone down on our end.

No, because there have been none. Only people doing good work for the County. I can only say in regards to people talking the Love Culture has only been negative in context not to mention that it also has some socialist and Scientology vibes to it. No thanks you can have your cult culture somewhere else just not with me included.

Too many stories to pick out just one - and that is, in itself, my favorite 100% love story!

There are many but I would have to say, I work with some really great people!

Everyday we plow or sand roads for the public

To many to share at the road dept.

No

Hell no.

We have multiple stories they occur year round

helping people

Youth workcrew and Coordinator helping out facility crew and city with snow and ice removal. The hundred percent love culture has brought so many to come together as a team! Looking forward to another year to grow this culture even more.

I made a very rookie election mistake that had to be admitted publicly in a variety of places/events. When I had to present at The Dalles City Council meeting, Rod Runyon, Tyler Stone and Kathy White all showed up to support me, which showed that the County truly backs 100% Love even when you make a mistake.

no answer

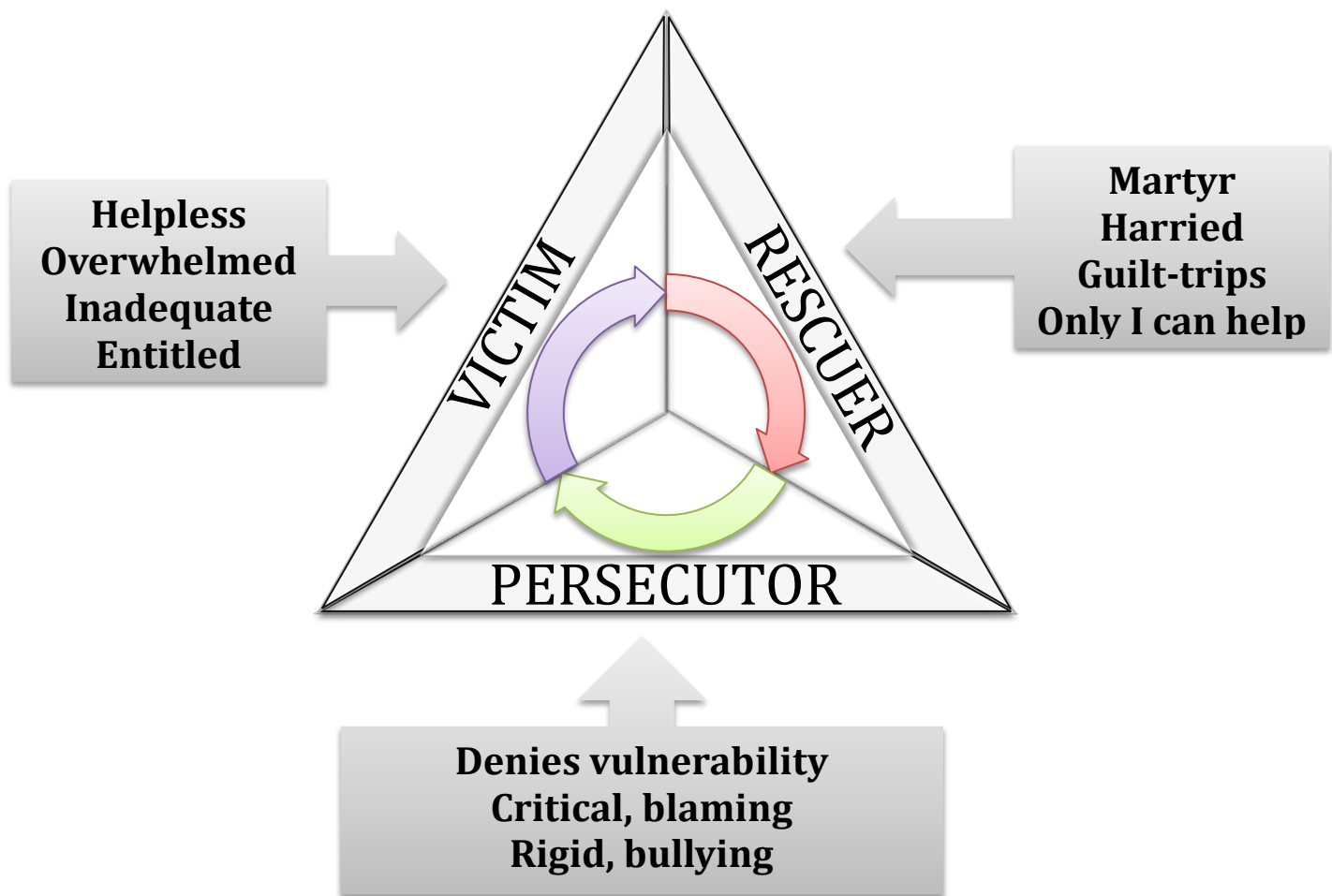
Kathy White is always showing 100% love. She is always going above and beyond for everyone around here. She is an amazing example of the 100% love culture in action.

