



# BUILDING HIGH-PERFORMANCE ORGANIZATIONS IN THE TWENTY-FIRST CENTURY

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# The Challenge:

“Only three things in organizations happen naturally: friction, confusion, and under-performance. Everything else requires Leadership.”

Peter Drucker



The Local Government Imperative

Leadership Skills

New Structure for 21<sup>st</sup> Century

Change Levers

The Work of Leadership

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# THE LOCAL GOVERNMENT IMPERATIVE



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## THE FUTURE

“ New Localism holds as a basic tenet that cities and their metropolitan communities are the level of society that will address many of the economic, social, and environmental challenges facing the world today.”

- Bruce Katz and Jeremy Nowak



## THE FUTURE

“ New Localism reflects a new horizontal rather than vertical mechanism for societies to solve hard problems.”

- Bruce Katz and Jeremy Nowak



Housing



Environment



Safety



Education



Healthcare



Infrastructure



Jobs

THE 21<sup>ST</sup> CENTURY  
CHALLENGES

## Issues are:

- **Multi-Sector**
- **Multi-Disciplinary**
- **Multi-Jurisdictional**
- **Intergovernmental**



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## NEXT BIG THINGS

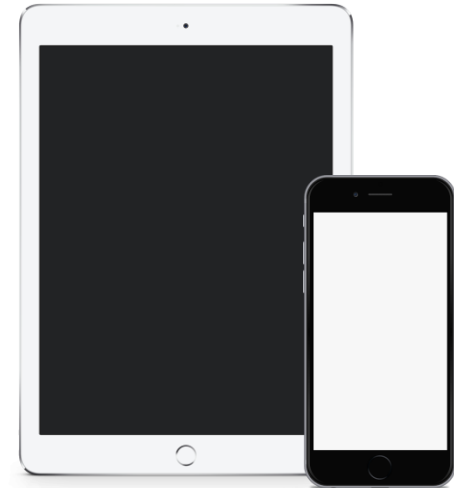
- Importance of the City/State
- Organization of Future
- Workforce of the Future
- Open Source World
- Disruptions and Creative Destruction



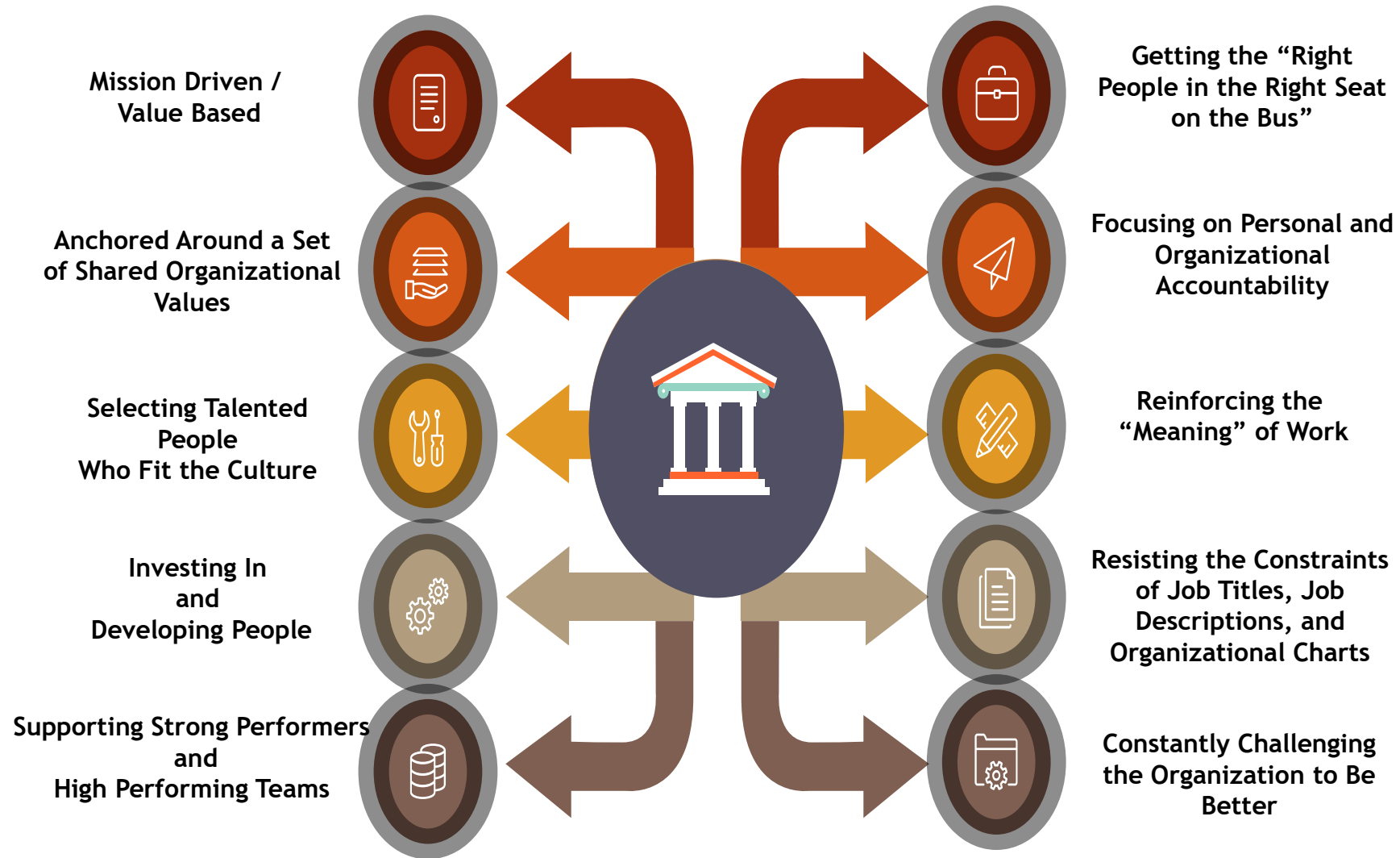
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## **NEXT BIG THINGS (CONT.)**

- **High Tech and High Touch**
- **A.I.**
- **Data Analytics**
- **Evidence and Challenging  
Conventional Wisdom**
- **New Models of Finance**



