



# Organizational Transformation: Elevating Attitudes to Fuel Success

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Top 10 Public Works Leader of the Year (2025)  
Top 20 Under 40, Engineering News Record (2013)

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# THE ORGANIZATIONAL REALITY:







# Organizational Transformation: Elevating Attitudes to Fuel Success

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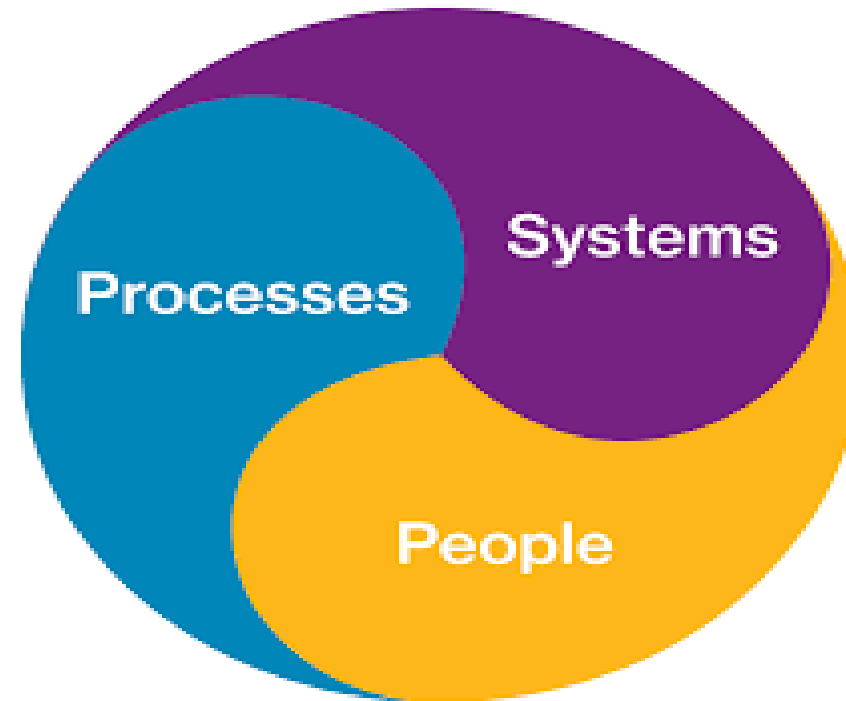
Dr. Keith A. Clinkscale, Director of Strategic Planning and Performance Management, Palm Beach County, and Dr. Addie Javed, Director of Public Works and Floodplain Administrator, Indian River County

When we think about transforming our organizations, especially in local government, we often turn to strategic plans, performance metrics, and new technologies. But after years of leading change in the public sector, we have found that **true transformation doesn't start with systems, it starts with people.**

And more specifically, it starts with their **attitudes.**

**The Often-Ignored Catalyst for Change**

**Most solutions  
focus on processes  
and systems**



**The attitudes of the people  
in the organization can  
make “good” performance,  
“great” performance.**

Let's talk about that Elephant in the room!!



**What about the PEOPLE ?**



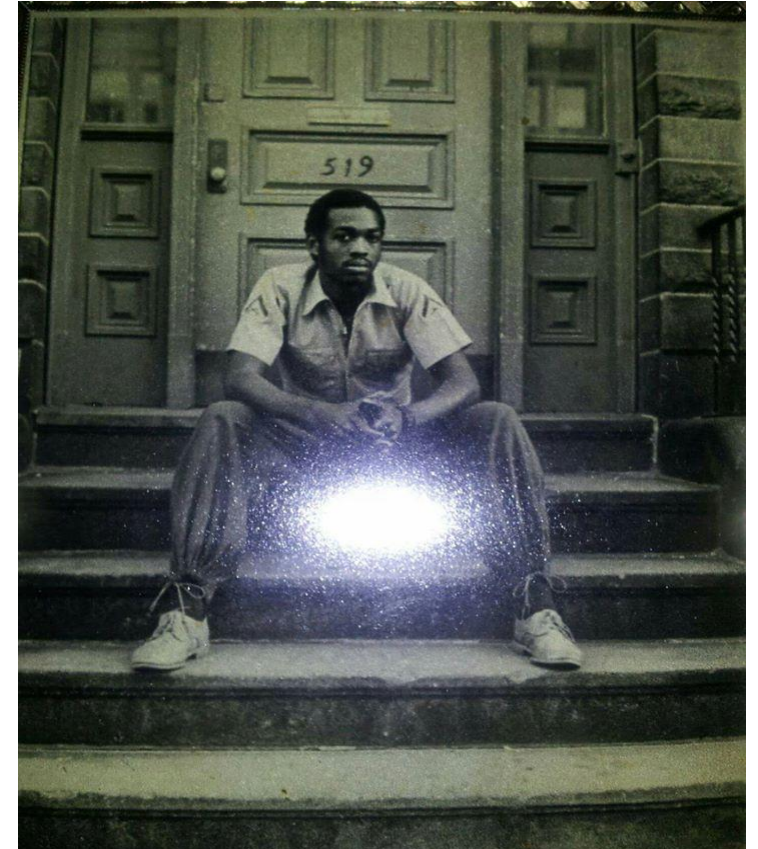
If you could go back  
and give some  
advice to your 18 yr.  
old self...

what one thing  
would you say?

