



County of Ottawa
Administrator's Office

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County Administrator's Weekly Digest
December 10, 2010

MICHIGAN LOCAL GOVERNMENT MANAGEMENT ASSOCIATION (MLGMA)

I chaired my last meeting as MLGMA President earlier today in Lansing. My term goes through the end of January but the meetings are now done. I will write more when my term is over but it has been an honor and privilege to serve in this role.

INSTITUTE ON HEALING RACISM

I recently completed the Institute on Healing Racism which was an 8 week program that met each Tuesday for two hours at the end of the day. The groups review educational materials in written and video format and then discuss what they have seen/read. The program is sponsored by the Lakeshore Ethnic Diversity Alliance (LEDA) and also the Holland Chamber of Commerce. We are planning to meet with LEDA early next year to explore possibly offering an Institute in-house at the County.

UPJOHN INSTITUTE 2011 ECONOMIC FORECAST

George Erickcek, Senior Regional Analyst at the W.E. Upjohn Institute for Employment Research gave a presentation on current and projected economic conditions for the Right Place, Inc. earlier this week. We were able to obtain a copy and this is included with the Digest.

GOLD STANDARD LEADERS GRADUATION

I had the honor of attending the graduation celebration once again for the latest group to complete the Gold Standard Leaders Program. This in-house training program began after the first two employee surveys included the opinion that the County was not adequately preparing supervisors for their new role before promoting them. The training program began for supervisors and now many others have participated.

I asked Laura Mousseau, Training Coordinator, to put together some notes for my brief remarks yesterday and these are cut and pasted below and the Fall 2010 Debrief Summary is included with the Digest:

Our sixth group of employees just completed the GOLD Standard Leaders program. There are a total of 118 graduates of the level one program now. Many of these graduates have come back together for roundtable discussions on topics such as performance evaluations, mentoring, and common discipline issues, as well as additional training sessions on FMLA for Supervisors, The Hiring Process, and Behavioral Interviewing over the last two years.

This group was our first with a significant number of participants currently in informal leadership roles, but not yet supervisors. Since our goal at the onset of the program was to start training existing supervisors and then work our way toward preparing future supervisors, we are progressing in a very positive direction.

Since we began using the DiSC assessment as a core piece in our leadership training program, there has been a great demand for this information to be passed onto additional employees. So, at the end of 2010, nearly 500 employees have completed the DISC Behavioral Assessment and initial training.

Specific department classes have been conducted in Juvenile Detention, District Court, Probation/Community Correction, Fiscal Services, County Clerk's Office, Human Resources, Prosecutor's Office, Register of Deed's Office, Treasurer's Office, IT, Sheriff's Office, CMH, Public Health, and Parks. Many of these departments are planning for ongoing training built from the DiSC assessment in the areas of leadership, improved communication, understanding style differences, and team building.

At the end of 2010 –

GOLD Standard Leaders Level 1	118 Graduates
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Total Training Classes Run in 2010	165 Classes
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Training Classes Run 08-10	436 Classes
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(In both figures above, multi-session classes like Spanish, GOLD Leaders, etc. are only counted once)

Unique Employees Involved in Program in 08-10	1027 Employees
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Total Current Employees	1166
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Percentage of Participating Employees	88%
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DiSC Assessments and Training	496 Participants
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THE PRICE OF GOVERNMENT

Approximately 5-6 years ago there was a movement in our state government to use the principles found in the book titled *The Price of Government*, by David Osborne and Peter Hutchinson. The book focuses on getting the results we need in an age of permanent crisis. June Hagan and I read the book and the initiative fell apart at the state government level due to a lack of cooperation/"buy in" between the branches of government.

This book is said to be Governor Elect Snyder's policy bible. Below is a nice summary of the book which Lisa Stefanovsky passed along – it was sent to her from MALPH (Michigan Association for Local Public Health).

SMARTER GOVERNMENT

As Washington State demonstrates, new ways of doing the public's business already exist. This book will describe them, showing not only how vital services can survive the permanent fiscal crisis, but how leaders can turn that crisis into an opportunity to reinvent the way their bureaucracies work.

Our prescription begins with the five critical decisions Washington State made:

1. Getting a Grip on the Problem: Is it short or long term? Is it driven by revenue or expenses, or both?
2. Setting the Price of Government: Determining how much citizens are willing to pay.

3. Setting the Priorities of Government: Deciding which results citizens value most.
4. Setting the Price of Each Priority: Deciding how much the government will spend to produce each of these outcomes.
5. Purchasing the Priorities: Deciding how best to produce the desired results at the price citizens are willing to pay.

Once these decisions have focused attention squarely on buying better results for citizens, the 10 approaches described below provide the means. Through smarter sizing, spending, management, and work processes, they make it possible to produce the desired results at the set price, by increasing the value created for every dollar spent.

1. Strategic Reviews: Divesting to Invest.

Because time is short during budget season, smart leaders create ongoing review processes—outside the budget process—to develop new strategies and eliminate programs that are not central to their core purposes or are no longer valuable to citizens. There are many tools they can use to comb through every organization, from top to bottom, including program reviews, sunset reviews, special commissions, and subsidy reviews.

2. Consolidation.

Politicians love to merge organizations, because it looks like they're taking action to save money. But simply moving boxes on an organization chart can actually make matters worse, increasing costs while sowing confusion that hampers performance. A much more powerful alternative is to consolidate funding streams and "steering" authority, so steering (policy) organizations can purchase results from any "rowing" organizations—public or private—that can best produce them. Consider the Pinellas County Juvenile Welfare Board, in the Tampa-St. Petersburg area. As we will describe in Chapter 5, the board uses \$46 million a year from a dedicated property tax to contract with some 60 different not-for-profit organizations to improve outcomes for poor children. It does no rowing itself, but these 60 providers offer a wide array of services, from child-care centers to parenting skills to teen centers to residential treatment services. The Juvenile Welfare Board measures their performance, weeds out the least effective, and moves money to strategies and organizations that demonstrate the greatest impact.

3. Rightsizing.

Some organizations work better when reduced in size, but others are crippled. The keys to success are to find the right size, then to make sure your organization has the right mix of skills to maximize the value delivered. Eliminating management layers and closing regional offices can help your organization find the right size, while human-capital planning can help it develop the right skills. Consider the Iowa Department of Transportation, which eliminated 7 construction offices, 5 maintenance offices, and 27 maintenance garages during the recent fiscal crisis. It cut 403 positions (11 percent of its workforce), increasing the average span of control from one manager for every 9 employees to one for every 14. To protect services like snow plowing and highway maintenance, the department bought new technology and cross-trained employees, so the same workers now handle both construction and maintenance. The

bottom line: \$35 million in annual **savings**.

4. Buying Services Competitively.

The fastest way to save money and increase value is to force public institutions to compete. Nobody who doesn't own one thinks monopoly is good for business. Why should it be any different in the public sector? When Steve Goldsmith was elected mayor of Indianapolis during the last fiscal crisis, he decided to make public agencies bid against private firms for the right to continue delivering public services. Over the next four years he bid out more than 30 services, from garbage pickup to operation of the city's wastewater treatment system. The average amount saved the first time a service was bid competitively was *25 percent*. Over seven years, competition saved Indianapolis more than \$120 million.

5. Rewarding Performance, Not Good Intentions.

If public-sector managers don't know what they're getting for their money, chances are they aren't getting it. The solution is to set performance targets *at* all levels, measure performance against them, and reward those who improve. In a time of fiscal crisis, however, positive outcomes aren't enough. The new imperative is improving outcomes for less money: value for dollars. One simple tool is "gainsharing," for instance. The public-sector equivalent of profit sharing, it gives teams that cut costs while maintaining or improving quality a portion of the savings they generate, as financial bonuses. In the late 1990s, when managers at the Seattle area's wastewater treatment operation agreed to let employees keep half the savings they generated, total savings over four years amounted to \$2.5 million, with no reduction in service levels or effluent quality.

6. Smarter Customer Service: Putting Customers in the Driver's Seat. When public organizations let their customers choose between providers, rather than imposing services on them, they can achieve much greater customer satisfaction at less cost. With some services, the Internet even makes self-service possible, at enormous savings. But consider a low-tech service like care for developmentally disabled children. During the 1990s, Minnesota's Dakota County stopped paying agencies for services and instead provided grants directly to families. The families chose the services they wanted, subject to certain controls, to make sure they used the money responsibly. This dramatically improved customer satisfaction, because families could now make decisions that made sense for them—like having one parent quit work to care for a child, rather than using a caregiver paid by the county. Everyone was better off, and the county saved money. The innovation was so successful that it was adopted statewide.

7. Don't Buy Mistrust—Eliminate It.

The sad truth of bureaucracy is that 20 percent of government spending is designed merely to control the other 80 percent. The ruling assumption is that most of us, given the opportunity, will lie, cheat, and steal. Not only does this approach undermine performance, it is incredibly expensive. The smarter move is to first win voluntary compliance by simplifying the rules, working in partnership with compliers, making the process of compliance easier, and creating incentives that reward compliance while keeping stiff penalties for those who still refuse to comply.