# 10 CHARACTERISTICS OF GREAT ORGANIZATIONS

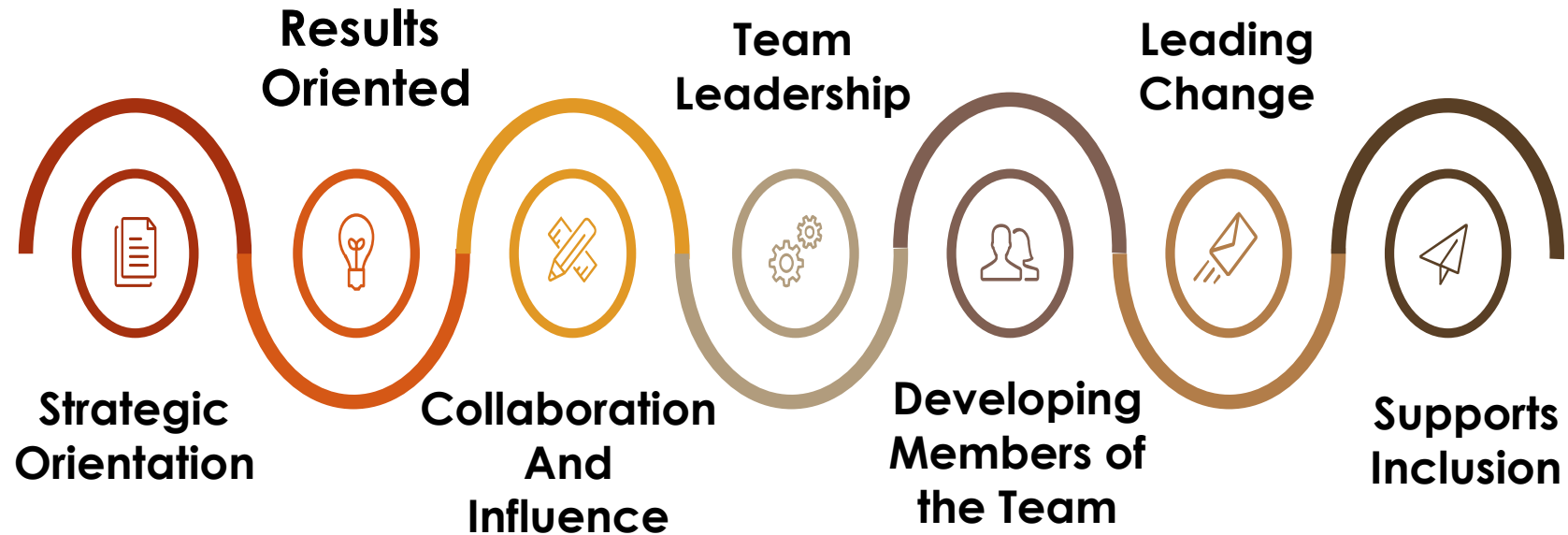




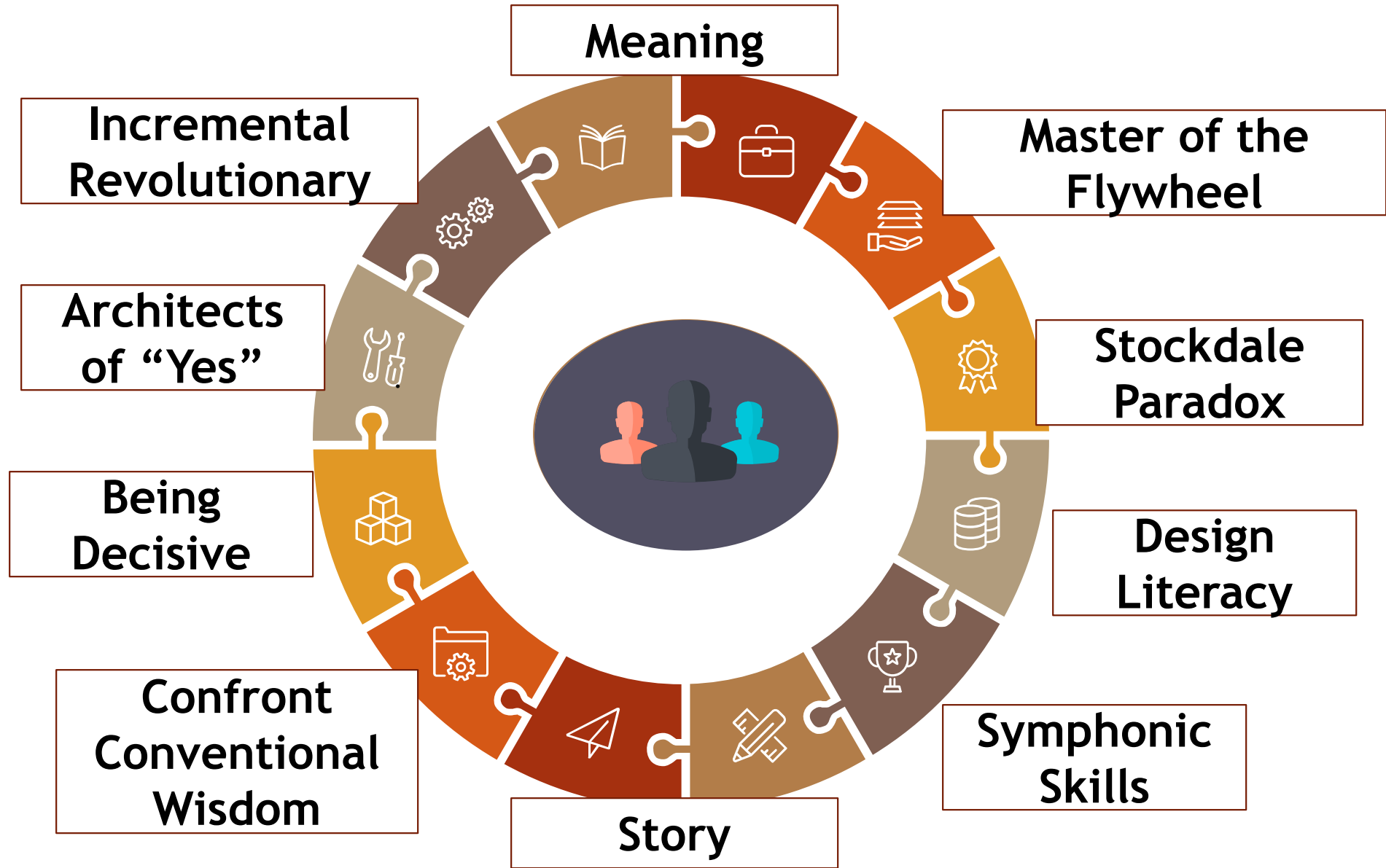
# LEADERSHIP SKILLS



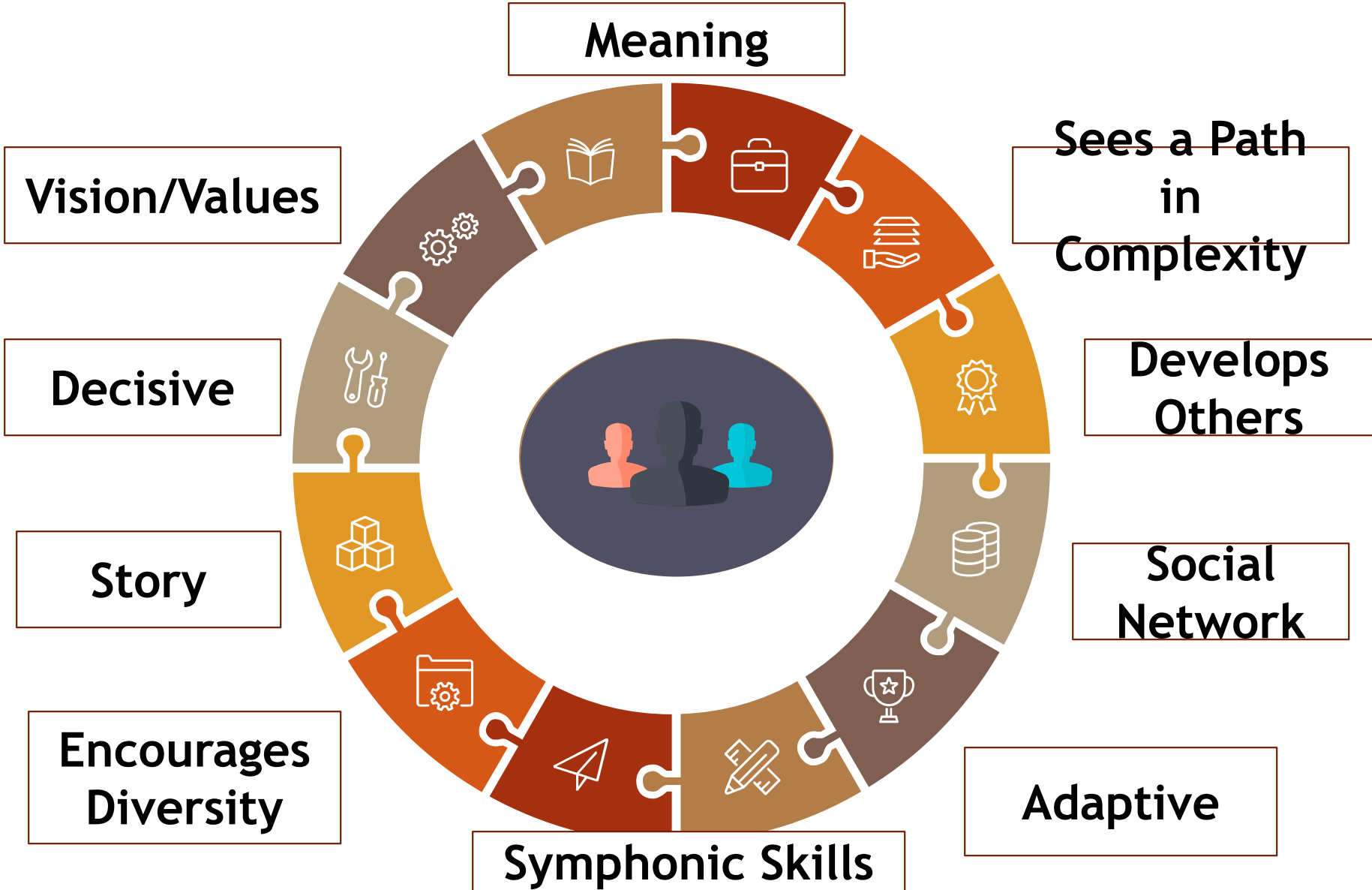