*Your attitude  
will determine  
your altitude!*



*Your attitude is  
your  
breakthrough!*

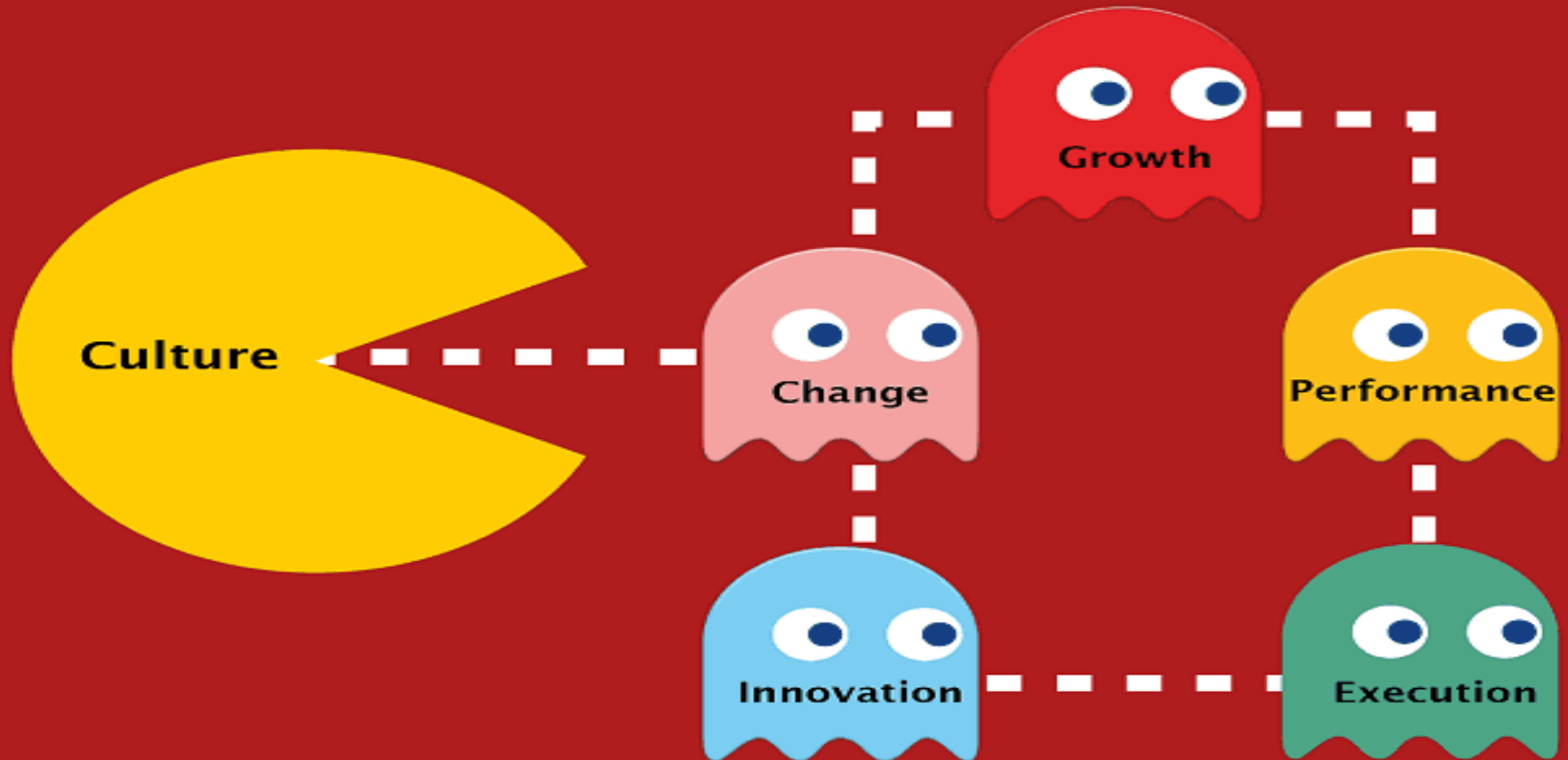


*Say with me: “Culture will eat strategy for breakfast”*

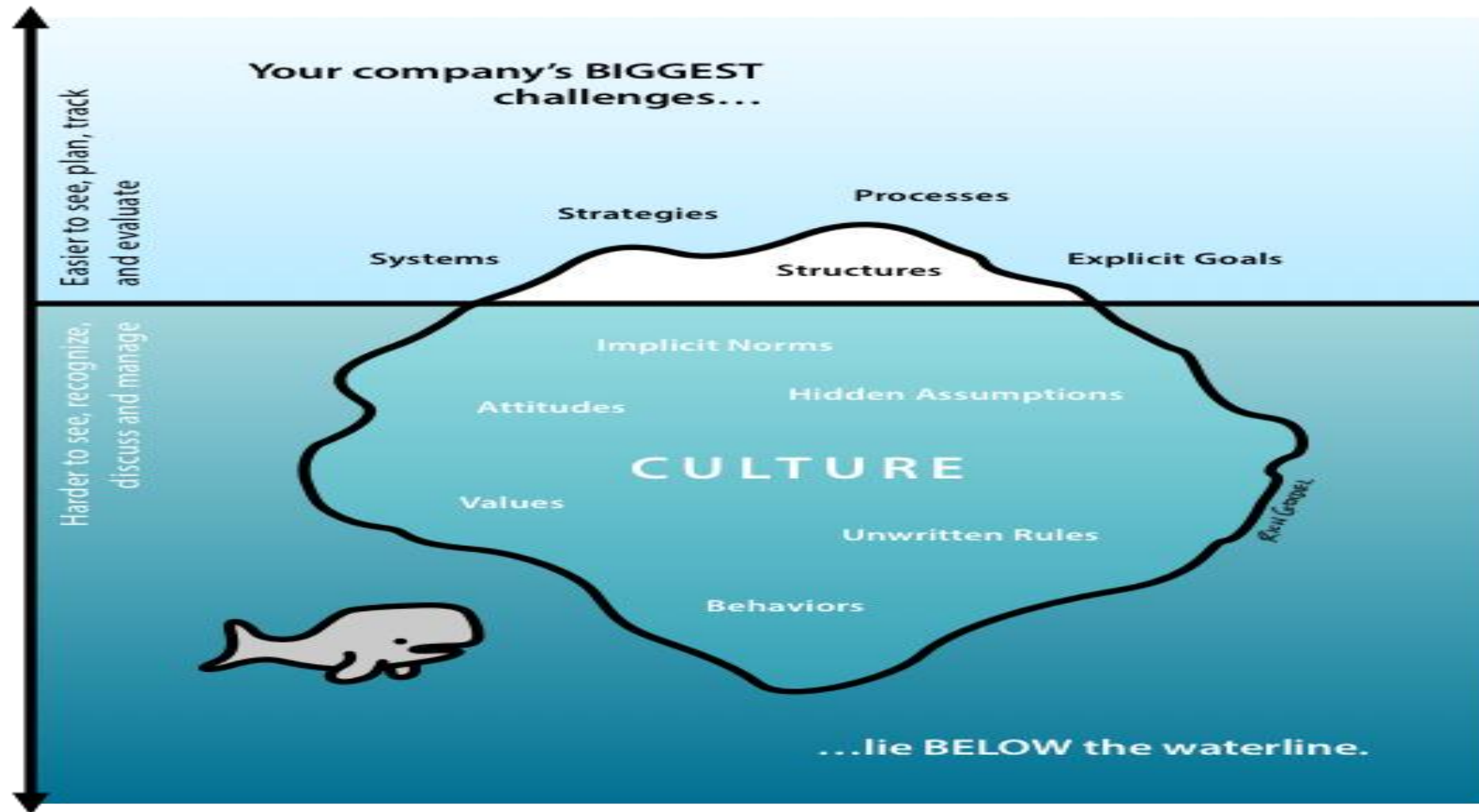
*- Peter Drucker*

*...and  
anything  
else you  
want to do*

**Organizational culture eats strategy for  
breakfast, lunch and dinner**



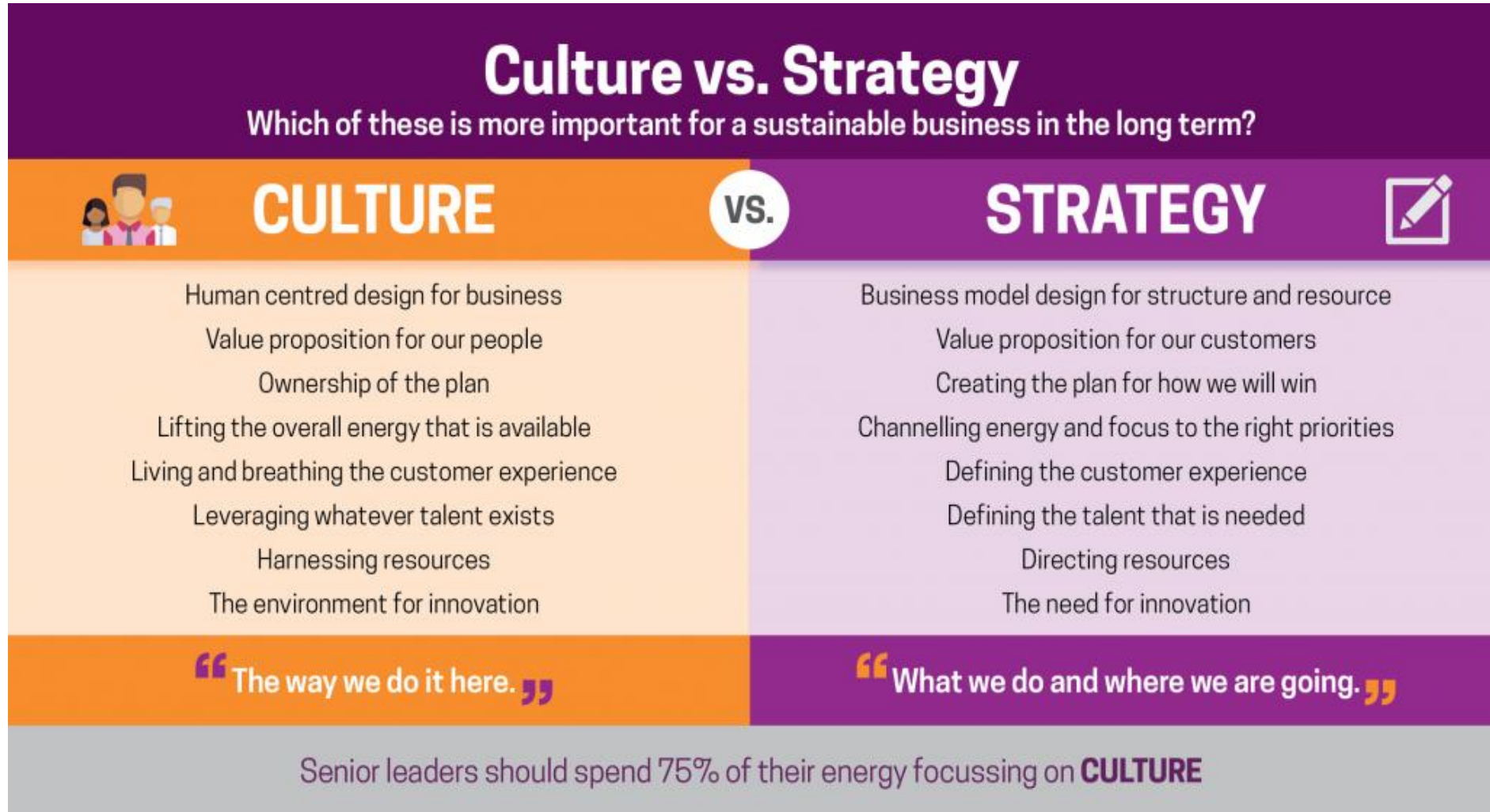
# *Culture eats strategy for breakfast...Peter Drucker*