## Number of daily responses

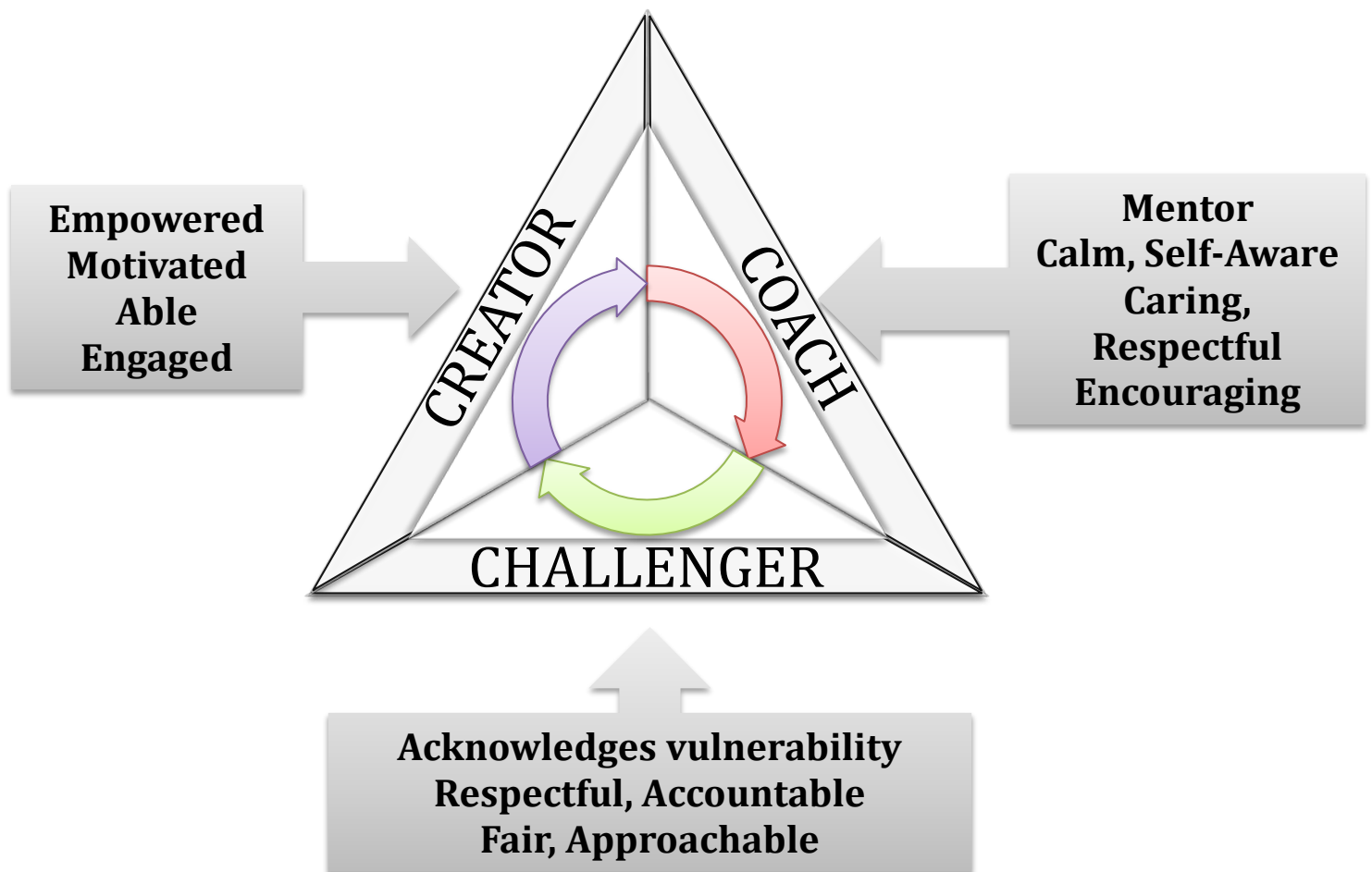


## 3.6 | Trauma Triangle Progression

# REENACTMENT TRIANGLE



# EMPOWERMENT TRIANGLE





# STOP THE DRAMA

We move around the triangle until one of us moves out and into a clear and healthy communication pattern.