# WHAT SHOULD LEADERSHIP DEVELOPMENT FOCUS ON?



# LEADERSHIP SKILLS FOR THE PROFESSION



# RESILIENT LEADER





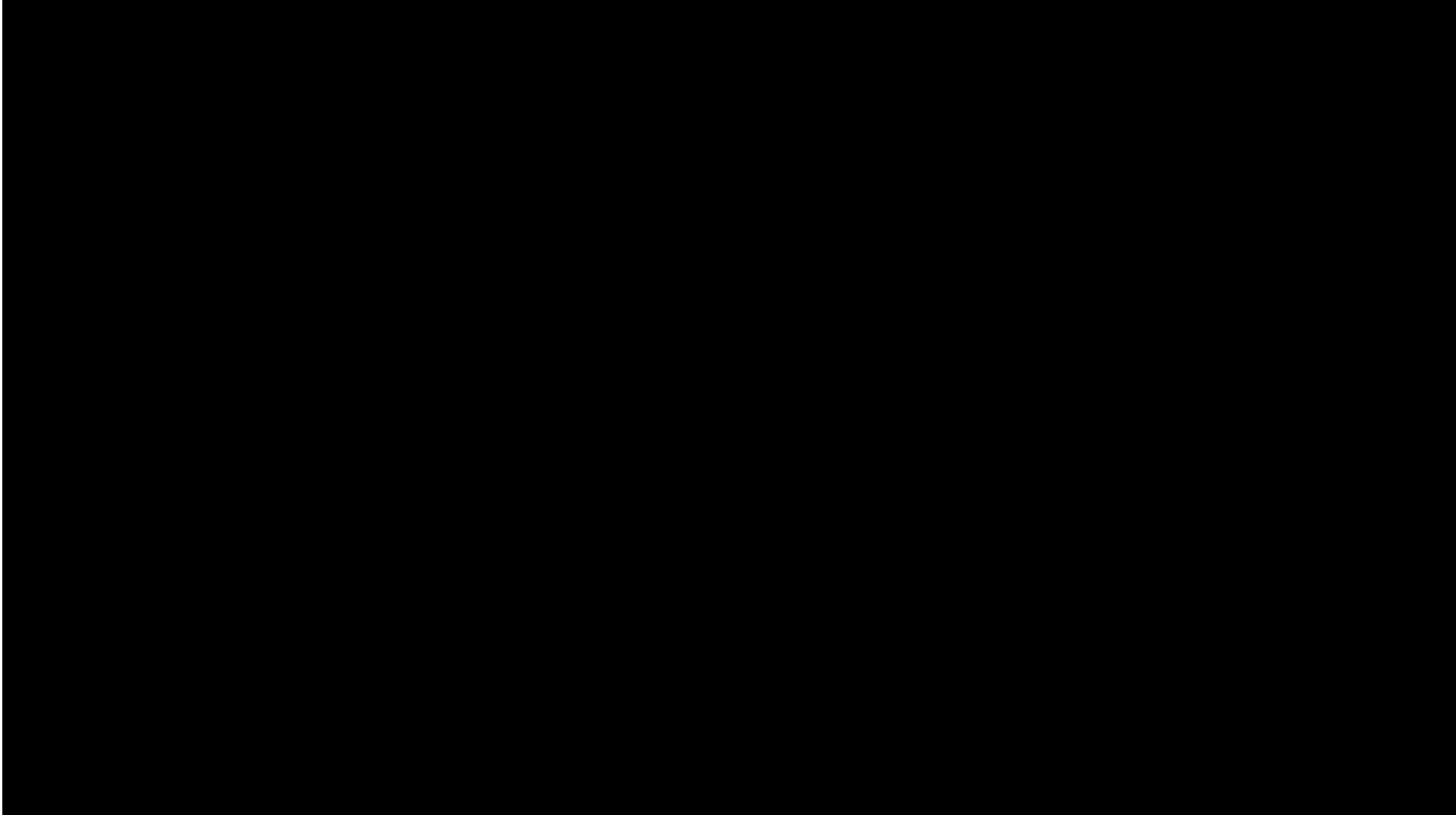
# NEW STRUCTURE FOR 21<sup>ST</sup> CENTURY