Ten years ago, for example, Occupational Safety and Health Administration (OSHA) officials in Maine

were intensely frustrated by the failure of their traditional inspect-and-fine approach. While they won gold medals from Washington for issuing the most citations and fines, Maine's workplace safety records were the worst in the nation. So they decided to try something different: They asked the 200 employers with the highest volume of injury claims—45 percent of the state's total—to create employee teams that would survey hazards in their plants and correct most of them within 12 months. As long as the company was making a good-faith effort, OSHA would forgo its traditional inspections and fines. Over the previous eight years, OSHA inspectors had identified 37,000 hazards at 1,316 work sites. In the new program's first two years, employee teams identified 174,331 workplace hazards and corrected 118,671 of them. Two of every three companies decreased their injury and illness rates, and payable workers' compensation claims by the 200 firms dropped by 47.3 percent—far outpacing declines in other companies.

8. Using Flexibility to Get Accountability.

From the governments of New Zealand and the United Kingdom to the U.S. Education Department's Office of Federal Student Aid (FSA), examples abound of "performance-based organizations" that have willingly accepted greater accountability in return for freedom from rules and regulations that impede performance. Charter schools use the same formula, with even more independence and accountability: They are free from many state and district rules, and most operate independently of any district, but they can be closed down if they don't perform. The state of Iowa is even working on a "freedom communities" initiative, in which the state would give groups of local cities and/or counties new flexibilities if they modernized their structures and created mechanisms to measure performance and report it to the **public**.

9. Making Administrative Systems Allies, Not Enemies.

All organizations are creatures—or prisoners—of their internal systems. Traditional budget, accounting, personnel, procurement, and audit systems are nests of red tape that tie employees up in knots. The messages these systems send about following bureaucratic rules are much more powerful than any leadership exhortations to perform better. To get lasting improvements in performance, public leaders have to modernize and streamline these systems. The payoff is dramatic savings: Two major procurement reform bills passed by Congress, in 1994 and 1996, had already saved \$12 billion by the end of 1997. Milwaukee's Purchasing Department was able to cut its staff by nearly two-thirds and its budget by more than 55 percent by simplifying processes, investing in technology, and giving more authority to departments. Montgomery County, Maryland, managed to shrink its accounts payable staff by more than half simply by giving departments authority to pay invoices in amounts up to \$5,000 rather than sending them to central accounts payable.

10. Smarter Work Processes: Tools from Industry.

To do more with less, organizations must ultimately change the way they work. Some of this involves wholesale substitution of new methods and strategies. But much of it requires that existing work processes of all kinds—from street repair to eligibility determination to tax collection—be streamlined. There are many ways to do this, but we will describe three of the most powerful, all of them tools first developed in

industry. Total Quality Management trains and empowers small teams of employees to make continual improvements in their work processes. WorkOuts, invented at General Electric, bring people together for three to five days to solve problems; leaders set a time limit for finding answers, approve or reject recommendations on the spot, and keep everyone on the job until it is done. And Business Process Reengineering is radical, "clean sheet" redesign of complex, large-scale business processes, to increase their efficiency and quality in dramatic ways.

Outlook for the Grand Rapids MSA: *A long and winding road to recovery*

George Erickcek
W.E. Upjohn Institute
December 8, 2010

A Special Thanks to

Right Place for making this whole program possible.

The participants of the Forecast Advisory Focus Group who accept none of the credit but all of the blame for our forecasts.

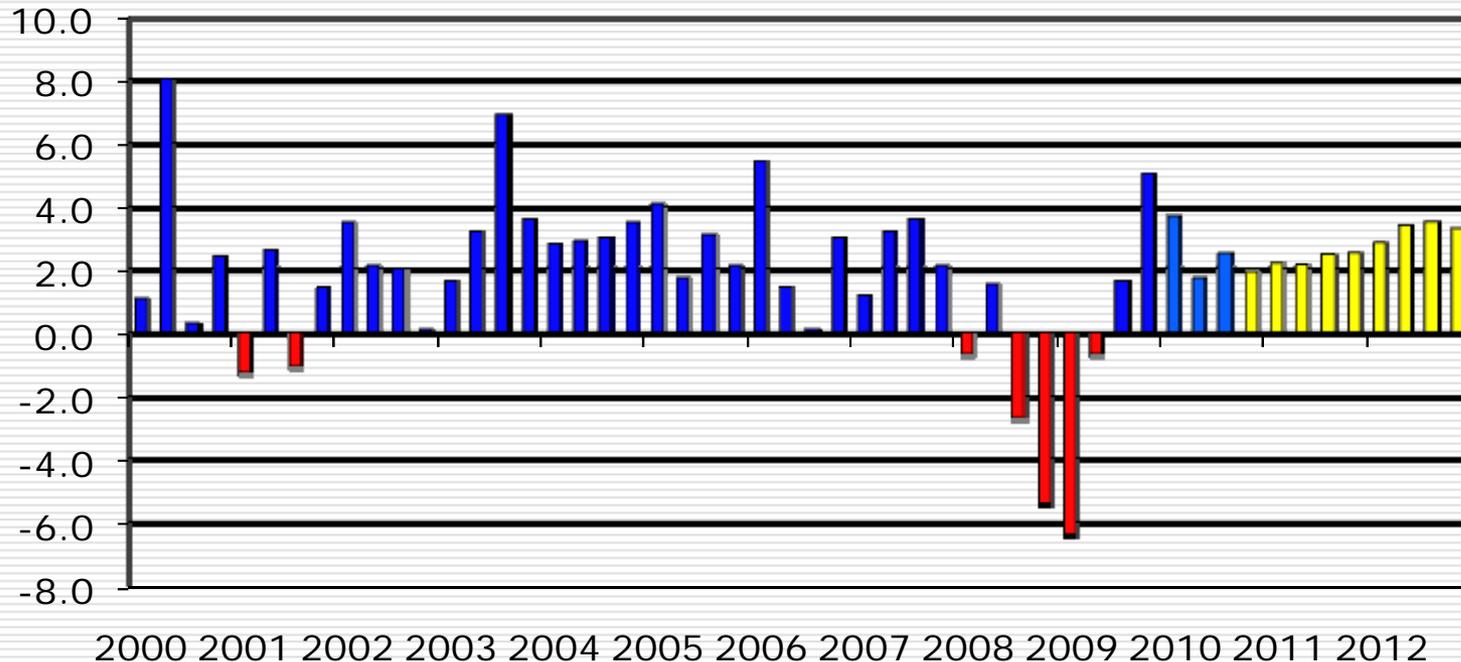
Agenda

- ❑ Review of National economic conditions – *It is not all the banks' fault.*
- ❑ Statewide – *You have to love autos*
- ❑ Comparison analysis
- ❑ A quick review of last year's forecast – *Too pessimistic.*
- ❑ The 2011 and 2012 employment forecast for the Grand Rapids MSA.
- ❑ Challenges, Opportunities, and Fears

So there is this guy in Tibet.....

Nationwide, GDP increased by 2.5% in the second quarter, *disappointing to say the least. And the forecast is not great.*

Annualized Quarterly Percent Change in GDP



Source: BEA, University of Michigan November 10, 2010 .