# Senior Leaders should spend 75% of their energy on Culture

*"The way we do it here"*



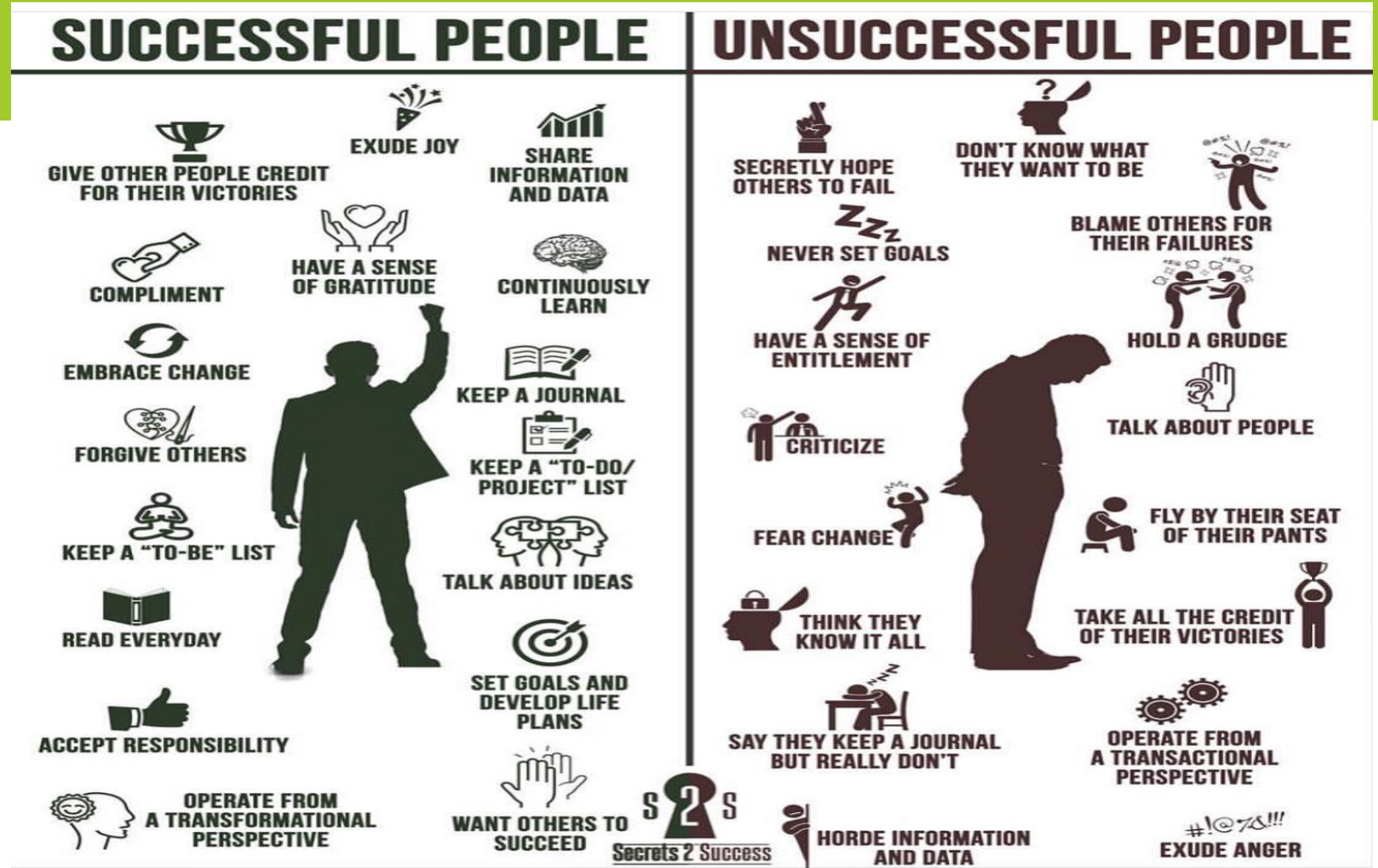
# What is an attitude?

- a **settled way of thinking** or feeling about someone or something, that is normally **reflected in a person's behavior** or posture.



You cannot control everything that happens to you...but you can control how you respond to it.

...and Culture is  
made up of  
ATTITUDES?

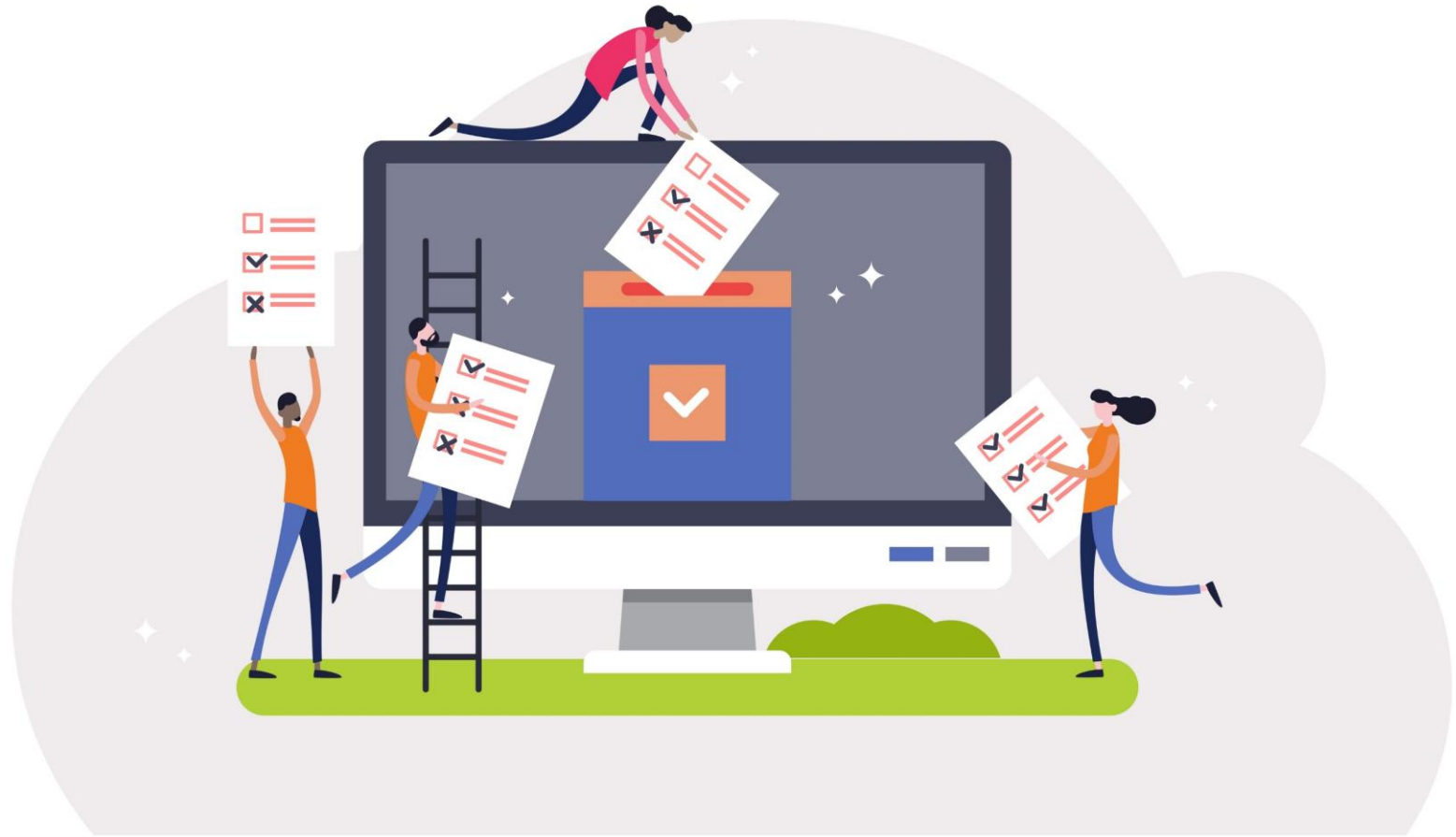




“Please take responsibility for the energy you bring to this space. Your words matter, your behaviors matter. Our patients and teams matter. Take a slow, deep breath and make sure your energy is in check before entering. Thank you.” - ***Indiana University Health***

**Do you have a great  
Culture at work?**

**Yes or No**

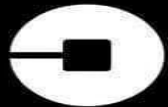


Why is it important to change your attitude.....

# WHY BUSINESSES NEED TO CHANGE



**Netflix** did not kill Blockbuster.  
Ridiculous **late fees** did.



**Uber** did not kill the taxi business.  
**Limited access** and fare control did.



**Apple** did not kill the music industry.  
Being forced to buy **full-length albums** did.



**Amazon** did not kill other retailers.  
**Poor customer service** and experience did.



**AirBNB** isn't killing the hotel industry.  
**Limited availability** and pricing options are.

Refusing to  
change can  
yield “missed”  
opportunities



If you want cultural transformation...transform the attitudes of your People



# How do we go from this at work.....Actively Disengaged



The Sweathogs

- Obstructive
- Oppositional
- Frustrated
- Frustrating
- Absent
- Time Consuming
- Contentious
- Creative
- Persuasive
- Gathers Followers
- Saboteur
- Poison

You want  
to  
implement  
what!?