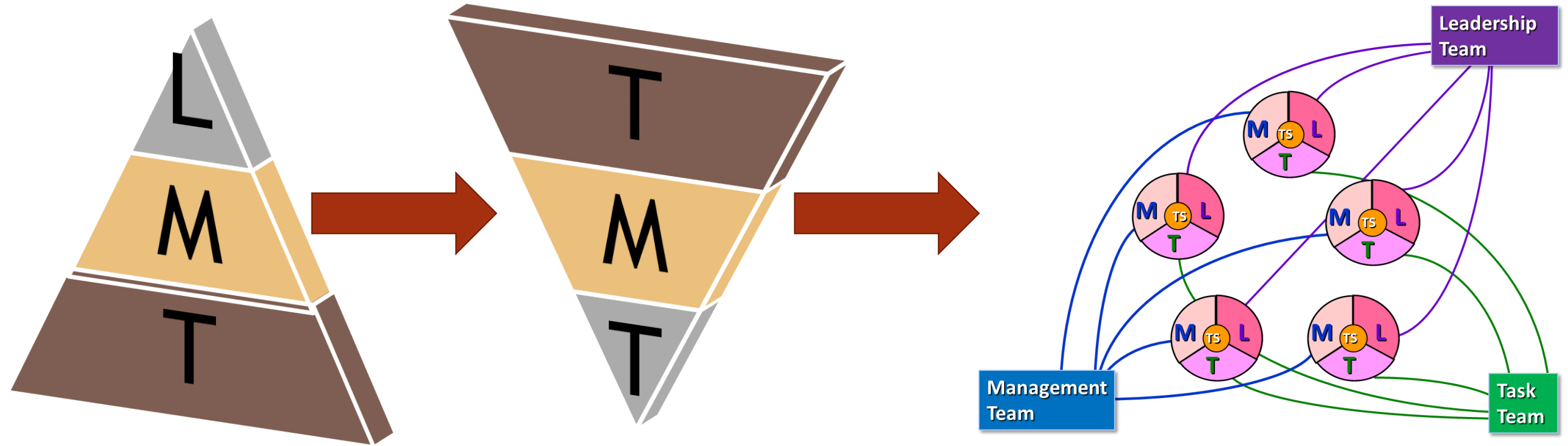


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*ACCELERATE* - JOHN KOTTER



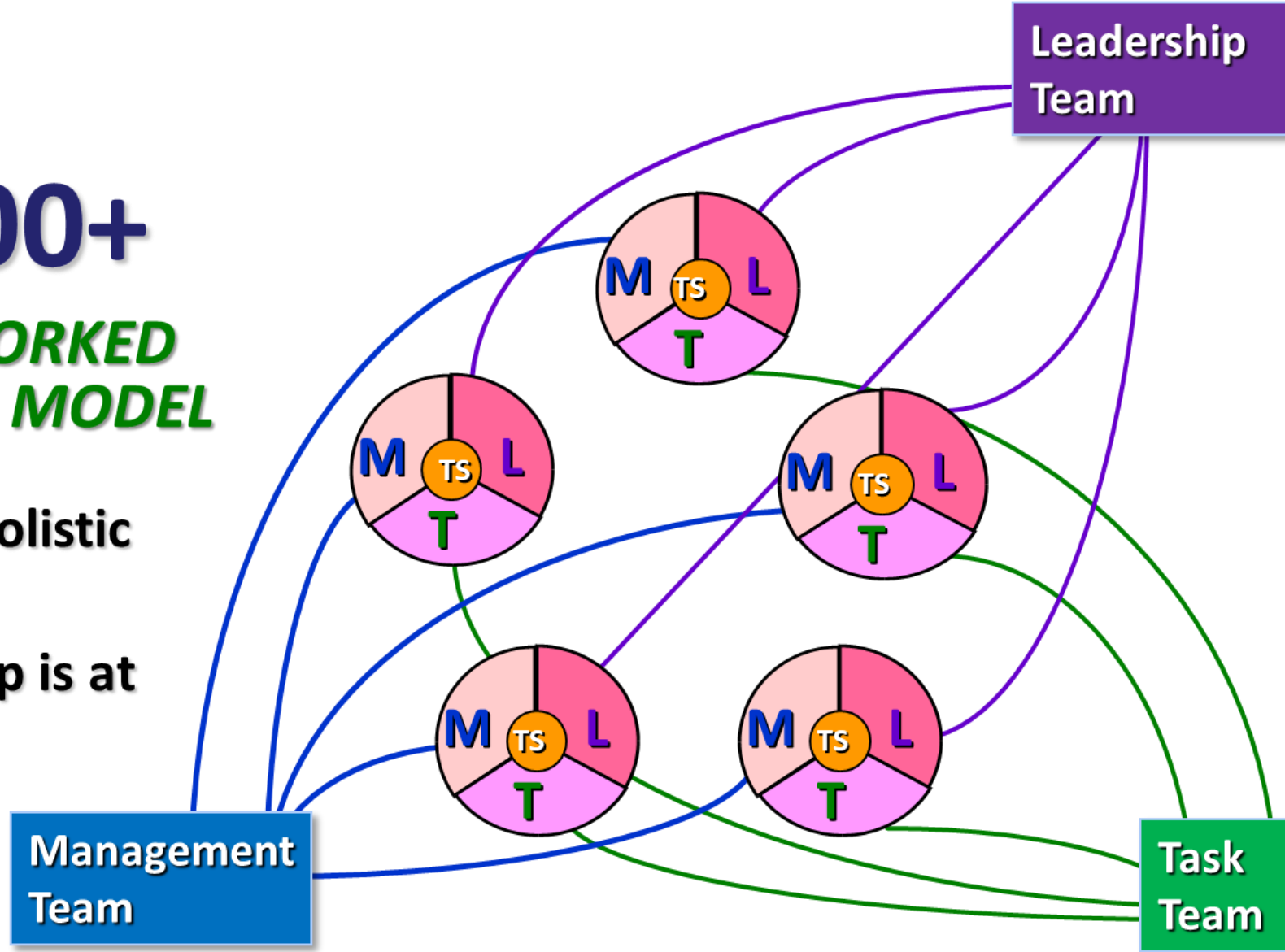
# INDUSTRIAL MODEL TO NETWORKED TALENT MODEL



**2000+**

**NETWORKED  
TALENT MODEL**

**Work is Holistic  
and  
Leadership is at  
all Levels**



# “WORK” IS HOLISTIC IN THE NETWORKED TALENT MODEL

## Management Skills, Abilities, and Behaviors

Causal Modeling/Systems  
Analysis

Performance Planning

Project Management and  
Execution

People Development

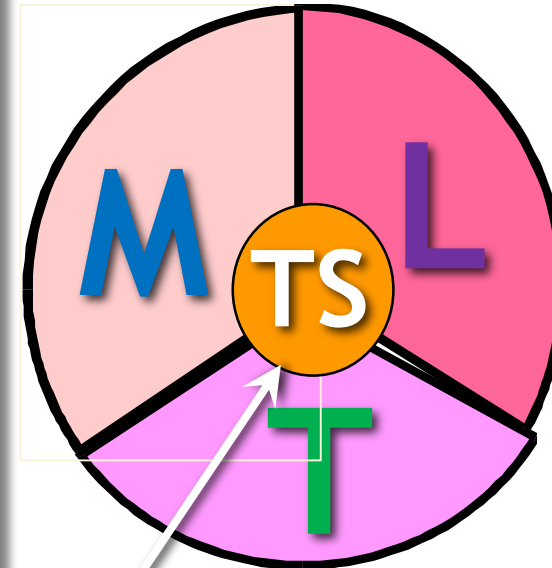
Plan Implementation,  
Monitoring, and Adjustment

Outcome/Results Variance  
Analysis

Open Communication

## Leadership Skills, Abilities, and Behaviors

- Strategic Stakeholder Value  
Analysis
- Vision / Values to Strategy /  
Structure / Systems
- Suprasystems Integration /  
Stewardship
- Learning / Thinking /  
Changing / Renewing
- Enabling / Empowering /  
Engaging / Energizing