Employment growth occurs when GDP growth surpasses productivity growth

GDP annual percent growth – Percent change in Productivity

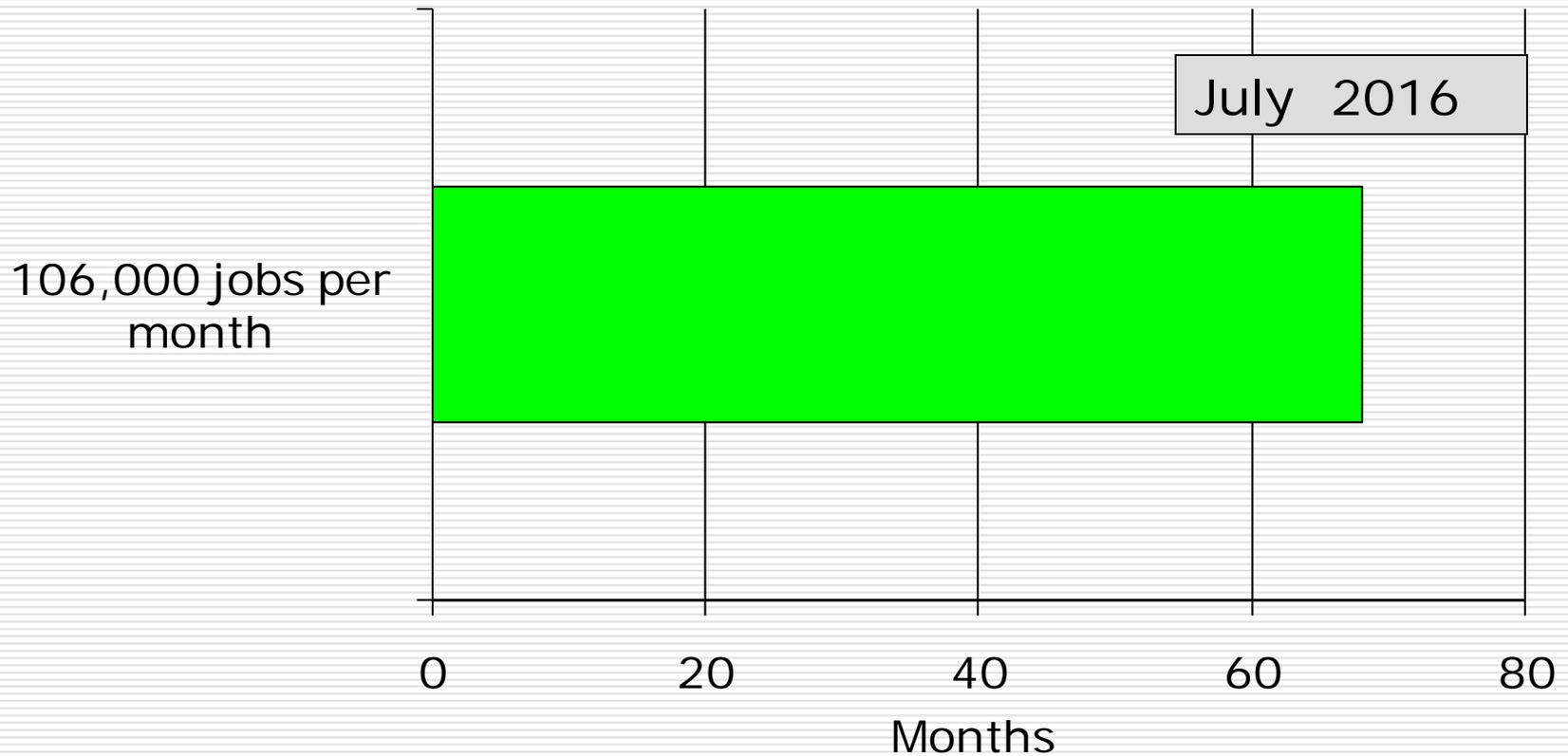


Employment inched up 39,000 in November, after jumping up by 172,000 in October. It fell by 43,000 during the third quarter.



Source: BLS.

How long will it take for employment to reach its pre-recession level if current trends continue in the private sector?



What are the headwinds?

- ❑ Consumer confidence is still lackluster and spending has slowed: bargain hunting and paying off debts are cool.
- ❑ Housing is still flat.
- ❑ Financial markets are STILL in crisis.
- ❑ Although the dollar has lost value, exports are still flat.
- ❑ Election results have likely limited future fiscal policy.

Single-Family Housing Starts— *Reached bottom hopefully.*

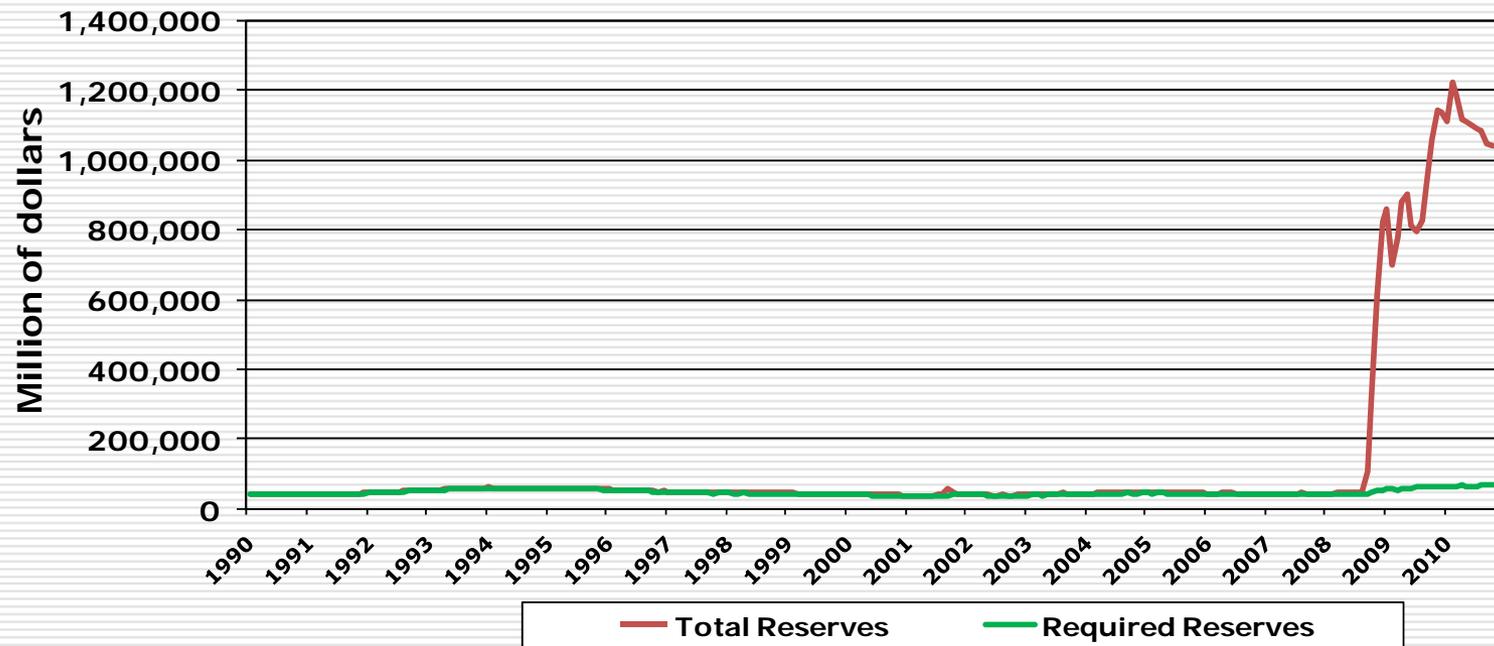
Single-family Housing Starts (thousands)



U.S. Census

Financial Roadblock: *Banks are still holding a trillion dollars in excess reserves.*

Total And Required Reserves at the Federal Reserve



Source: Federal Reserve

Demand for C & I loans has improved.

Net Percentage of Domestic Respondents Reporting Stronger Demand for C&I Loans



Source: Federal Reserve

Manufacturing employment is expanding.



Source: BLS.

Possible Government Action

- Fiscal Policy: *Further tax cuts are likely, as well as larger deficits.*
- Monetary Policy: *Carefully monitored aggressiveness. "We could raise interest rates in 15 minutes."*
- Dangers:
 - *A growing national debt*
 - *Inflationary spiral*
 - *A weakening dollar*

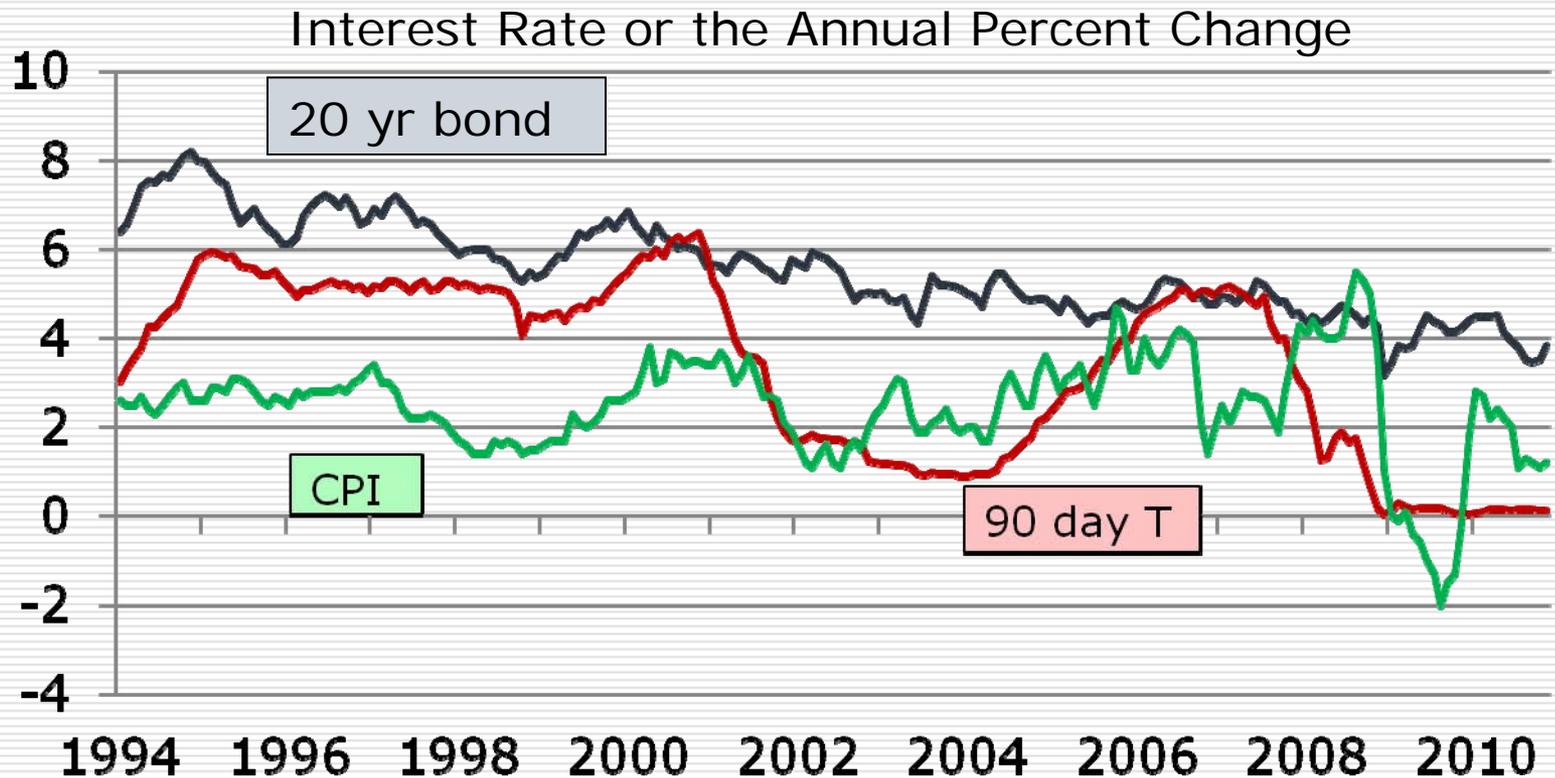
The dollar has been slipping against major currencies.