# Engaged.....everyone's a superhero...



# Coincidence or not ???

If...

**A B C D E F G H I J K L M N O P Q R S T U V W X Y Z**

Equals...

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26

Then...

**K+N+O+W+L+E+D+G+E**

$$11+14+15+23+12+5+4+7+5= 96$$

**H+A+R+D+W+O+R+K**

$$8+1+18+4+23+15+18+11= 98$$

**Both are important. But fall short of 100**

But...

**A+T+T+I+T+U+D+E**

$$1+20+20+9+20+21+4+5=\underline{100}$$

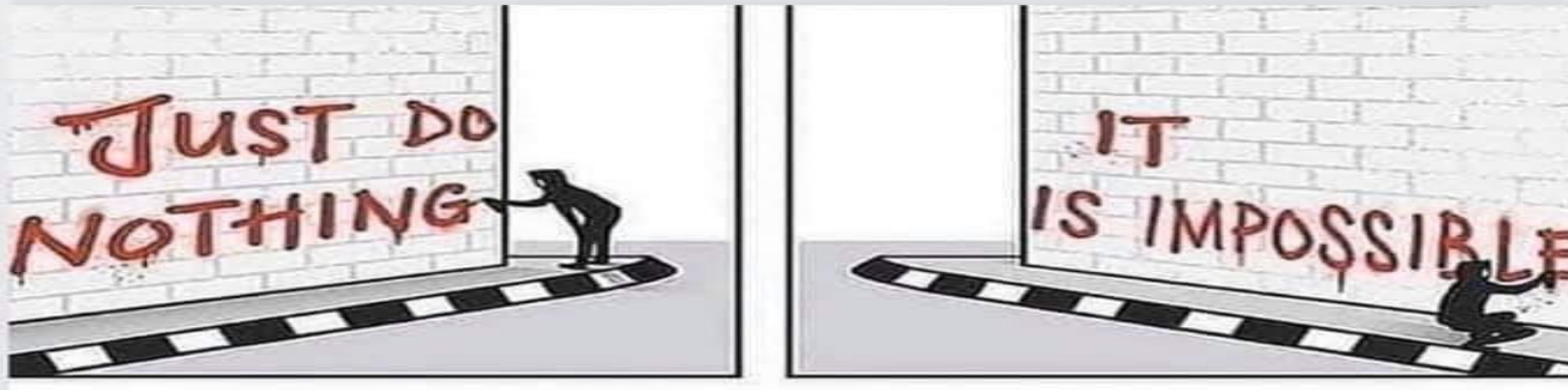
# A good attitude requires looking at the BIG PICTURE.....



**U gotta look at life from  
more than just 1 angle**



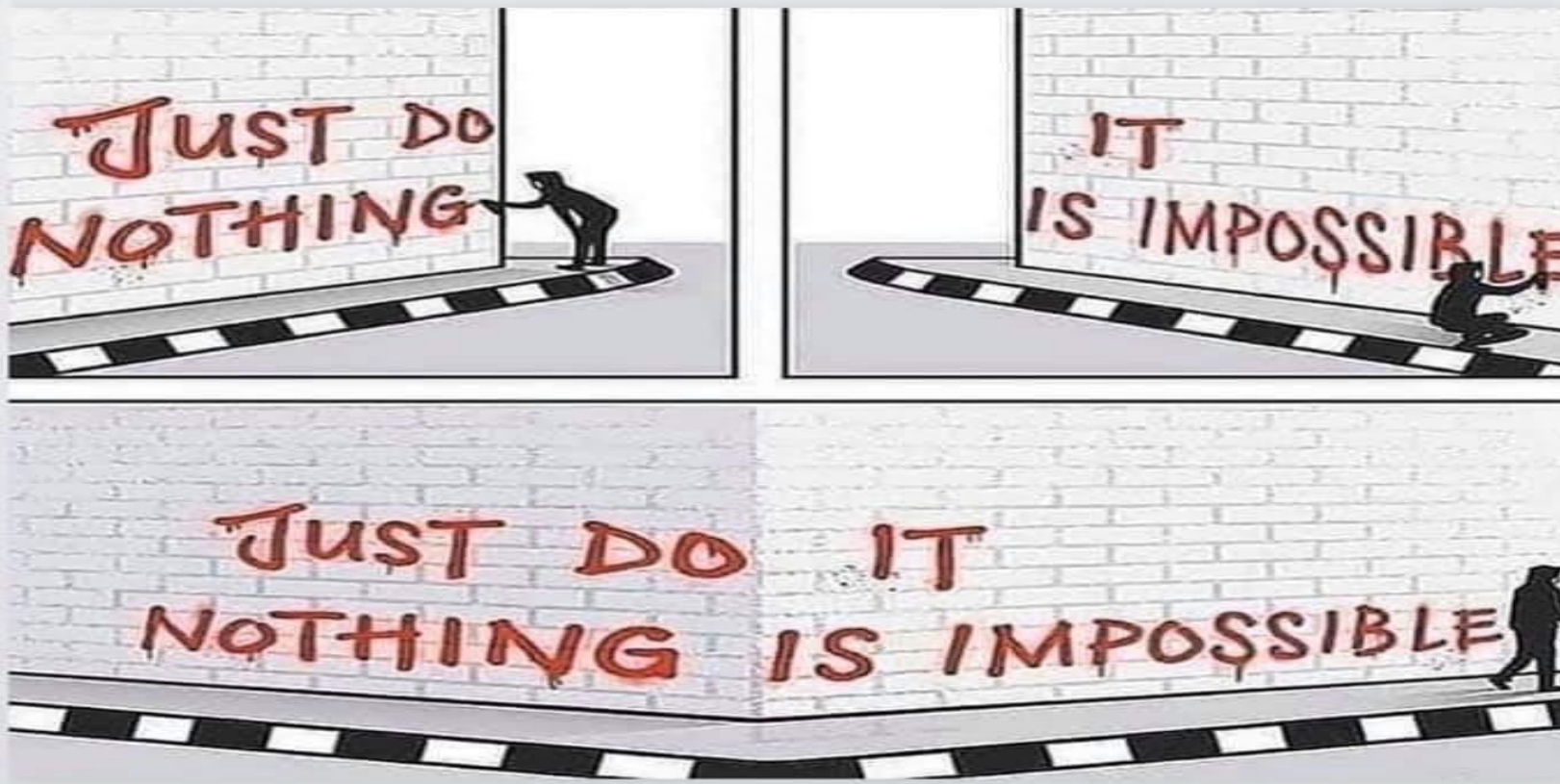
# A good attitude requires looking at the BIG PICTURE.....



@ssg\_harper19d

**U gotta look at life from  
more than just 1 angle**

A good attitude requires looking at the BIG PICTURE.....



@ssg\_harper19d

**U gotta look at life from  
more than just 1 angle**

Your attitude  
determines what  
you focus your  
attention on....

