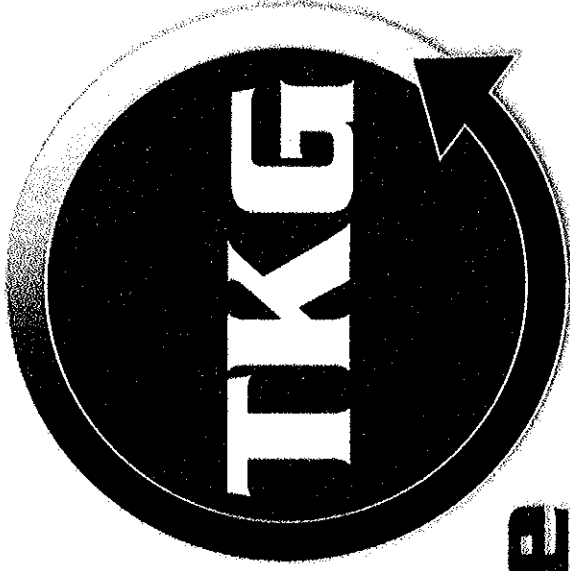


**Public Service Sustainability Discussion
With Harper Woods Mayor & City Council**



**The
Kittle Group**

Safety · Ideas · Image · Strategy

January 23, 2012



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Discussion Agenda

- **Company Overview**
- **Biography**
- **Understanding of Scope of Work**
- **Work Product & Process**
- **Budget**
- **Moving Forward**
- **Questions and Answers**



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Background & Overview

- The Kittle Group is a business & process management advisory that is committed to helping public and private sector organizations improve their operational efficiency through sound strategy, planning and execution.
- We utilize a proprietary and unique process called The CEO Advantage which is only available to a select group of licensed specialists.
- They system has been tailored to work with Local Units of Government, customized in part by the experience and exposure company founder, Bob Kittle has with Local Government Efficiency as both an elected official and vetted Michigan Department of Treasury Local Unit Financial Advisor.



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Background – Bob Kittle

- Born in Detroit (Six Mile & Kelly)
- Notre Dame High School Grad (Harper Woods)
- Bachelor in Business Administration (Baker College)
- 20 year Automotive Industry (Executive Positions)
- 10 year elected official
- 5+ years owning management consulting firm
- Vetted MI Department of Treasury LUFA (pre-EFM)
- Co-Founder of Munetrix
- Licensed CEO Advantage Advisor
- Member of Oakland County Sustainability team



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What do we do?

- **Strategy Development**
- **Organizational Development**
- **Departmental Restructuring & Efficiency**
- **Turn Around Management**
- **Public Relations and Communications**
- **Team Building, Personnel Development**
- **Leadership Coaching**
- **Facilitation**
- **Strategy Execution**



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Harper Woods Scope of Work

It is our understanding that Harper Woods wishes to evaluate options for Public Service sustainability considering an environment of limited resources but with a focus on quality of service and community needs.

While this may be viewed as a daunting task, it is not insurmountable.

The task will require a structured & systematic approach that breaks the components into prioritized pieces that can be worked on and measured by a dedicated team.



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Our Process

- Identification of Team Members
- Conduct a Tune-Up
- First draft of a One Page Translator
- Four Corners Exercise
- Establish Meeting Cadence
- Tasks and Expectations
- Plan – Do – Check – Action (repeat the process)

This activity is recommended to be a public forum, and resident participation is encouraged. The group must be kept to a manageable number of participants though



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Sample of Some of the Tools

Handouts will be provided at the meeting



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Budget

<u>Task</u>	<u>Amount</u>
Prep and Delivery of Tune-Up Facilitation (2 mtgs/Month) - Includes all material and prep	\$4,500
<ul style="list-style-type: none">• A Drop-Box account will be set up for users and document control/maintenance.• Duration of Facilitation is entirely up to you• Once process is engrained, we can continue as a coach/advisor, or pass the baton to you.	\$2,500/mos



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Open Discussion

Comments, Questions, Concerns...?

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Strategic Execution

The process of getting results

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CEO Advisors, LLC

The CEO Advantage[™] is a proven strategy execution process created by CEO Advisors, LLC. It is specifically designed to assist CEOs and executive teams of middle market companies with one of their toughest challenges: translating business strategy into execution and results. This is accomplished by focusing on three key elements:

1. Clear Long-term Strategic Thinking
2. A Tight Strategy Execution Process
3. Building a Cohesive Leadership Team

The CEO Advantage[™] generates these outcomes. For more information about how The CEO Advantage[™] can help your organization, please visit www.theceoadvantage.com.