Dollar relative to major currencies



Source: Federal Reserve

Interest rates and inflation are both low.

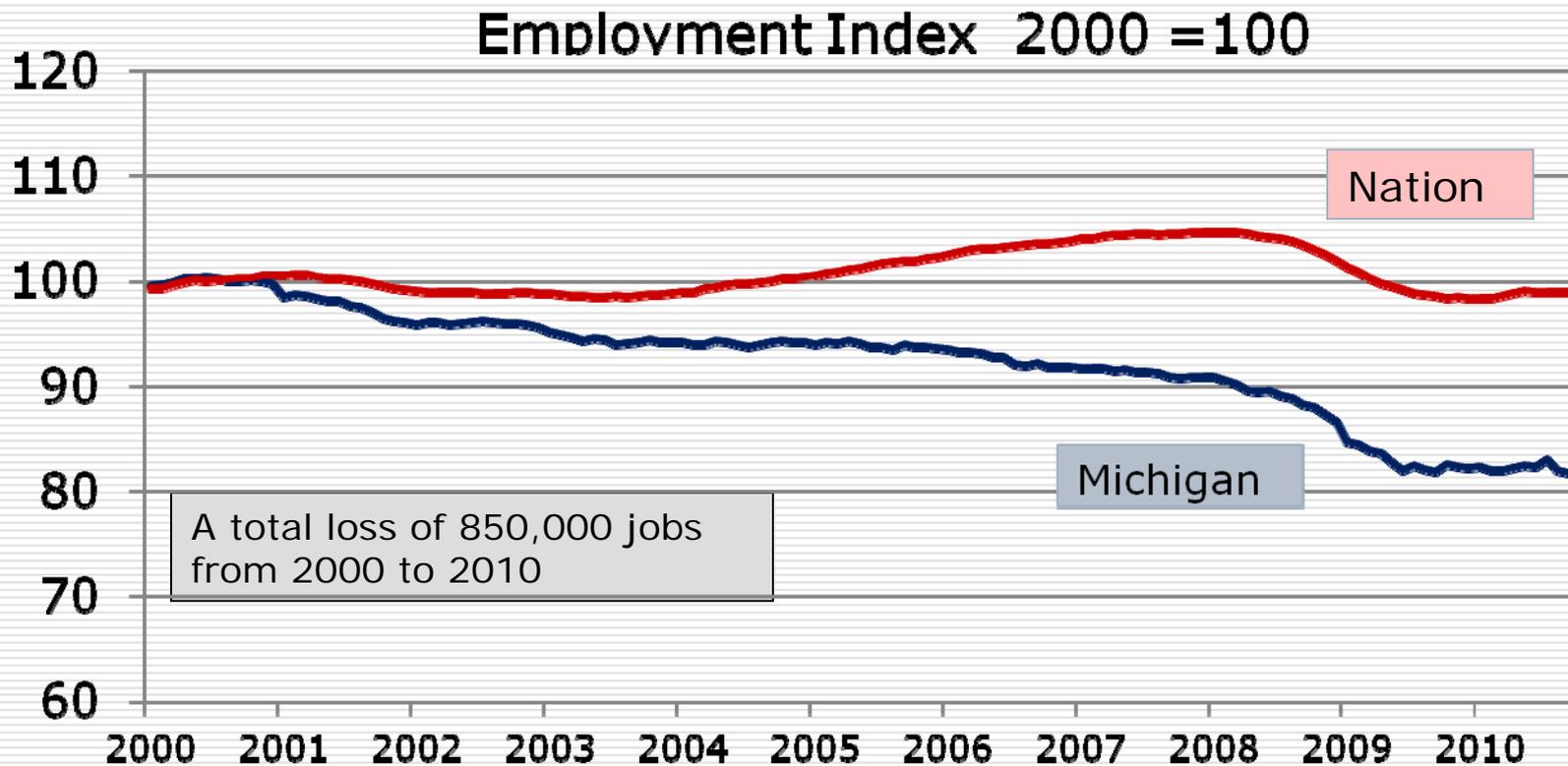


Source: Federal Reserve and BLS

Michigan

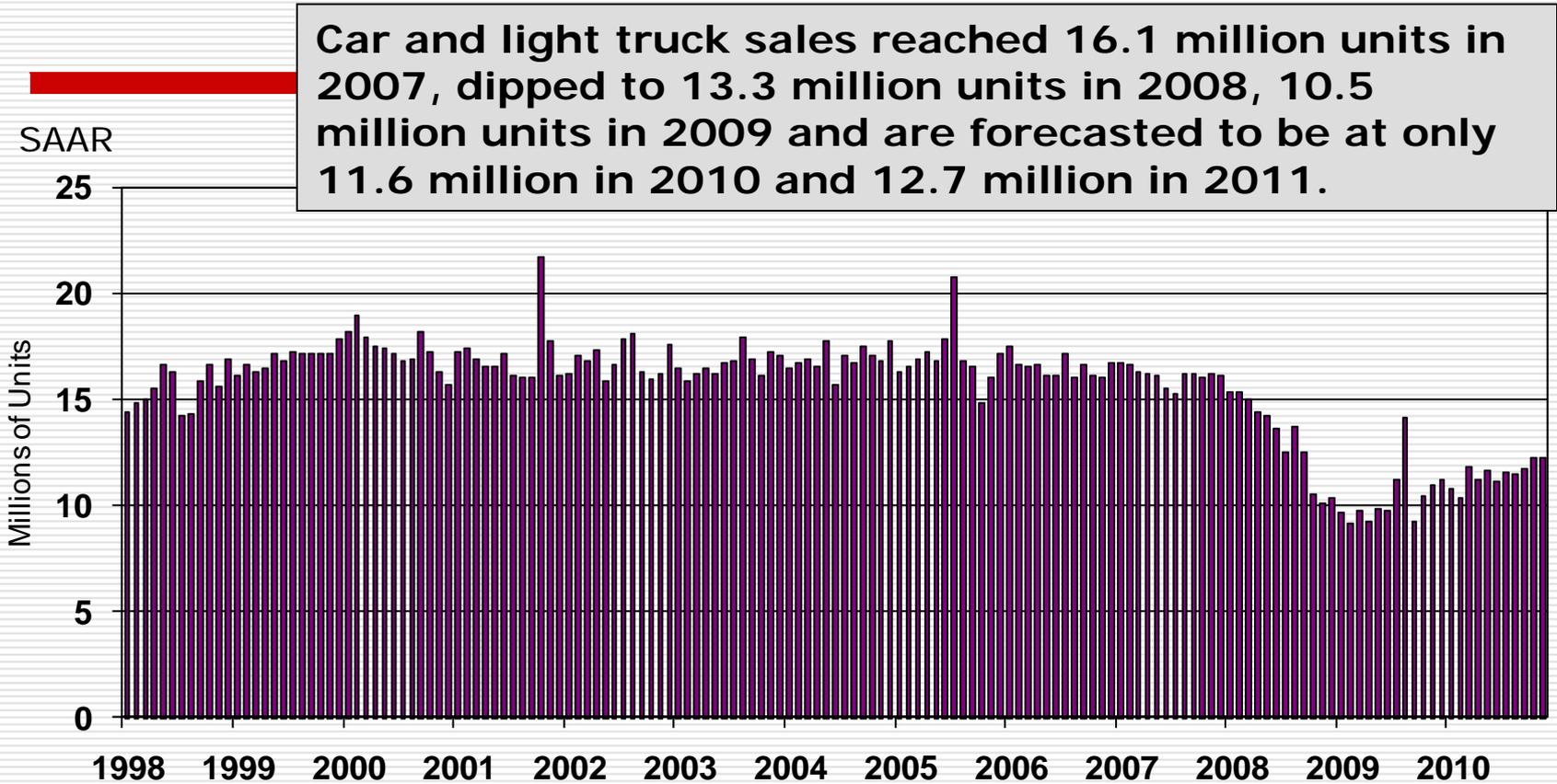
- Employment has stabilized. *From the third quarter 2009 to the third quarter 2010, employment increased by 6,000.*
- Retail indicators are up.
- The University of Michigan forecast is ***positive***.
 - *30,500 additional jobs in 2011*
 - *71,200 additional jobs in 2012*

Michigan employment has finally stabilized.



Source: Upjohn Institute calculation using BLS data.

Auto dealers have been making some deals.

