

Sometimes the Answer is Just NO

Cultural Change in an Organization

By: Donald Schrager MBA

Agenda

- Introductions
 - When is it time to change?
- How did I get here
 - The Golden Years
 - The Dark Years
 - The New Reality
- What do we do now
 - Managing Expectations
 - Its all in the delivery
 - The 80/20 rule
- Conclusion



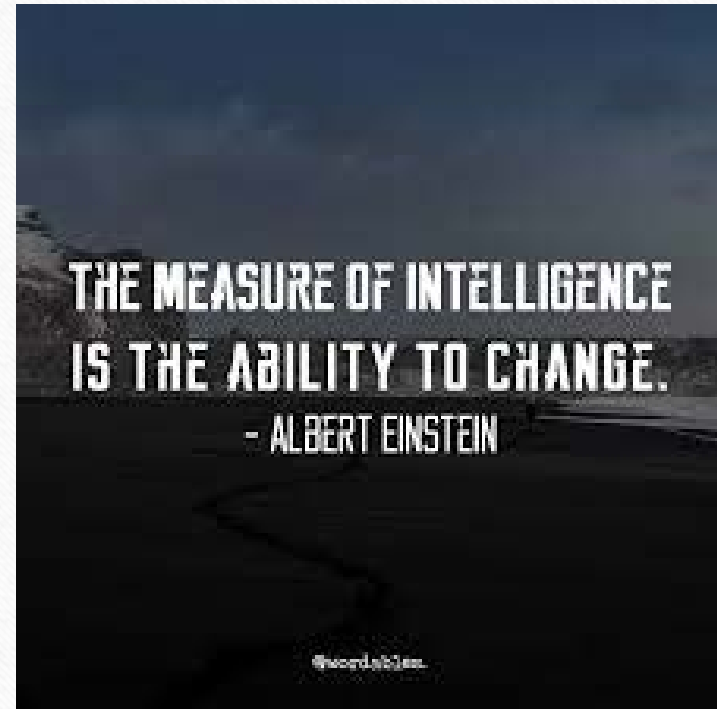
Introductions

- Who am I
 - 12 years in the same job
 - Well educated
- Influences
 - Listen and learn
 - Inarticulate & blunt
- The City
 - It started a long time ago
 - The answer is never NO



When is it time to change?

- When is the last time you evaluated?
- Are you still relevant?
- Has time changed?
- Is there a better way?



How Did I Get Here – The Golden Years

- The fastest growing community in the country
- Ramp up to keep up



How Did I Get Here – The Dark Years

- Who would have thought it would have ever ended?
 - Who would have thought it would have crashed and burned?
 - Why didn't we plan for this?
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- Overwhelming emotion was fear, on all levels
 - Demand for service goes on the rise

It Didn't Work the Way It Was Supposed to



How Did I Get Here – The New Reality

- Stabilization
- Everyone adjusted
- Construction comes back to life
- Population grows
- Flat Revenues



What Do We Do Now – Managing Expectations

The start of change

- “Some Times the Answer is Just NO.”
- “At some point you have done...”
- Change the culture
- Setting levels of service
- Getting Buy-In through the SAP



What Do We Do Now – Its All In The Delivery

- Community outreach and education
- Face To Face
- No false hopes or promises
- Explain yourself
- Will never be 100%
- Professional bad guy



What Do We Do Now – The 80/20 Rule

- 77,000
- 15,400
- 3,080
- 616 (0.8%)

**“I DON’T KNOW THE
KEY TO SUCCESS, BUT
THE KEY TO FAILURE IS
TRYING TO PLEASE
EVERYONE.”**

-Bill Cosby

Conclusion

- To deal with this new reality it wasn't the budget or staff or the politics that needed to change it was the culture of "the customer is always right". For anyone that has tried, changing a culture can be a difficult and daunting task. Unless everyone is on board the culture will not change. I am proud to say that my City rose to the challenge and came out the other side stronger and more united.

Thank You



- Donald Schrager
- DSchrager@palmcoastgov.com

Just a quick reminder:
you can't please
everyone.

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