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Top Priorities

More than anything else, strategic execution depends on identifying top priorities. This may seem obvious, but it's amazing how many organizations think they can "move in the right direction" without defining the steps to get there. It is also critical to focus only on top priorities for a given period. Strategic thinking will generate a lot of necessary action items, but if everything is a priority, nothing is a priority. The power of a strategy execution process lies in its ability to focus an organization on a few priorities at a time. Al Ries writes in *Focus*:

The sun is a powerful source of energy. Every hour the sun washes the earth with billions of kilowatts of energy. Yet with a hat and some sunscreen you can bathe in the light of the sun for hours at a time with few ill effects. A laser is a weak source of energy. A laser takes a few watts of energy and focuses them in a coherent stream of light. But with a laser you can drill a hole in a diamond or wipe out cancer. When you focus a company, you create the same effect. You create a powerful, laser like ability to dominate a market.

Identify the three to five most important things your organization must accomplish over the next three years. Do the same for the current year. Now define the three to five most important things you must do this quarter, and throw all of your resources at those priorities. Repeat the process next quarter. You'll be amazed at your ability to get things done.

Executive Team Meeting Rhythm

The disciplines of strategic thinking and top priorities are driven by meeting rhythm. The CEO and executive team should be meeting annually, quarterly, monthly, weekly, and even daily. The purpose and length of each meeting fits its frequency, but all are devoted to driving execution of the top priorities.

Annual Strategic Planning Session

The meeting rhythm begins with an Annual Strategic Planning Session, held at an off-site location and lasting at least two days. During this session, the CEO and executive team examine how well they performed relative to the targets they set for the year. They also reassess their long-term business assumptions and conduct a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis to further understand the marketplace and the capabilities of their organization. Strengths and weaknesses tend to be internally focused, while opportunities and threats are usually external. Identifying the most important priorities in each SWOT category is often helpful in determining three to five high-level priorities for the next three years (for example, entering a new market, launching a new product, or diversifying the customer base).

Continuing in the direction set by the three-year priorities, the team determines the #1 and top three to five priorities for the upcoming year. With that complete, the team sets the #1 and top three to five priorities for the first quarter of the coming year. Accountability for each quarterly priority is assigned to one executive team member. This executive won't do all the work for that priority, but he will be solely responsible for ensuring that it receives the time and resources necessary to complete it.

The power of strategy execution lies in the ability to focus on a few priorities at a time.

Quarterly Planning Sessions

At the end of the first quarter (and every quarter thereafter), the CEO and executive team should hold a full-day, off-site Quarterly Planning Session. During this session, they examine how well they performed relative to the targets they set for the previous quarter. Then, turning their focus to the upcoming quarter, they define new priorities and identify one executive who is accountable for each priority. If necessary, they also recalibrate their annual priorities. The primary question for this meeting is: "Based on what we know today, what are the most important items we need to accomplish this quarter to reach our annual targets?"

Monthly Team Meetings

Between Quarterly Planning Sessions, the CEO and the executive team should reserve one half-day each month for a Monthly Team Meeting to focus exclusively on the current quarter's priorities. During these sessions, they should address the following questions:

- What progress have we made toward accomplishing this quarter's priorities?
- How are we going to complete this quarter's priorities?
- What resources are needed to complete this quarter's priorities?

It is appropriate to include middle management in at least a portion of these meetings. In addition to providing executives with a ground-level view of reality, it pulls more people into the strategic thinking process and nurtures the development of future leaders.

Weekly Team Meetings

Between Monthly Team Meetings, the CEO and the executive team should hold Weekly Team Meetings lasting two hours or less. During these sessions, they should review the most current data (e.g., sales, operational, financial, customer and employee feedback) to know exactly how the organization is performing. This data should be distributed prior to the meeting so the time is spent debating conclusions and defining next actions.

Thirty to forty-five minutes of the Weekly Team Meeting should be devoted to a specific topic identified at a prior Weekly or Monthly Team Meeting. The discussion on this topic should be carried to a clear conclusion. If time permits, other relevant topics can be addressed, but only after the primary conversation is complete.

Daily Huddles

Between Weekly Team Meetings, the CEO and executive team should huddle for ten to fifteen minutes each day at

a consistent time and location. (Those at remote locations should call in.) This is a stand-up meeting to answer two questions: "What's up?" and "Where are you stuck?" All subsequent problem solving should be handled offline. This daily discipline typically helps avoid one to two major problems each week.