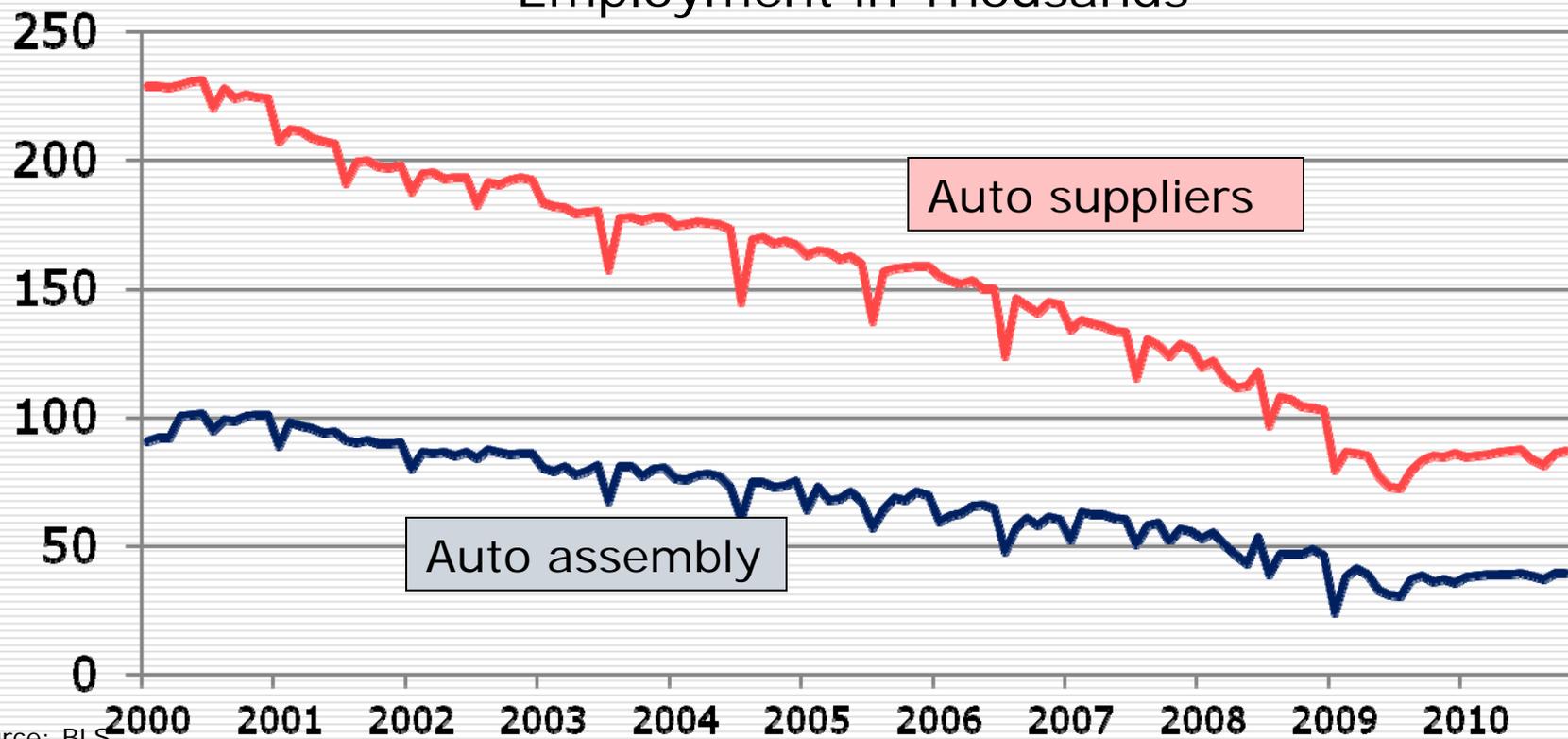


Source: BEA.

Sales have averaged an 11.6 million unit pace during the first 10 months of the year.

Employment in the state's auto industry has *finally* stabilized.

Employment in Thousands



Source: BLS.

Michigan's retail activity has picked up.



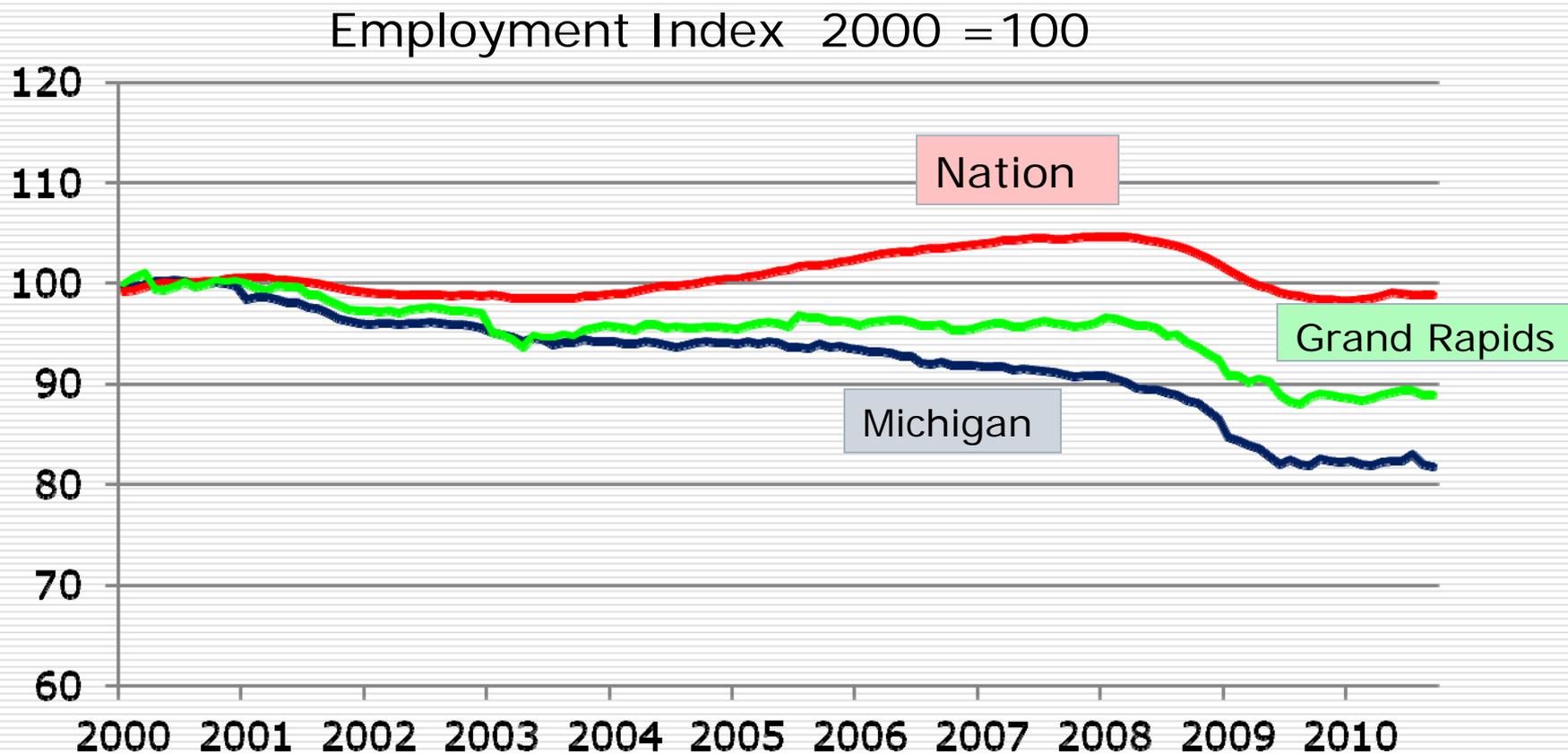
NOTE: Index = percent reporting an increase in sales + [0.5 x (% reporting no change)].

Source: Federal Reserve

Grand Rapids MSA

- ❑ Employment has stabilized.
- ❑ The office furniture industry is expected to have a better year in 2011.
- ❑ Purchasing Managers are reporting better numbers.