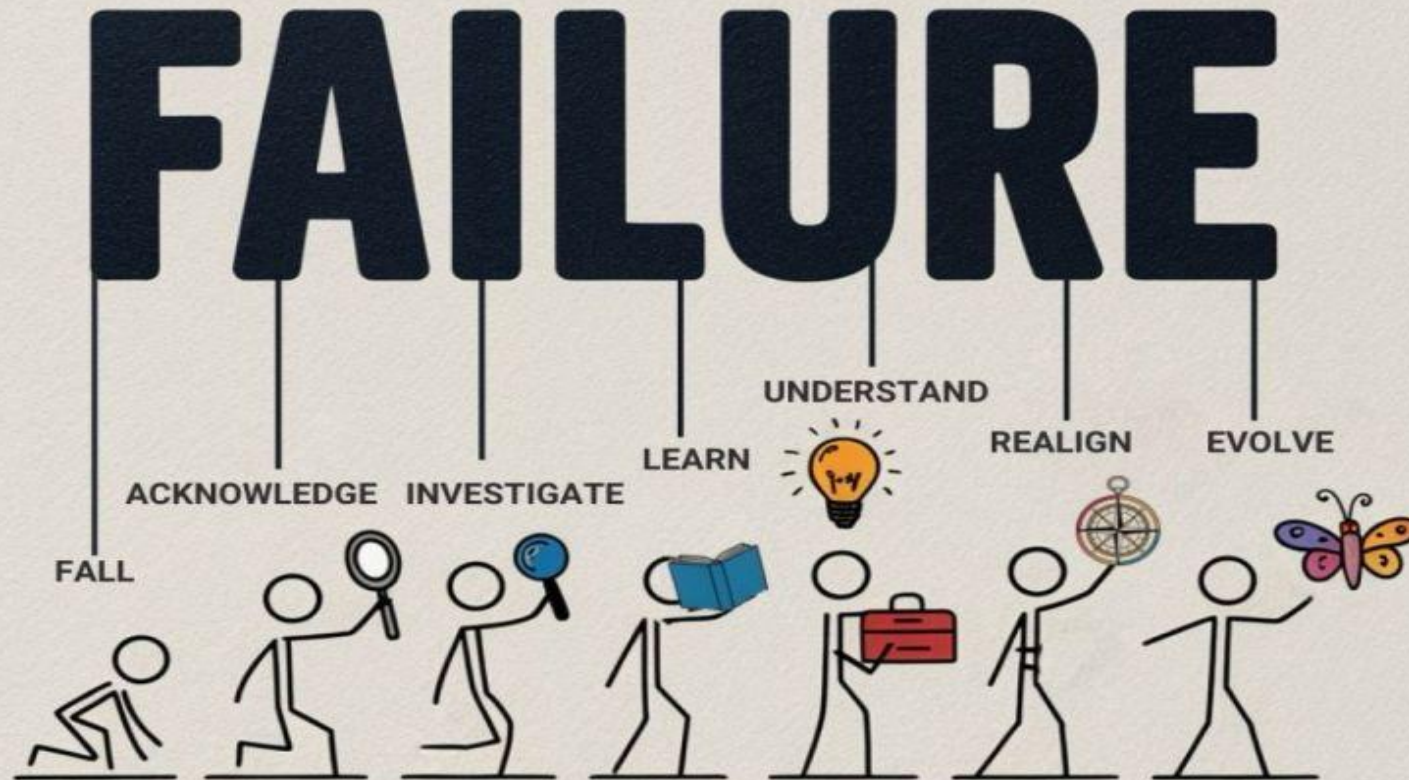


YOU are responsible.....





# Be Resilient



Having goals relieves stress....and promotes a healthy attitude...

One day your  
life will flash  
before you...

Make sure it's  
worth watching



# Attitudes about success.....

## Perceived Attitude About Success

- Wealth
- Happiness
- Possessions
- Power
- Achievement

## Renewed Attitude About Success

- Knowing your purpose in life.
- Growing to reach your maximum potential.
- Sowing seeds that benefit others.





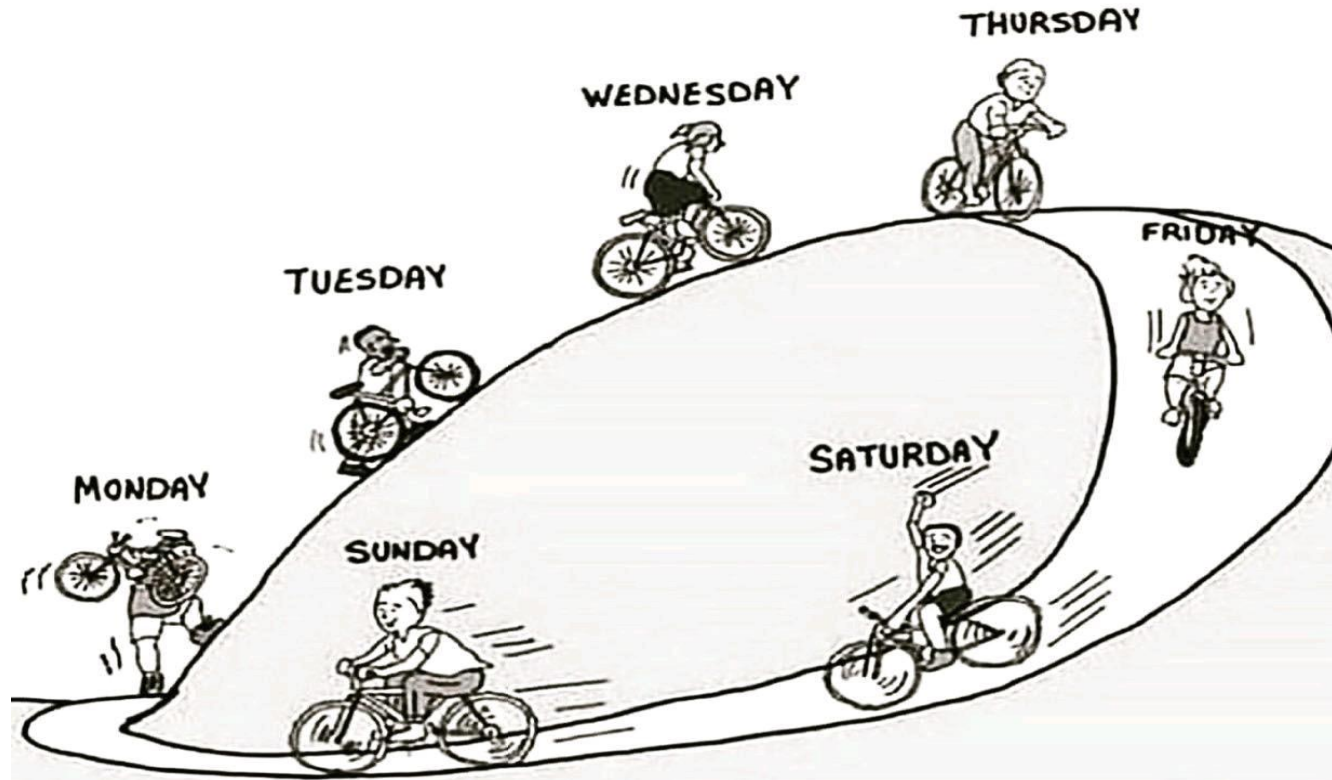
# 7 Things you can use as guiding principles....

1. Go after dreams, not people.
2. Love yourself and the rest will follow.
3. Never lose your sense of wonder.
4. You are capable of more than you know.
5. No regrets in life. Just lessons learned.
6. Your only limit is you.
7. Life goes by in a blink of an eye. So live life.



The goal should be to live every day like its Friday, Saturday and Sunday....

**CHANGE  
YOUR  
THINKING**



**STOP LIVING LIKE THIS!**

Good attitude ingredients: Laugh, Party, Travel, Think, Advise, Care, Love!!

<b>LAUGH</b>	<b>like you're 10</b>
<b>PARTY</b>	<b>like you're 20</b>
<b>TRAVEL</b>	<b>like you're 30</b>
<b>THINK</b>	<b>like you're 40</b>
<b>ADVISE</b>	<b>like you're 50</b>
<b>CARE</b>	<b>like you're 60</b>
<b>LOVE</b>	<b>like you're 70</b>

@GentlemansAmbition

# Self Control, Alternatives, Deletions.

Self control over  
emotions

Willingness to think  
about alternatives

Delete/cancel  
unhealthy  
situations/thoughts





# What do you allow in your head??

Delete...