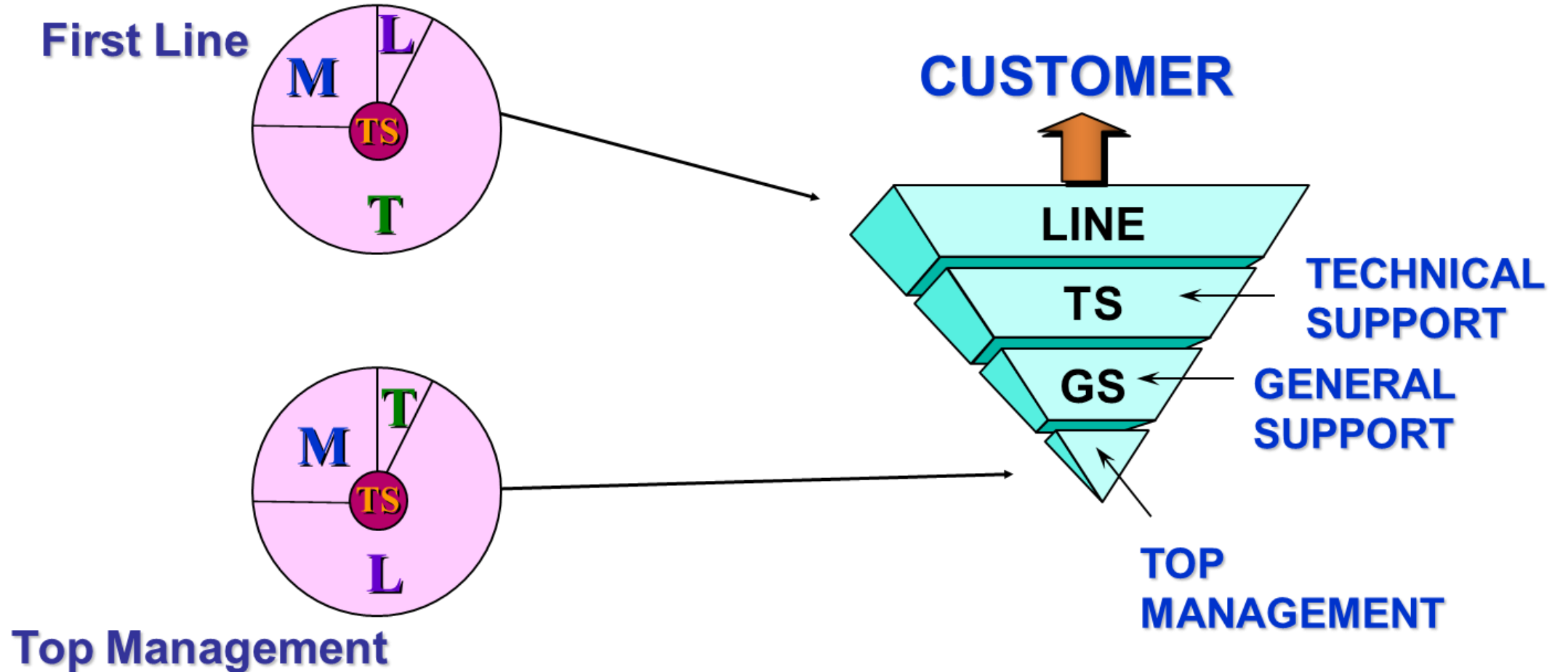


## Team Skills, Abilities, and Behaviors

## Task / Technical Skill, Abilities, and Behaviors

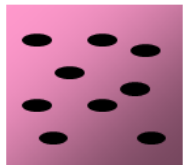
continuously broaden and deepen task /  
technical skills and abilities