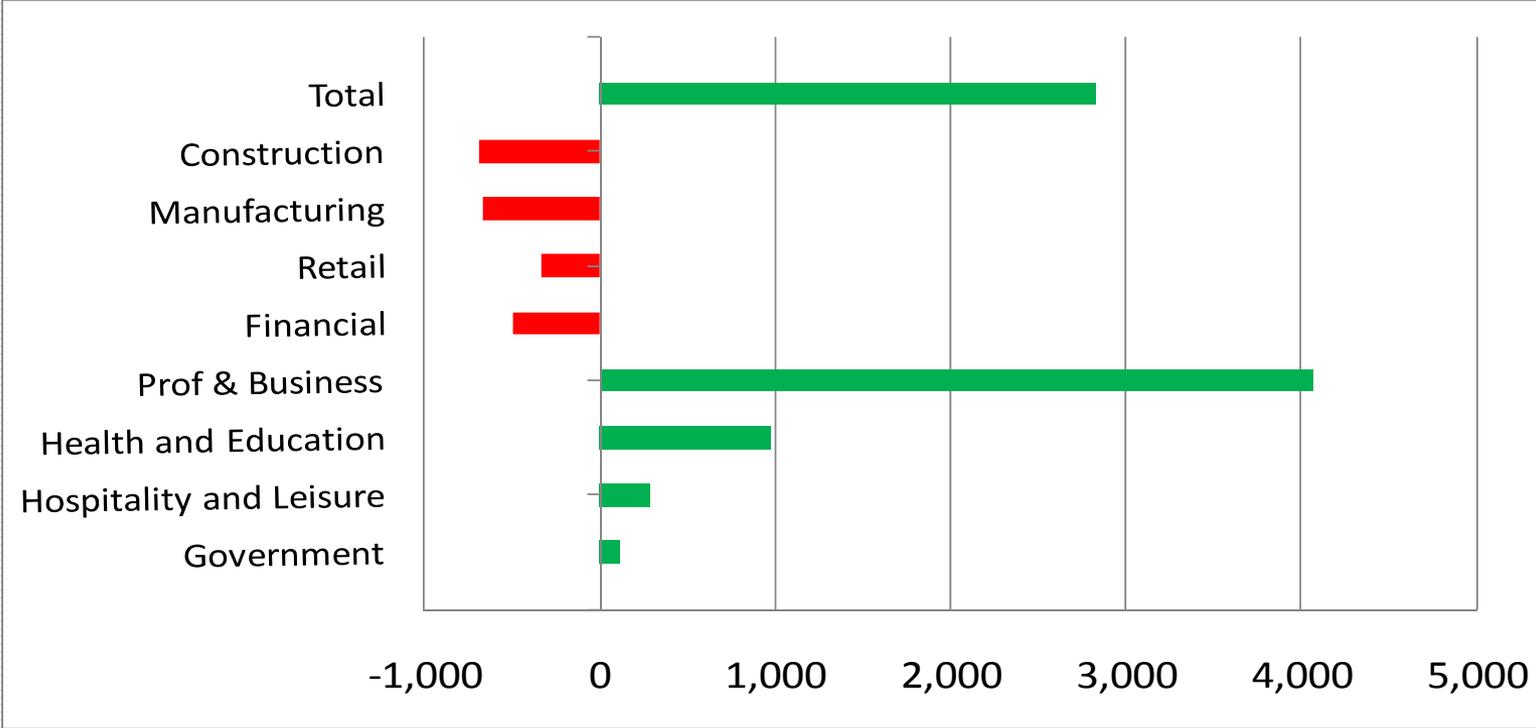
Like the state, Grand Rapids has lagged behind the nation since 2001.



Source: Upjohn Institute calculation using BLS data.

Total employment in the Grand Rapids MSA increased by 2,800 from 3rd quarter 2009 to 3rd quarter 2010.

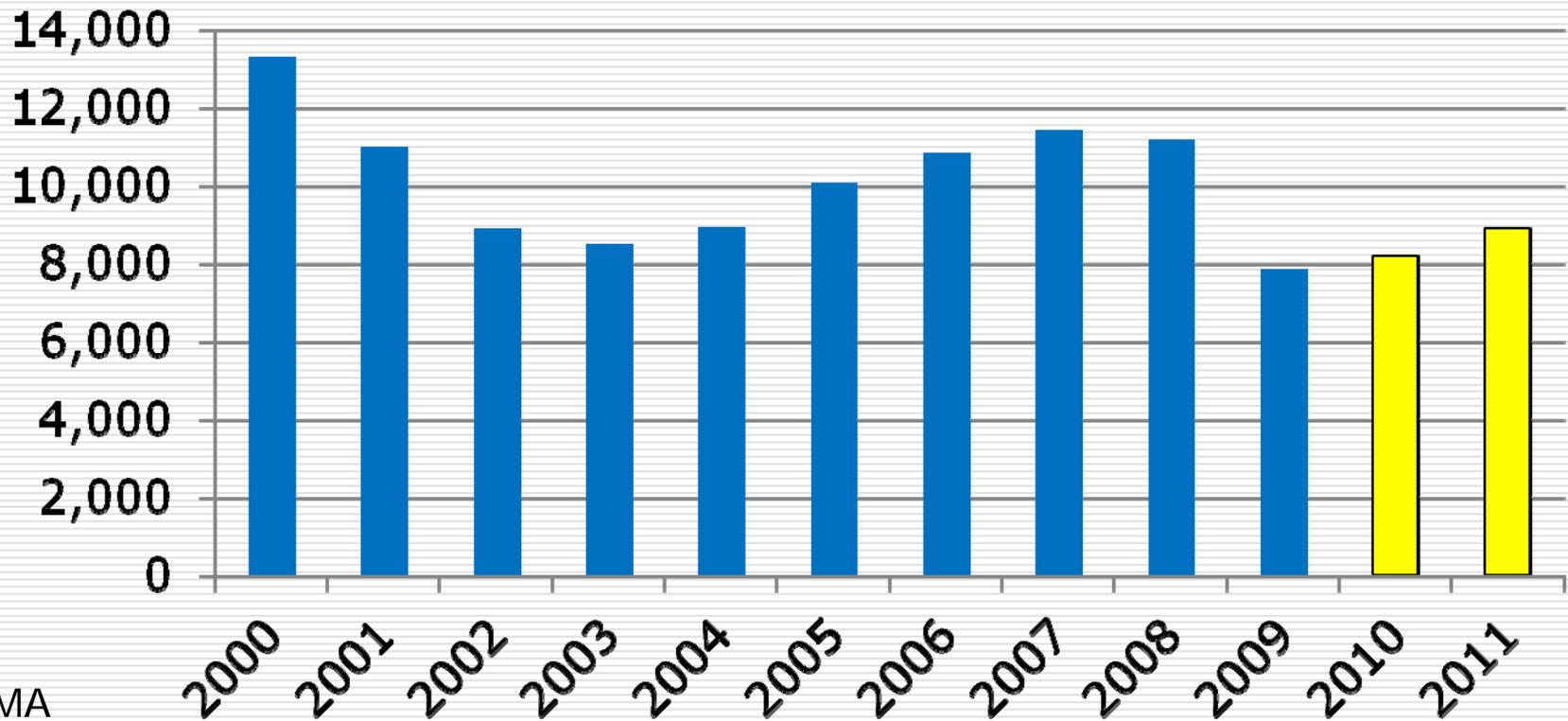
Employment Change 3rd quarter 2009 to 3rd Quarter 2010



Source: BLS

The office furniture industry is forecasted to experience better times.

Production in billion of dollars



BIFMA

Grand Rapids Area Purchasing Managers Index



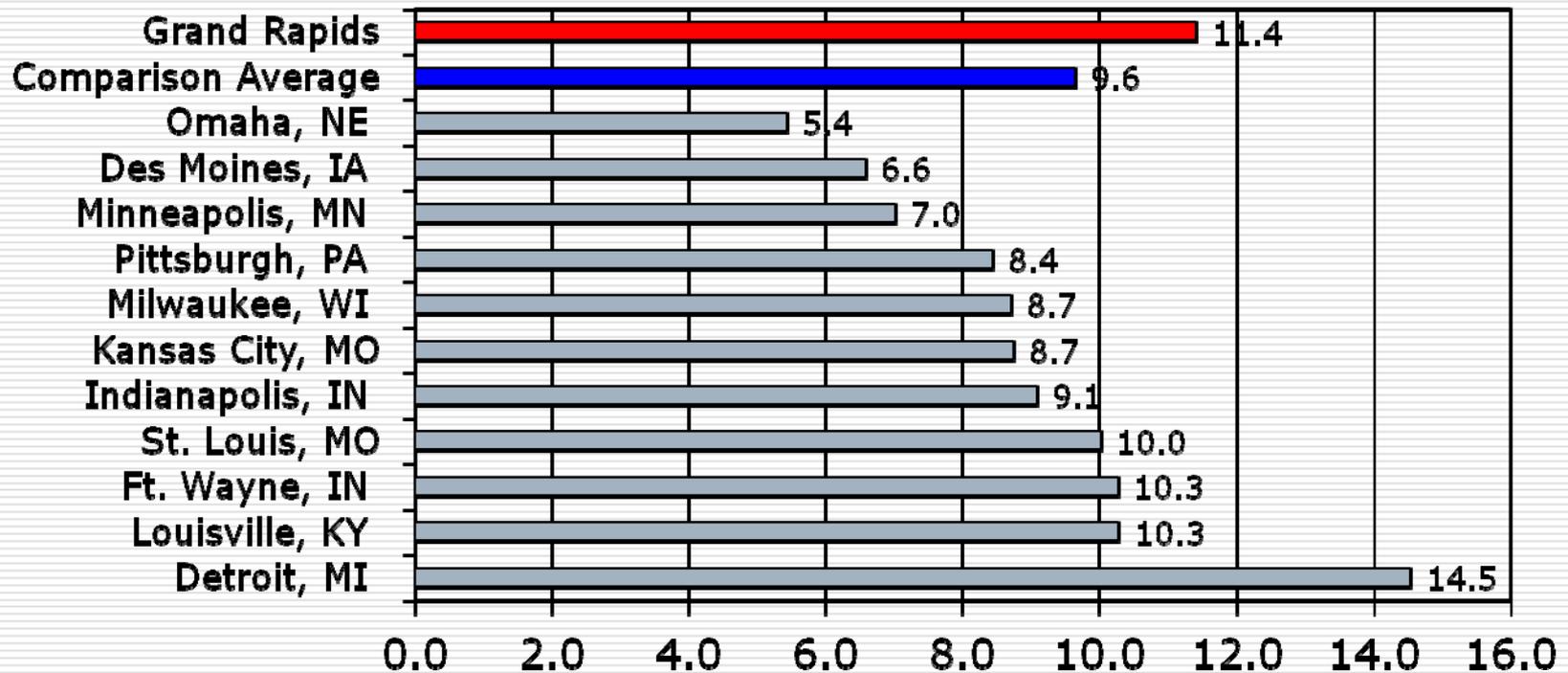
Comparison Analysis

Comparison Areas:

- Omaha, NE
- Pittsburgh, PA
- Des Moines, IA
- Detroit, MI
- Ft. Wayne, IN
- Indianapolis, IN
- Kansas City, MO
- Louisville, KY
- Milwaukee, WI
- Minneapolis, MN
- St. Louis, MO

Unfortunately, Grand Rapid's unemployment rate remains stubbornly high.