DON'T LET  
ANYONE RENT  
SPACE IN YOUR  
HEAD UNLESS  
THEY ARE A  
GOOD TENANT

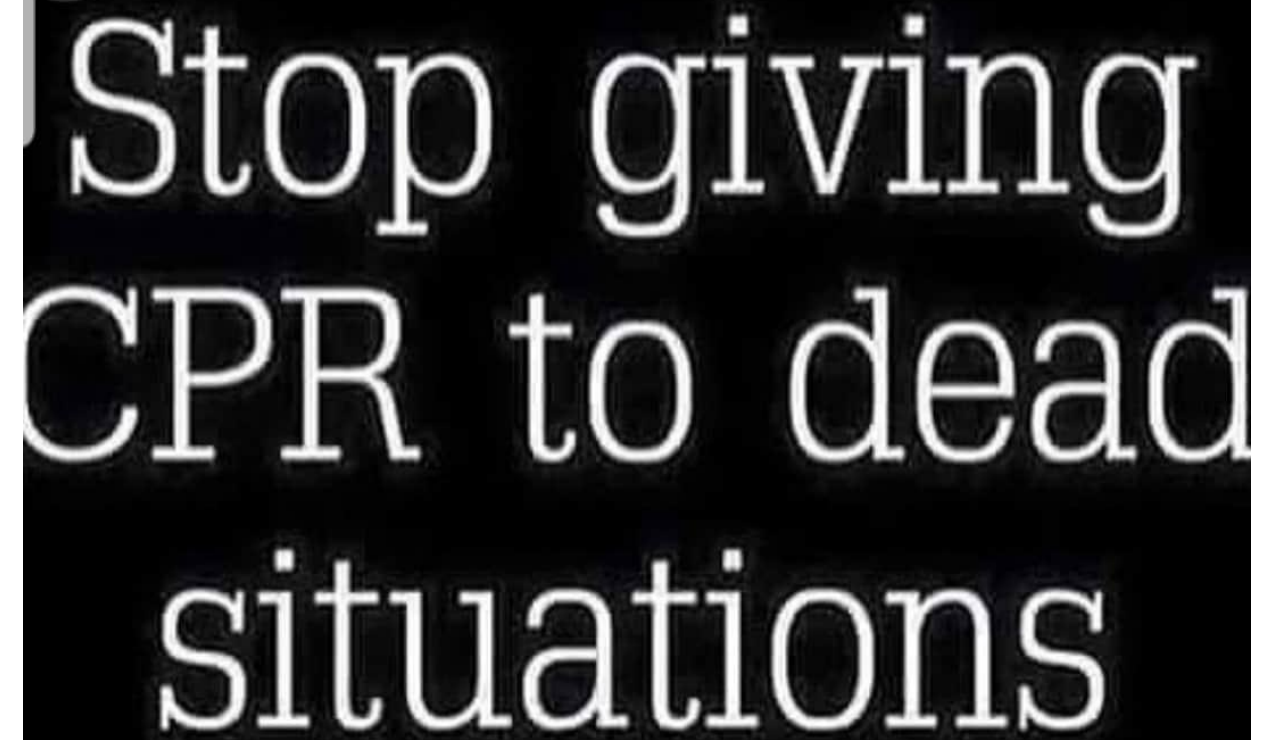
toBYMAC #SPEAKLIFE



**Good thoughts only....**

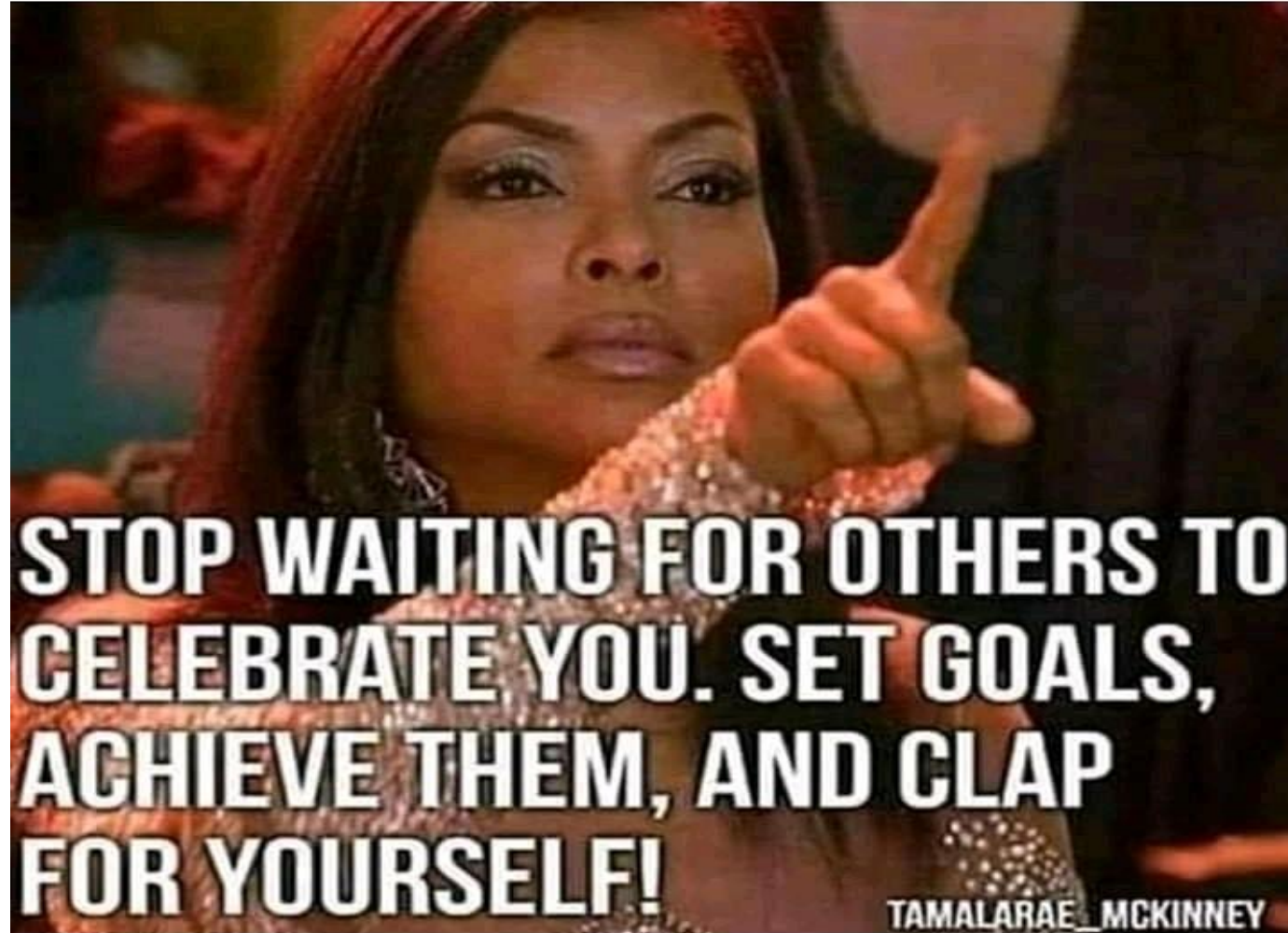


Be willing to let  
some things  
GO.....

A graphic with a black background and white text that reads "Stop giving CPR to dead situations". The text has a hand-drawn, slightly irregular appearance. In the top left corner of the black area, there is a small circular icon containing a pencil, suggesting the text was hand-drawn or edited.

Sometimes you have to encourage yourself and pat yourself on the back.

***Do what  
you came  
here to do!***



Being YOURSELF helps you  
to walk with a positive  
attitude....

Authenticity  
is the  
daily practice  
of letting go of who we  
think we're supposed to be  
and embracing  
who we are.

~Brene Brown

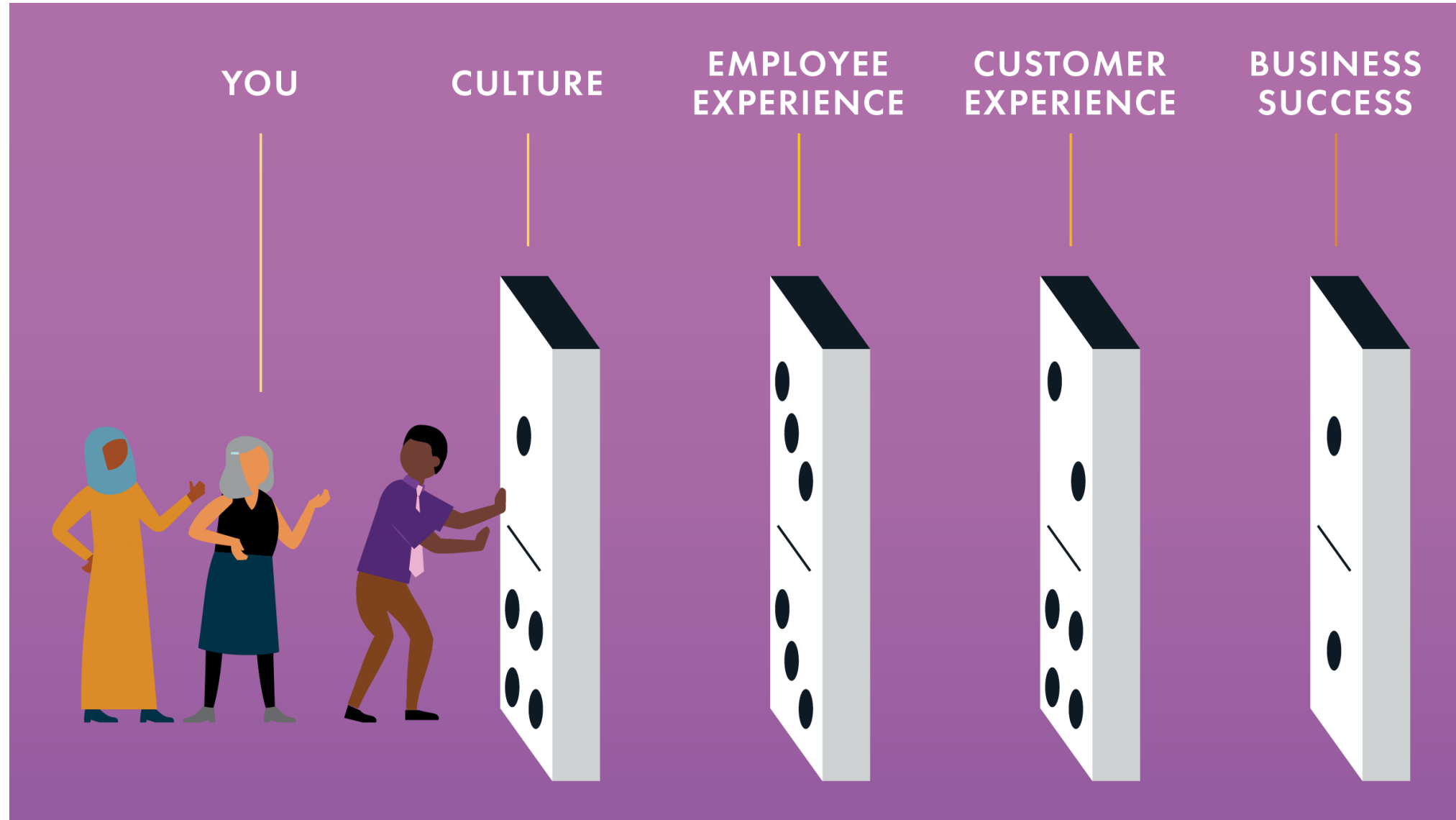


# Try to live a life of NO REGRETS





# Your Attitude as a leader... plays a major role.....



# PERFORMANCE PATHWAY



***Leaders create the culture that drives the behavior that produces results.***



Treat your employees  
like they make a  
difference, and they will.