# PERCENT OF TIME SPENT ON EACH FUNCTION AT EACH LEVEL OF THE ORGANIZATION IN THE NETWORKED TALENT MODEL



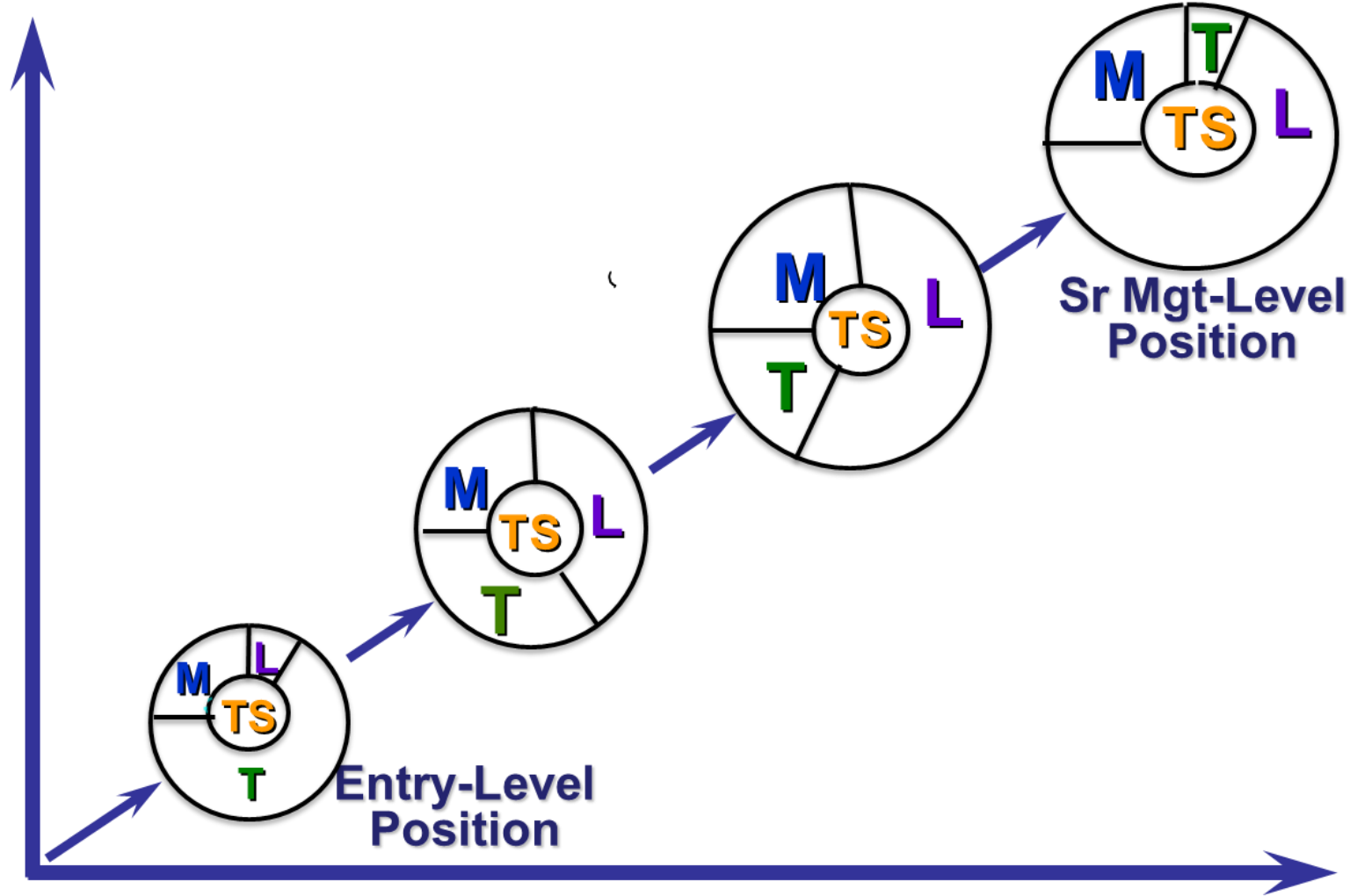
Entry  
Filter

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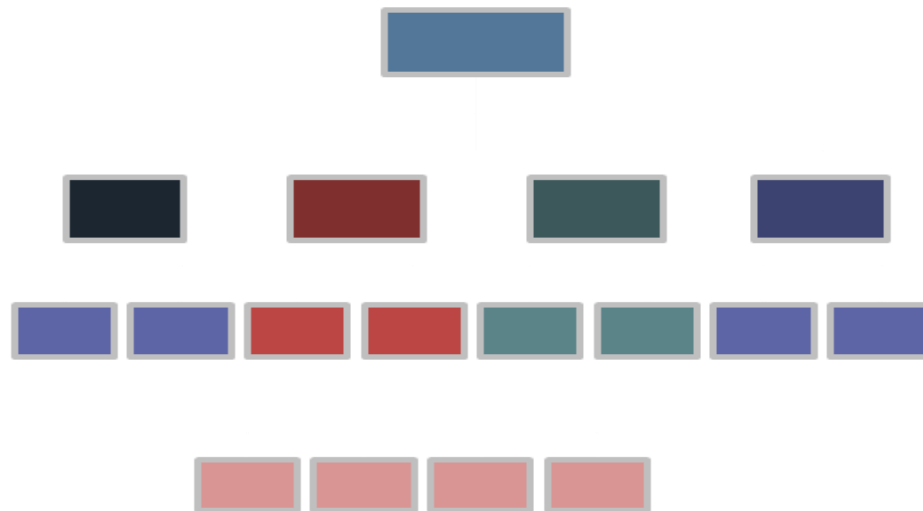
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# The Parallel Organization

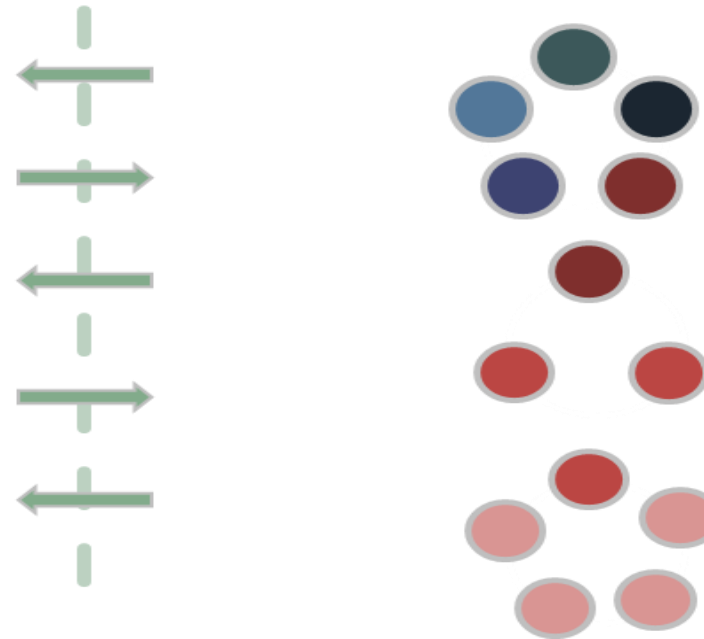
## The Formal Hierarchy

- Goal is to move from S1/2 to S3, with some S4 if possible
- Focus is on Q's I & III – near-term task/management/ implementation



## The Parallel Organization

- Operates in S4, if possible, with some S3
- Focus is on QII -- the five leadership functions -- “work of leadership”





# CHANGE LEVERS





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# HIGH PERFORMANCE ORGANIZATION MODEL



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## THE HPO MODEL - 6 CHANGE LEVERS



LEADERSHIP



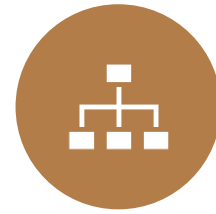
VISION



VALUES



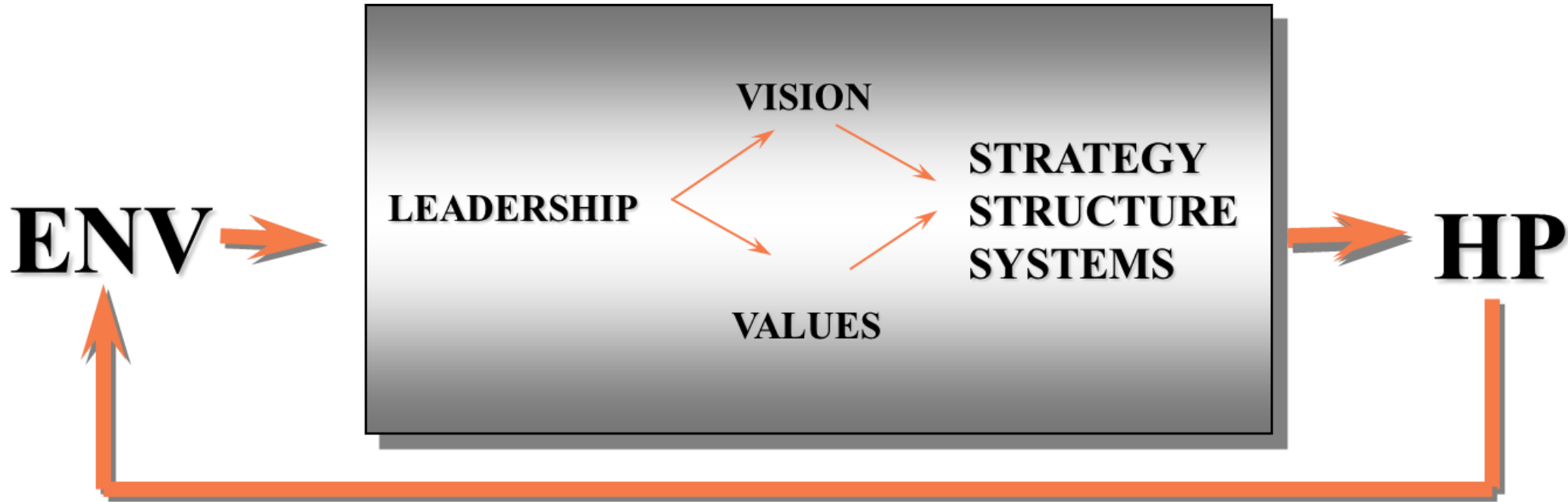
STRATEGIES



STRUCTURE



SYSTEMS



## 7 KEY DIAGNOSTIC QUESTIONS

What is High-Performance?

How would we know?

According to whom?