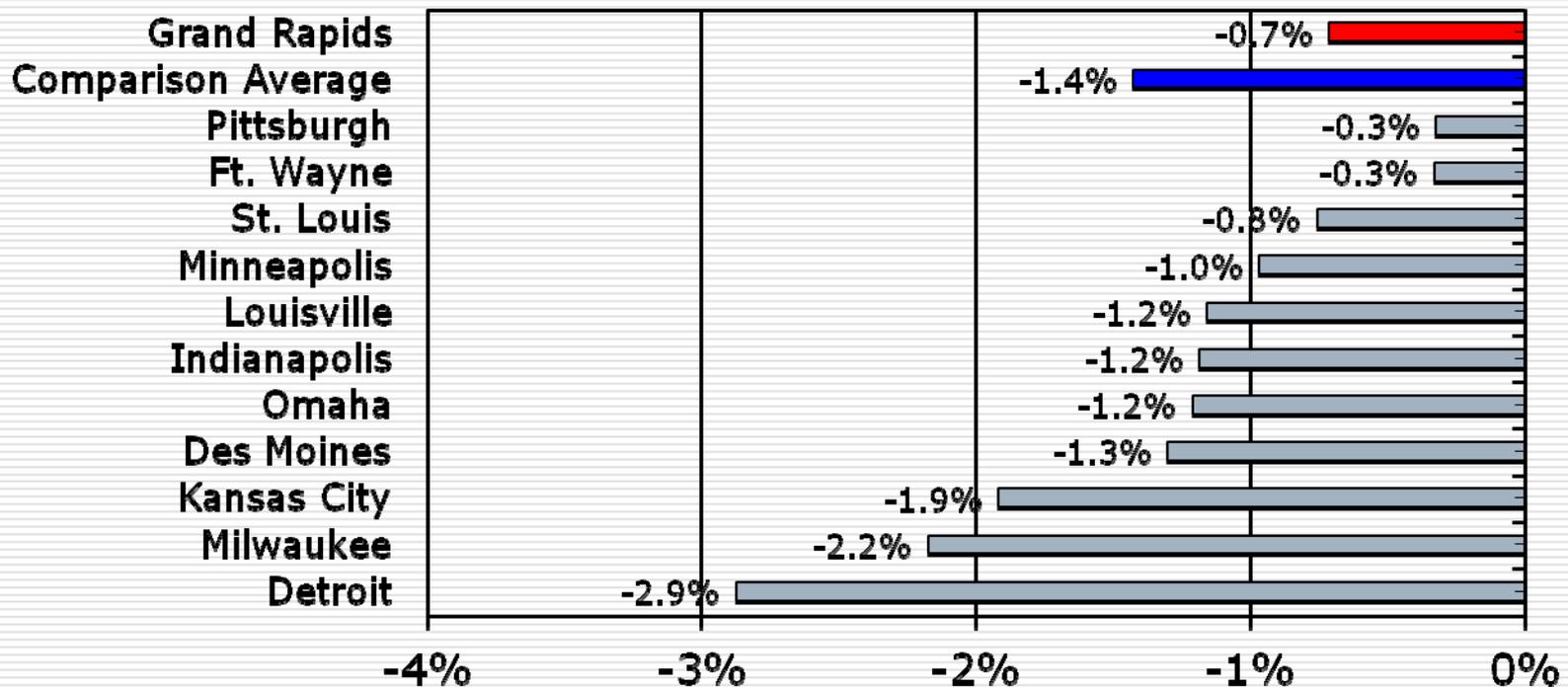
Average Unemployment Rate, Jan-Oct 2010



Source: BLS

The area employment situation is better than most.

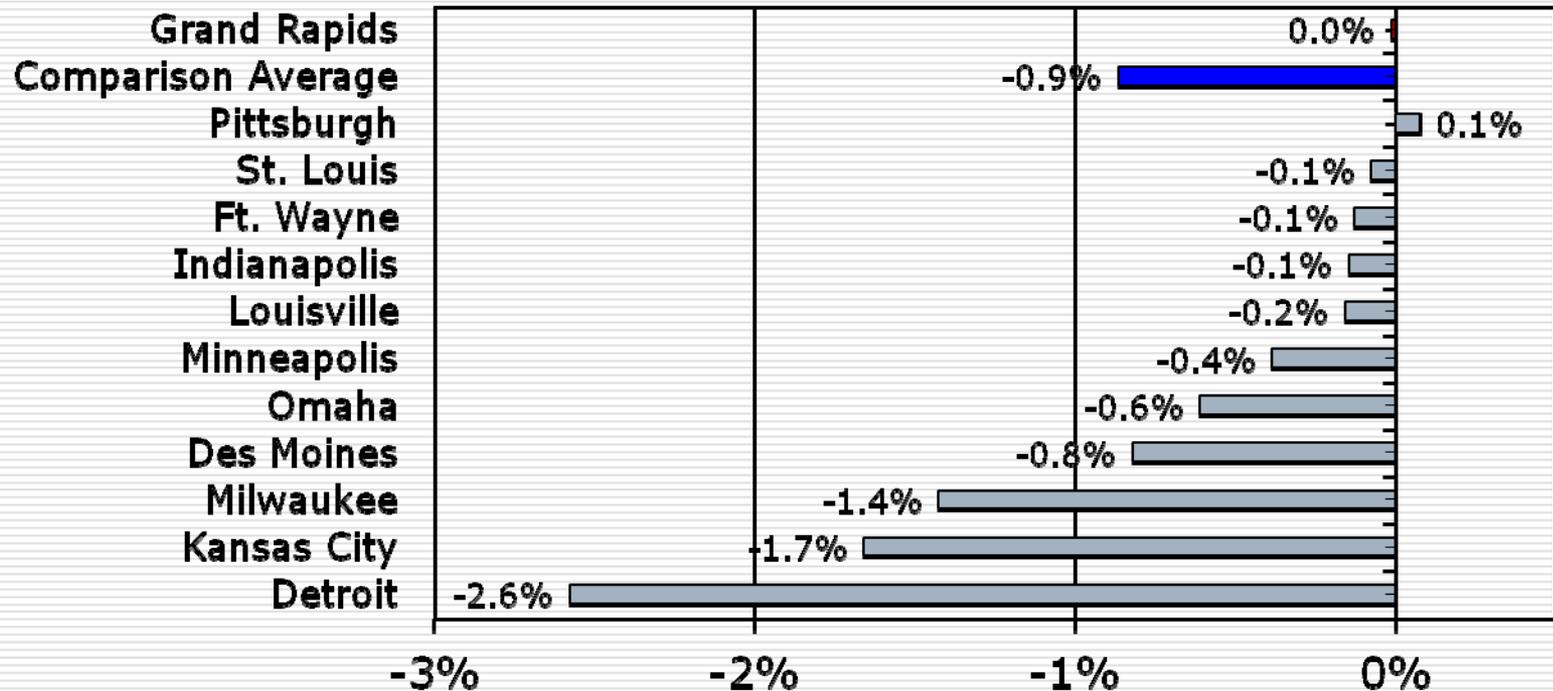
Percent Change in Total Employment
Jan-Oct 2009 to Jan-Oct 2010



Source: BLS

Only Pittsburgh had a better (and positive) change in service employment.