Dax Bamanian

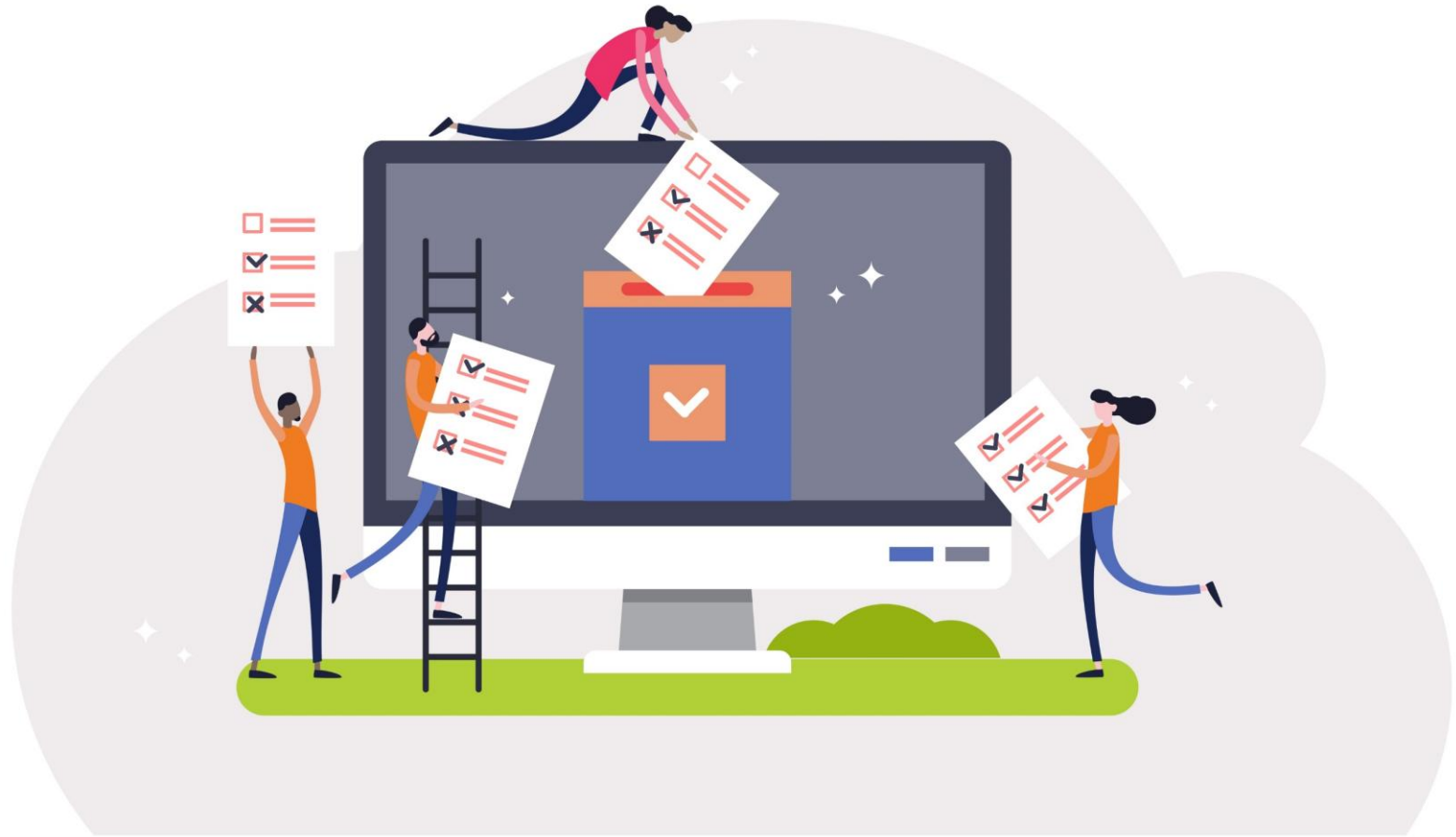
quote fancy



# Poll Question

**Do you believe  
Your Attitude  
Effects Your  
Performance?**

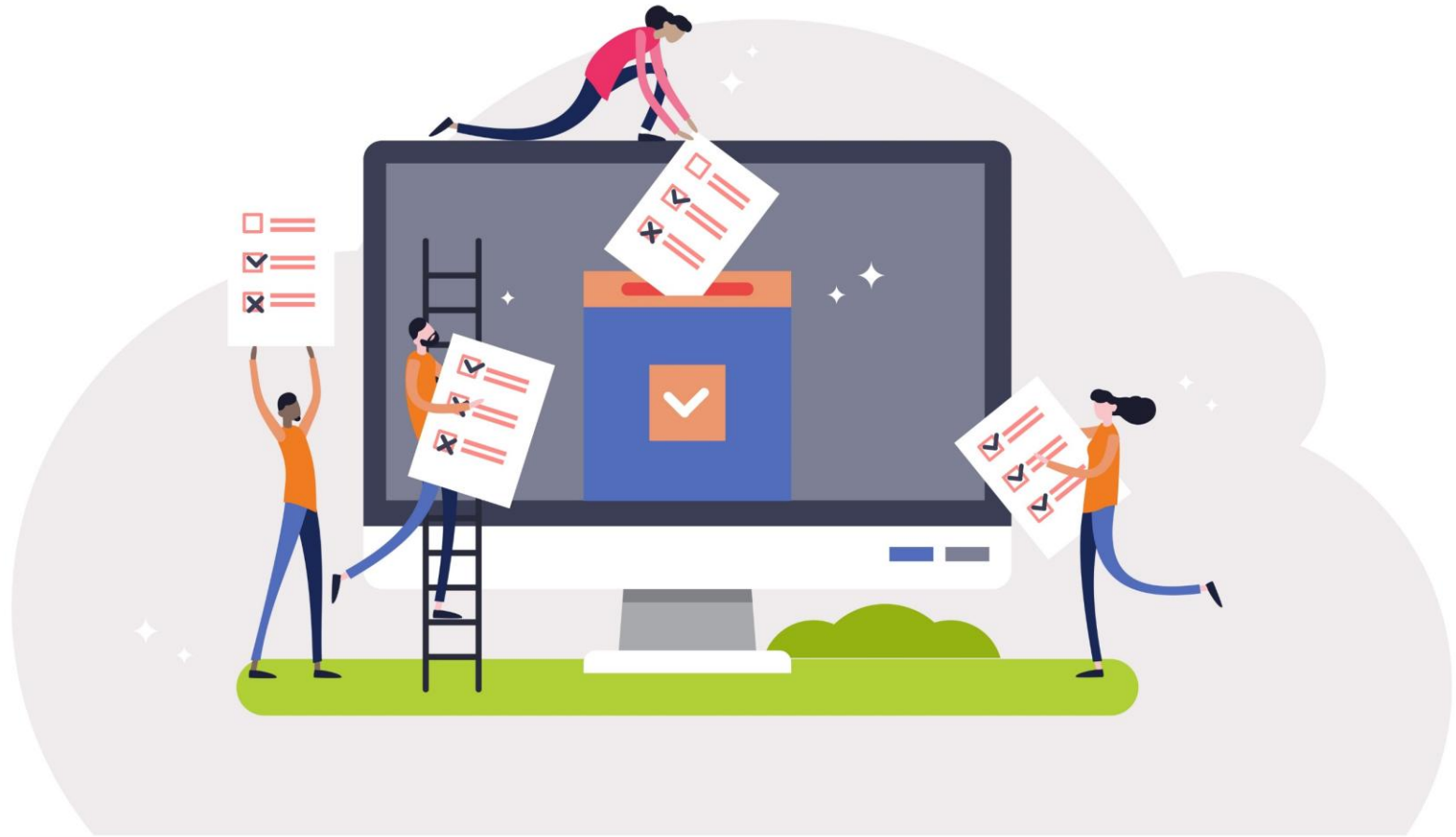
**Yes or No**





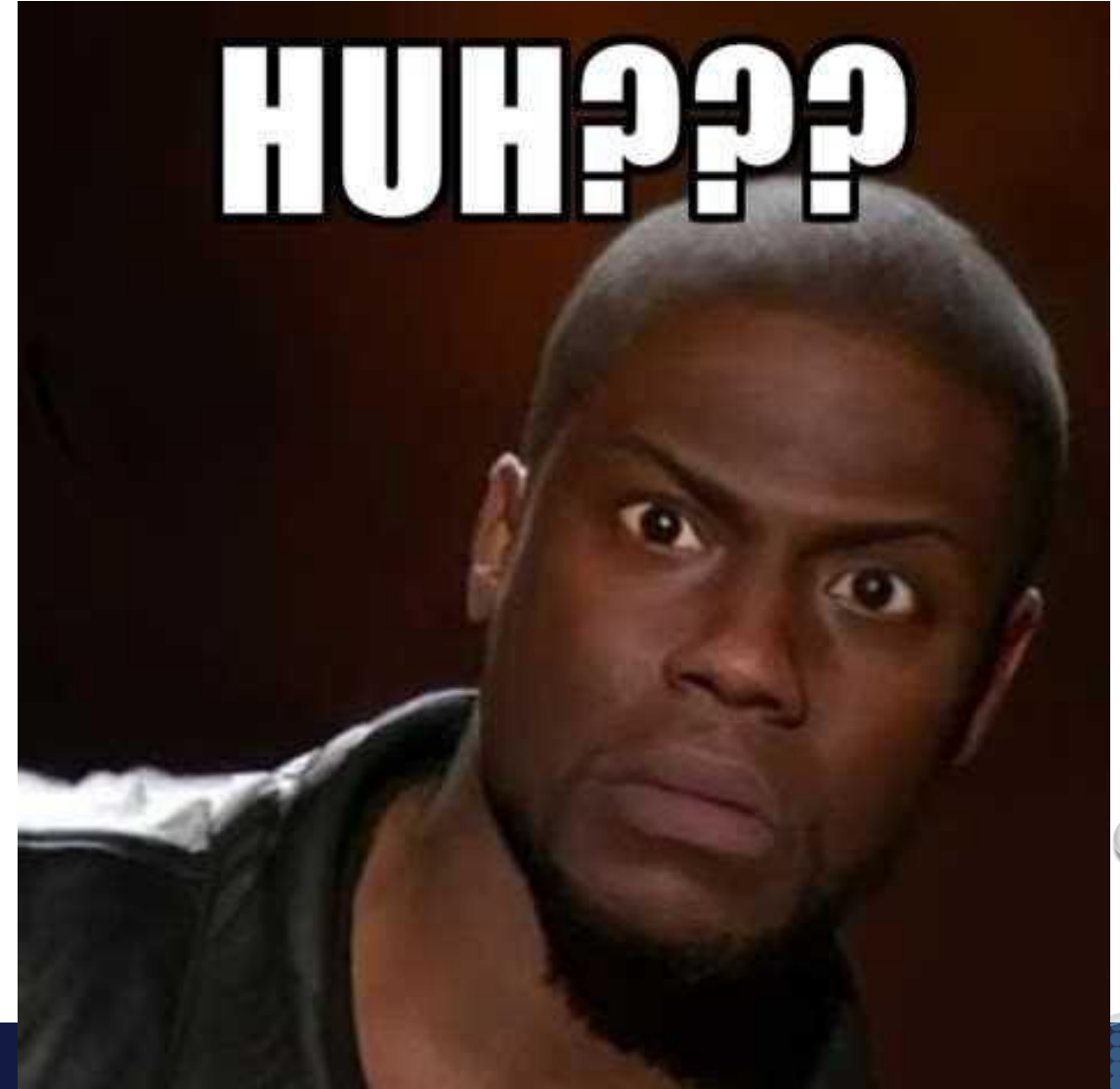
**Do you currently  
have bad  
attitudes in your  
organization?**

**Yes or No**



## ORGANIZATION:

Leader:  
I think we should.....



**You have to ask yourself...Is your organization, team,  
department...READY???**







## What is the importance of culture to your company?

**Improve recruitment efforts** – [77%](#) of workers consider a company's culture before applying

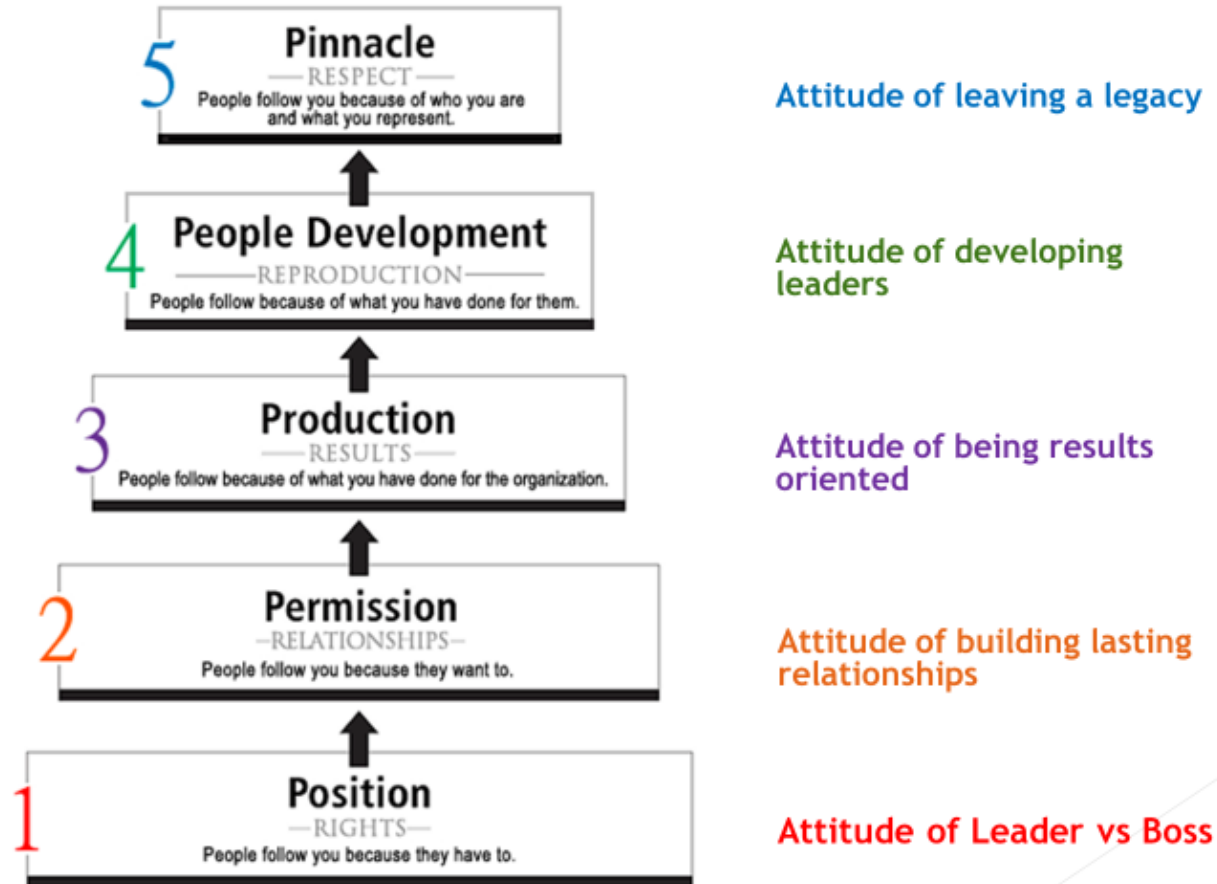
**Improve employee retention** – culture is one of the main reasons that [65%](#) of employees stay in their job

**Improve brand identity** – [38%](#) of employees report wanting to change their job due to poor company culture

**Improve engagement** – companies with a positive culture have up to [72%](#) higher employee engagement rate

# Leadership and Attitude.....

## 5 LEVELS OF LEADERSHIP...and having the right attitude at each level



John Maxwell

1/3/2023

*Summary: As a leader...remember.....*

**YOUR SMILE  
IS YOUR LOGO,  
YOUR PERSONALITY  
IS YOUR  
BUSINESS CARD,  
HOW YOU LEAVE  
OTHERS FEELING  
AFTER HAVING  
AN EXPERIENCE  
WITH YOU BECOMES  
YOUR TRADEMARK.**



# THANK YOU!



"Kindness is doing  
ordinary things with  
extraordinary love."

- RAKtivist