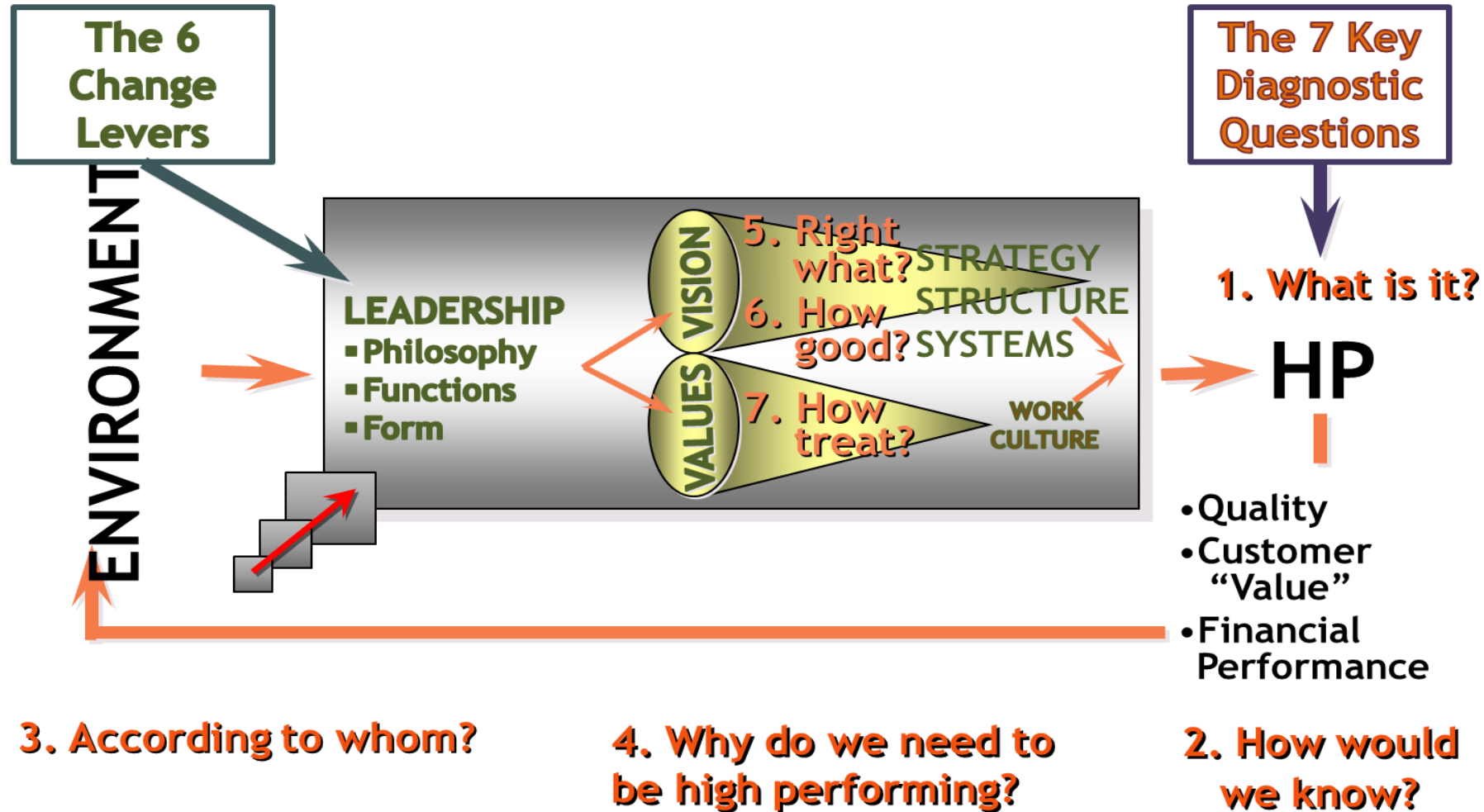
Why be High-Performing?

Are we doing the right what?

How good are we at doing it?

How are we going to treat each other?

# The HPO Diagnostic Change Model





# THE WORK OF LEADERSHIP



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# LEADERSHIP FUNCTIONS



STRATEGIC  
STAKEHOLDER  
VALUE ANALYSIS



VISION AND VALUES  
IMPLEMENTED  
THROUGH  
STRATEGY,  
STRUCTURE, AND  
SYSTEMS



SUPRASYSTEM  
INTEGRATION AND  
STEWARDSHIP



LEARNING,  
THINKING,  
CHANGING, AND  
RENEWING



ENABLING,  
EMPOWERING,  
ENGAGING, AND  
ENERGIZING

# STRATEGIC STAKEHOLDER VALUE ANALYSIS



Who are/should be our stakeholders



What do they value (want/need/expect) now and in the future?



Who are our “competitors;” implications for us?



What is happening in the larger environment; how might this affect us (conduct environmental scan, market analysis, “political” analysis, feasibility review)



# VISION / VALUES - IMPLEMENTED THROUGH STRATEGY, STRUCTURE, AND SYSTEMS



WHAT DOES HIGH-PERFORMANCE MEAN FOR US?



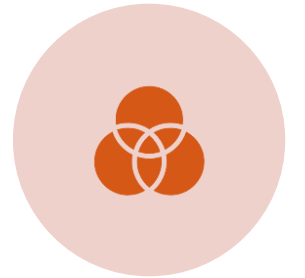
WHAT *HIGHER MORAL PURPOSE* ARE WE TRYING TO SERVE,



WHAT IS THE DESIRED FUTURE STATE WE ARE SEEKING?

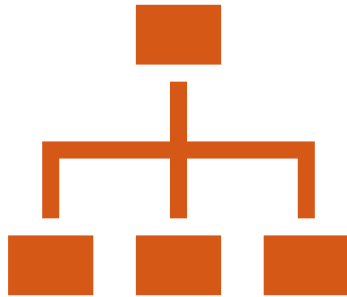


STRATEGIC THINKING: STRATEGIC PLAN SHOWING DIRECTION AND NEED FOR CAPACITY BUILDING , AND “TACTICAL” OPERATIONAL PLAN



THE ORGANIZATION’S/UNIT’S “VALUES” WORK INVOLVES CAUSING THE VALUES (LEADERSHIP PHILOSOPHY/ INDIVIDUAL BEHAVIORAL VALUES/OPERATING SYSTEMS VALUES) TO BE MADE ACTIONABLE (BY FOCUSING ON REQUIRED/PROHIBITED BEHAVIORS)

# SUPRASYSTEMS INTEGRATION AND STEWARDSHIP



Gluing the parts of the organization back together to accomplish the vision; creation of mechanisms that align the parts to form an integrated whole.



Requires a stewardship role from individuals; rising above “turf” to serve the larger whole; linking with others to address cross-organizational issues; “steward of the whole” versus “owner of the piece.”

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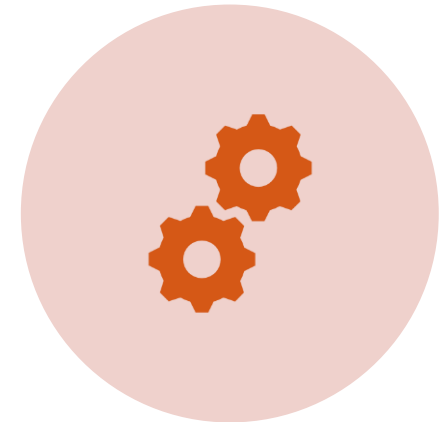
# LEARNING, THINKING, CHANGING, AND RENEWING



PERSONAL LEARNING, RENEWAL, GROWTH,  
AND CHANGE; REQUIRES SEEKING AND  
USING PERSONAL FEEDBACK.



