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Need for Collaboration

... Community Advocacy



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“The ultimate goal ... requires aligning the business strategy with the working environment – the way people do their jobs, relate to their co-workers, and interact with their community.”



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“... the malaise that has been created by the history of the policy and its implementation can only be turned around by very aggressive missionary work...it will take great talent, support from the top, community involvement and the resources to accomplish the goal.”



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Preliminary Assessment

- Distracted
- Uncertain
- Nervous
- Lacking confidence

Immediate efforts devoted to achieving STABILITY



Analogy

- We have really good players – BUT
- The financial position of the franchise is weak
- The team has missed the playoffs for the past few years
- The media has been critical of our play
- The players do not enjoy coming to the rink and they are afraid to touch the puck
- We're not playing well together, and not up to our potential
- There has been a constant turnover in coaches and managers, and a series of different strategies of play
- The players don't know what system of offense or defense to follow
- The majority of the fans want us to succeed
- BUT – the fans have been following only the sports page and have been staying away from the games

Our Employees

- Concerned about the future
- Dedicated to the community
- Want to be valued

The Corporation

- Questions of public trust
- Need for engaged leadership
- Facing financial pressures

Our Culture

- Distracted, uncertain and lacking confidence
- Reliant on hearsay communication
- Wary of the intent of change

The Effect

- Scattered corporate focus
- Mixed corporate performance
- Employee relations challenges

The Outcome

- Affect on service delivery
- Impact on morale
- Shifting priorities

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Get back to the basics - concentrate on a few specific objectives and a select list of significant priorities

We'll develop a program specific to our immediate needs which will focus on making us better

Inward looking strategy – hard look at ourselves

Conceptual Framework

- Organizational Uncertainty
 - Missed the playoffs
- Stage One – Organizational Stability
 - Win more games
- Stage Two – Organizational Effectiveness
 - Make the playoffs
- Stage Three – Organizational Performance
 - Win the cup



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Positioning

- Sports analogy again - start simple
 - score more goals than we give up
 - win a few more games than we lose
- We want to get back in the playoffs

Testing the Message

- When I tested this “message” I was asked: where do you think we rank?
- Fallen in the standings, but don’t know where we are in the ranking
- Larger question: how do we establish our rank, and how do we improve where we stand – good discussion for the organization

Basis for Performance

- What league are we playing in?
- Who are competitors?
- Where are we in the standings?
- How do we determine wins and losses?

Direction

1. address the financial position of the organization
2. focus our attention on public service
3. get the right people in the right jobs, and get help where we need it
4. follow a simple system of governance, leadership and management – A system that defines responsibilities and sets expectations; elaborates on a desired workplace culture; builds alliances with our employees, unions and community; and, promotes pride in our work.



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Outcomes

- Restore public confidence and trust
 - what we stand for and why
- Establish a cooperative and enduring relationship with Council and Community
 - what we can do together - a shared agenda
- Shift our leadership culture
 - engaged and focused leadership
- Reestablish pride in the workplace
 - people are valued

Collaboration

- London Diversity and Race Relations Committee
- Advocacy Groups and Subject Experts
- Institutional Partnerships
- Programming and Training
- Mayor's Leadership