## Move to Challenger with Clear Structure

**State Boundaries:** "I am willing to listen to your story for ten minutes."

**Active Listening:** "I am willing to listen to your problem without making it mine to solve."

**Make Expectations Clear:** "I want you to keep your agreement. Please have it done by Tuesday."

**Provide Choices:** "You can either keep your agreement or I will no longer be involved. you choose."

## Move to Creator with Problem Solving

**State What you Want:** and take action.

**Keep Agreements:** If someone helps, do your part by following through.

**Ask yourself:** "How can I get what I really want in a healthy way?"

**Count your Blessings:** Acknowledge your strengths and what is going well.

**Remember:** *You make you!* and *You're stronger than you think!*

## Move to Coach with Clear Support

**Give the Message:** "I care about you and I know you are capable."

**Do nothing that the other can do for him or herself:** "I know you can do this."

**Active Listening:** "I am willing to listen to your problem without making it mine to solve."

**State Boundaries:** "I am willing to listen for twenty minutes."

**Provide Choices:** "I will listen for fifteen minutes now or you can call back next Tuesday. You choose."



## Drama Roles

## Empowerment Roles

### VICTIM

- Feels overwhelmed by their own sense of vulnerability, inadequacy or powerlessness.
- Doesn't take responsibility for self or their own power and instead looks to a rescuer.

### CREATOR

- Feels empowered to create change
- Takes responsibility for their own actions or inactions
- Self-aware of vulnerabilities
- Communicates needs and what supports would be helpful
- Action Oriented

### PERSECUTOR

- Attempts to fix through force.
- Can be authoritarian, controlling and often punishing of the victim ("for their own good").
- Often over-powers others.
- Domination is the most prevalent style of interaction.
- Denies their weaknesses.
- Often fears being powerless.
- Denies own vulnerability, needing to focus on someone else as weak or broken.

### CHALLENGER

- Acknowledges a problem
- Communicates expectations
- Seeks equitable solutions
- Respectful, Fair, and Accountable
- Self-Aware
- Empowers others to improve
- Provides reasonable access to helpful resources.

### RESCUER

- Doesn't own their vulnerability, seeks instead to "rescue" those they see as vulnerable.
- Denies their own needs.
- Often does more than their fair share of the work,
- May offer "help" without being asked rather than finding out how (and if) the other person wants to be supported,
- Agrees to do something they don't want to do.
- Often ends up feeling taken advantage of or resentful, used, or unappreciated in some way.
- Does not take responsibility for self but instead takes responsibility for the perceived victim they are trying to rescue.
- Can end up feeling like the victim.

### COACH

- Self-Aware; acknowledges own vulnerabilities
- Maintains boundaries, only "owns" their own part in any situation
- Provides Support, Encouragement
- May provide skill building
- Only takes responsibility for their own actions and reactions

# Empowerment Roles

## CREATOR

- Feels empowered to create change
- Takes responsibility for their own actions or inactions
- Self-aware of vulnerabilities
- Communicates needs and what supports would be helpful
- Action Oriented

## CHALLENGER

- Acknowledges a problem
- Communicates expectations
- Seeks equitable solutions
- Respectful, Fair, and Accountable
- Self-Aware
- Empowers others to improve
- Provides reasonable access to helpful resources.

## COACH

- Self-Aware; acknowledges own vulnerabilities
- Maintains boundaries, only “owns” their own part in any situation
- Provides Support, Encouragement
- May provide skill building
- Only takes responsibility for their own actions and reactions

## What Triangle Are We In?

### Ask Questions...

- Are we helping a person to change? If so, how?
- If we're not helping towards change, are we reenacting?
- Are we circling around issues but not coming up with solutions?

## How Do We Change Triangles?

- Stay in your own experience.
- Slow things down using breath or a tool from your safety plan.
- Use "I" statements.
- Acknowledge the responsibility and power of each individual.
- Talk directly with each other instead about someone to someone else.
- Take a position of empowerment and respect.
- Take a position of accountability.
- Coach others towards roles in the Empowerment Triangle.



Approved this 7<sup>th</sup> Day of June, 2017.

---

Wasco County  
Board of Commissioners

  
Rod L. Runyon, Commission Chair

  
Steven D. Kramer, Commission Vice-Chair

  
Scott C. Hege, County Commissioner