STAYING “ON THE CUTTING EDGE”  
INDIVIDUALLY AND ORGANIZATIONALLY;  
REQUIRES BUILDING A “LEARNING  
ORGANIZATION.”



BEST PRACTICES / BENCHMARKING /  
REENGINEERING / CONTINUOUS  
IMPROVEMENT.

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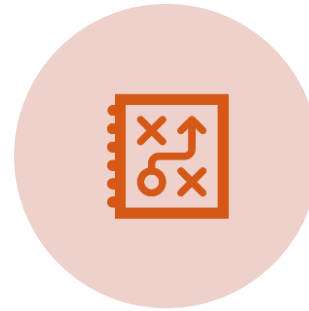
# ENABLING, EMPOWERING, ENGAGING AND ENERGIZING



TEACHING AND  
MENTORING;  
MOTIVATING AND  
BUREAUCRACY  
BUSTING



PROVIDING  
KNOWLEDGE, SKILLS,  
AND INFORMATION  
REQUIRED TO MAKE  
GOOD DECISIONS



BEING PROACTIVE



REMOVING BARRIERS  
TO EMPOWERMENT



# WRAP UP





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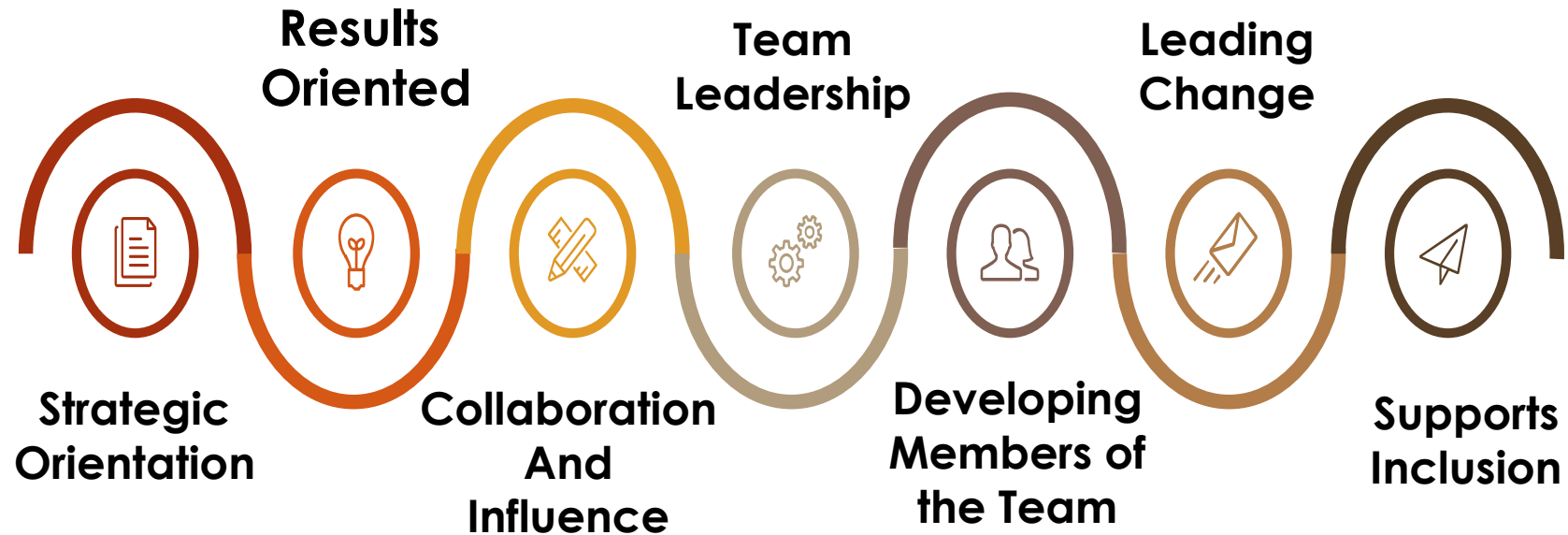
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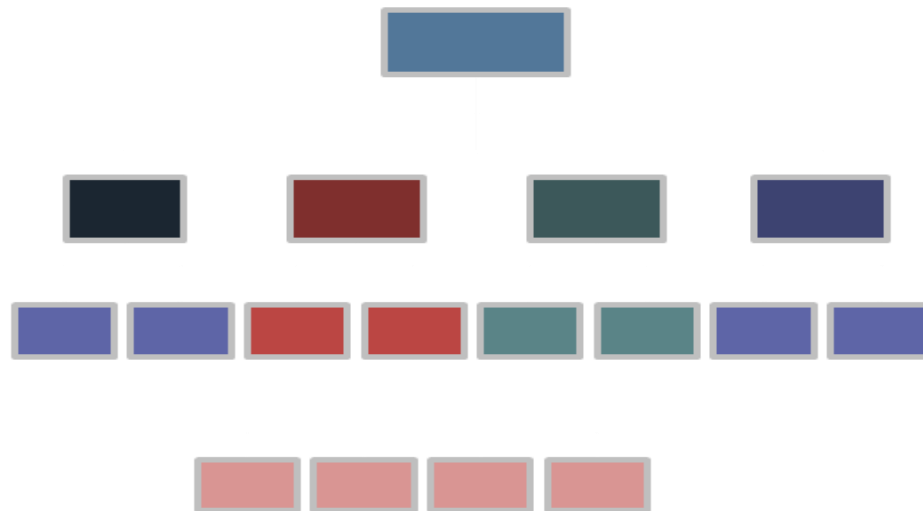




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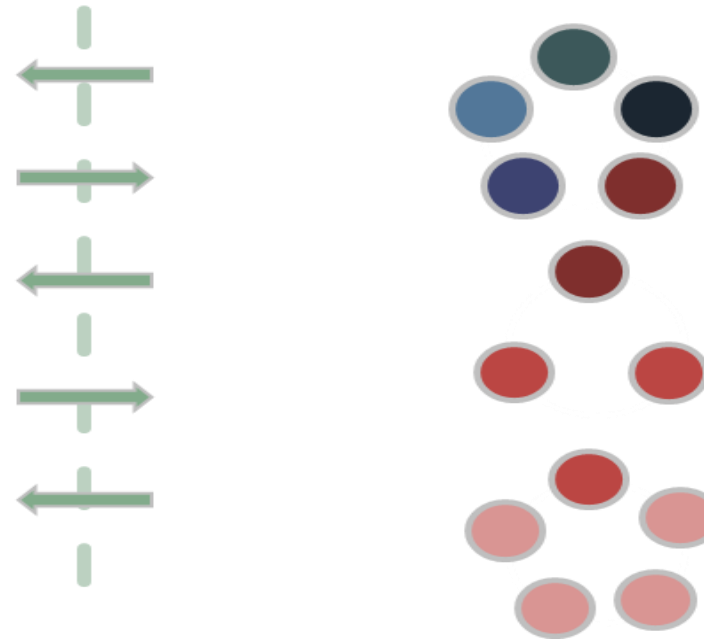
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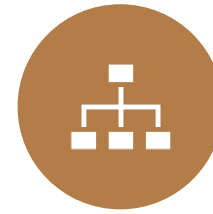
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QUESTIONS?