Alignment is the means of momentum and the highway of strategy execution.

Functional Team Meeting Rhythms

The meeting rhythm concept applies to more than executives. Functional teams should do the same. Each team will have its own priorities based on the executive-level priorities, and monthly, weekly, and daily meetings drive the completion of these objectives. Furthermore, functional meeting

rhythms complete the creation of organizational clarity and alignment.

Organizational Clarity and Alignment

Alignment occurs when every employee clearly understands who the organization is, where they are going, how they plan to get there, and his specific role in that plan. It is the means of momentum and the highway of strategy execution. Organization alignment occurs only in an environment of trust where team members (at every level) engage in constructive conflict, keep commitments, and hold one another accountable for staying focused on shared priorities and thereby achieving results. The opposite of alignment is best captured in what Patrick Lencioni calls "The Five Dysfunctions of a Team" (as described in his book of the same name).

Alignment requires an organization to be both smart and healthy. "Smart" means effectively managing strategy, marketing finance, operations, technology, and other fundamental disciplines. "Healthy" refers to managing people: de-incentivizing politics, developing employees, eliminating confusion, and building morale. Smart and healthy organizations will enjoy high productivity and low turnover. Most organizations can handle the smart things, but the healthy things are more of a challenge. To

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be aligned, you must have both.

Clarity and alignment begins with the CEO and executive team. It is embodied by a willingness to put the success of the organization first and exhibited in a culture of disciplined commitment to shared values and priorities by every employee. With everyone on the same page, strategy execution is more than a dream – it's the way things get done.

MORE KEYS TO EFFECTIVELY EXECUTING STRATEGY

1. Get the right people.

Organizational alignment is impossible without the right people. The right people are those whose personal values align with the organization's core values. A disciplined strategy execution process will quickly reveal who does and does not fit. Those who align will excel; those who do not align (or are attempting to fake it) will stick out like a sore thumb, and in most cases, they will remove themselves.

2. The CEO should have ultimate authority.

Agreement does not mean consensus. Encourage all team members to share their perspectives and stir productive constructive conflict. Following robust debate, the CEO should consider all viable options and make a decision. Even if they don't agree, everyone should be willing to commit to the decision. Those who don't might not be the right people for the team.

3. Entreat an outside perspective.

CEOs should consider using a trusted, independent advisor to help guide the strategy execution process. During a Q&A session several years ago, Jim Collins offered the following observation:

Some of the companies that went from good to great used outside advisors, while others did not. Those who did, however, did not ask their advisors to tell them "what to do" or "how to do it." In short, they did not let outside advisors do their thinking for them. Instead, the great companies used outside advisors in one or both of the following capacities:

1. *To give them the "brutal facts" – an assessment of the current reality for the organization, and/or*
2. *To be a part of the "council" working alongside the executives on some periodic basis to help them wrestle with questions and issues.*

Take, for example, the Wells Fargo CEO who asked a partner from McKinsey to work with his organization on long-term strategy as a part of their "council." The partner from McKinsey agreed and began lining up a team from McKinsey to work with Wells Fargo. The Wells Fargo CEO called the McKinsey partner back and stated that there was a misunderstanding. Wells Fargo did not want McKinsey; they wanted him.

An independent advisor can multiply the power of the process by providing discipline and outside perspective as executives debate opportunities and make decisions.

RECOMMENDED READING

The following books and articles contain valuable insights and tools essential to a successful strategy execution process:

Jim Collins, *Built to Last*

Jim Collins, *Good to Great*

Jim Collins and Jerry Porras, "Building Your Company's Vision," *Harvard Business Review* (September-October 1996, Reprint #96501)

Larry Greiner, "Evolution and Revolution as Organizations Grow," *Harvard Business Review* (May-June 1998, Reprint #93308) [originally published in the July/August 1972 issue]

John Hamm, "Why Entrepreneurs Don't Scale," *Harvard Business Review* (December 2002, Reprint #R0212J)

Verne Harnish, *Mastering the Rockefeller Habits*

Patrick Lencioni, *Death by Meeting*

Patrick Lencioni, *The Five Dysfunctions of a Team*

Patrick Lencioni, *The Five Temptations of a CEO*

Patrick Lencioni, *The Four Obsessions of An Extraordinary Executive*

Patrick Lencioni, "Make Your Values Mean Something," *Harvard Business Review* (July 2002, Reprint #R0207J)