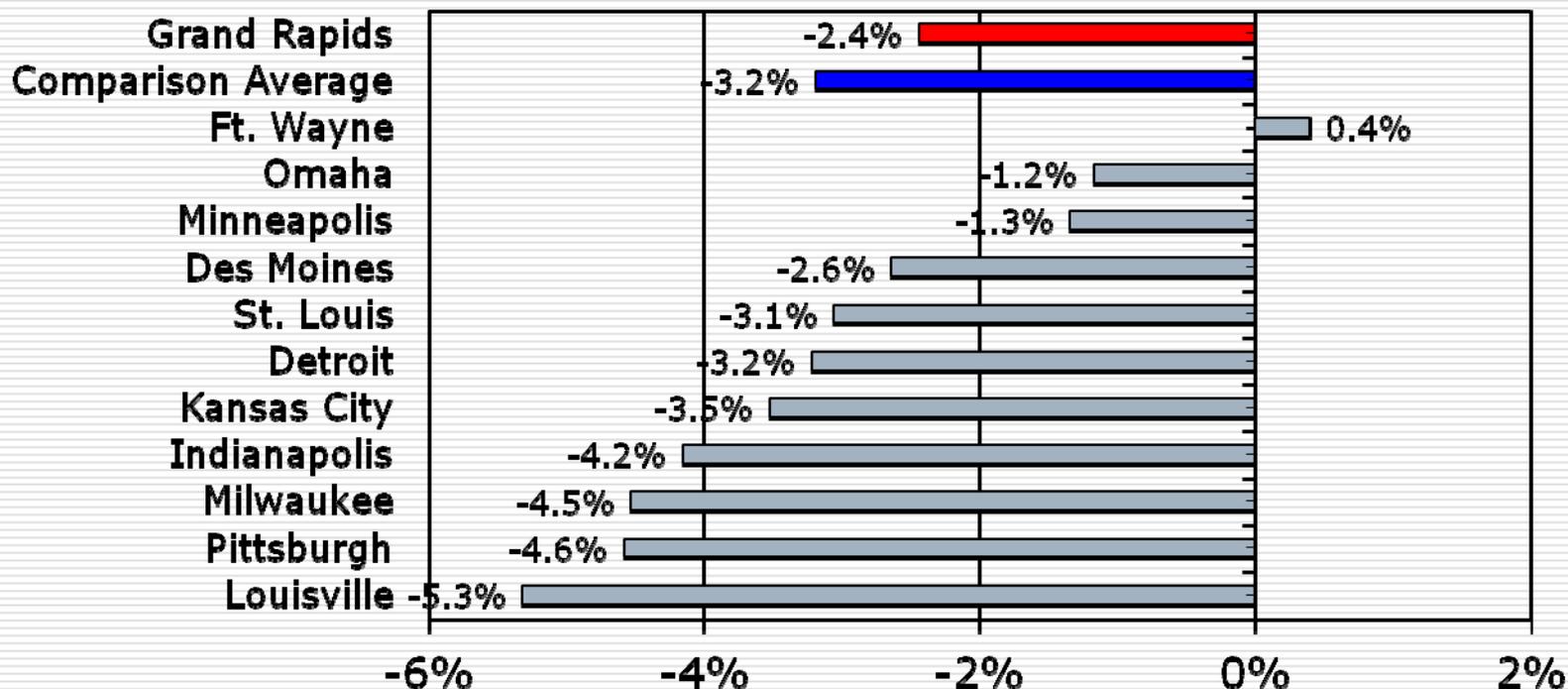
Percent Change in Service Employment
Jan-Oct 2009 to Jan-Oct 2010



Source: BLS

Manufacturing is again ahead of the pack.

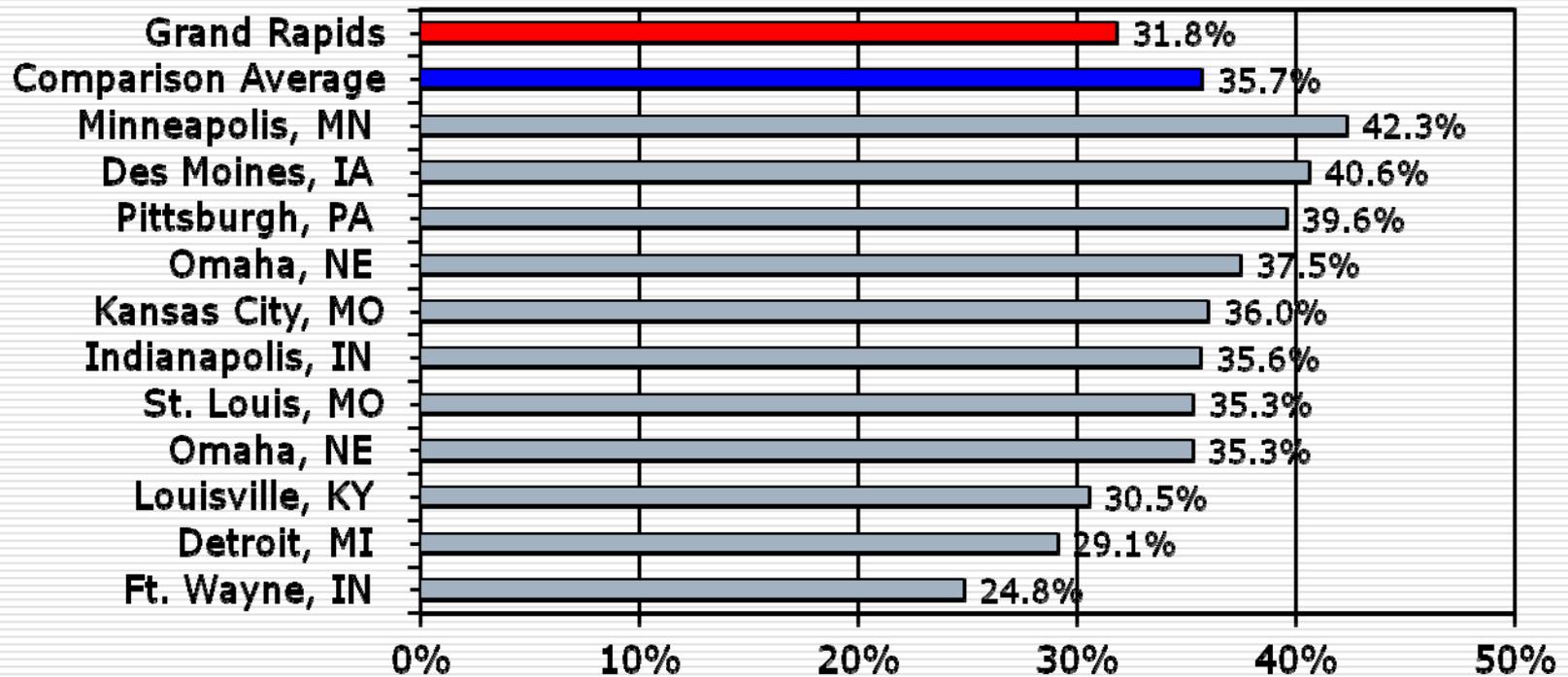
Percent Change in Manufacturing Employment
Jan-Oct 2009 to Jan-Oct 2010



Source: BLS

This is a story that we will return to later.

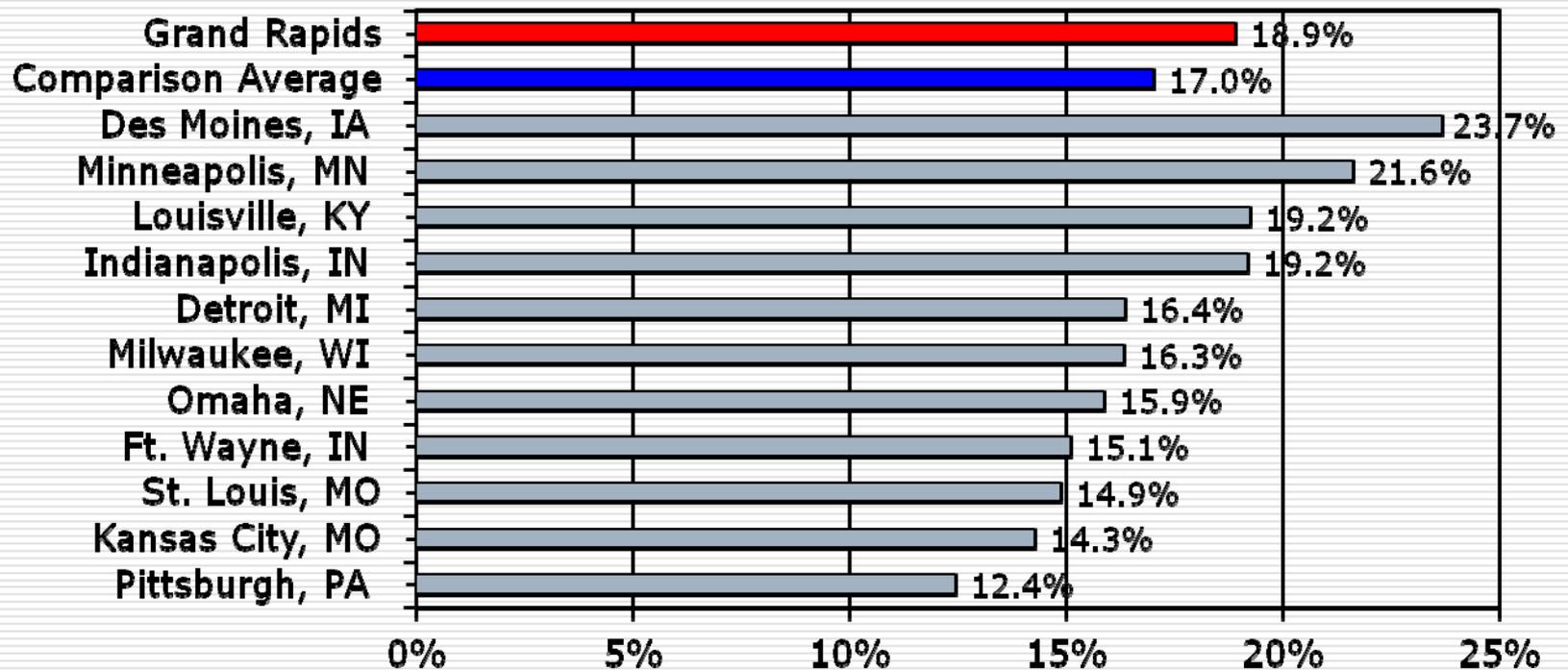
Percent of 25-34 Year-Olds with Bachelor's Degree or Higher



Source: ACS

What is the story with Des Moines?

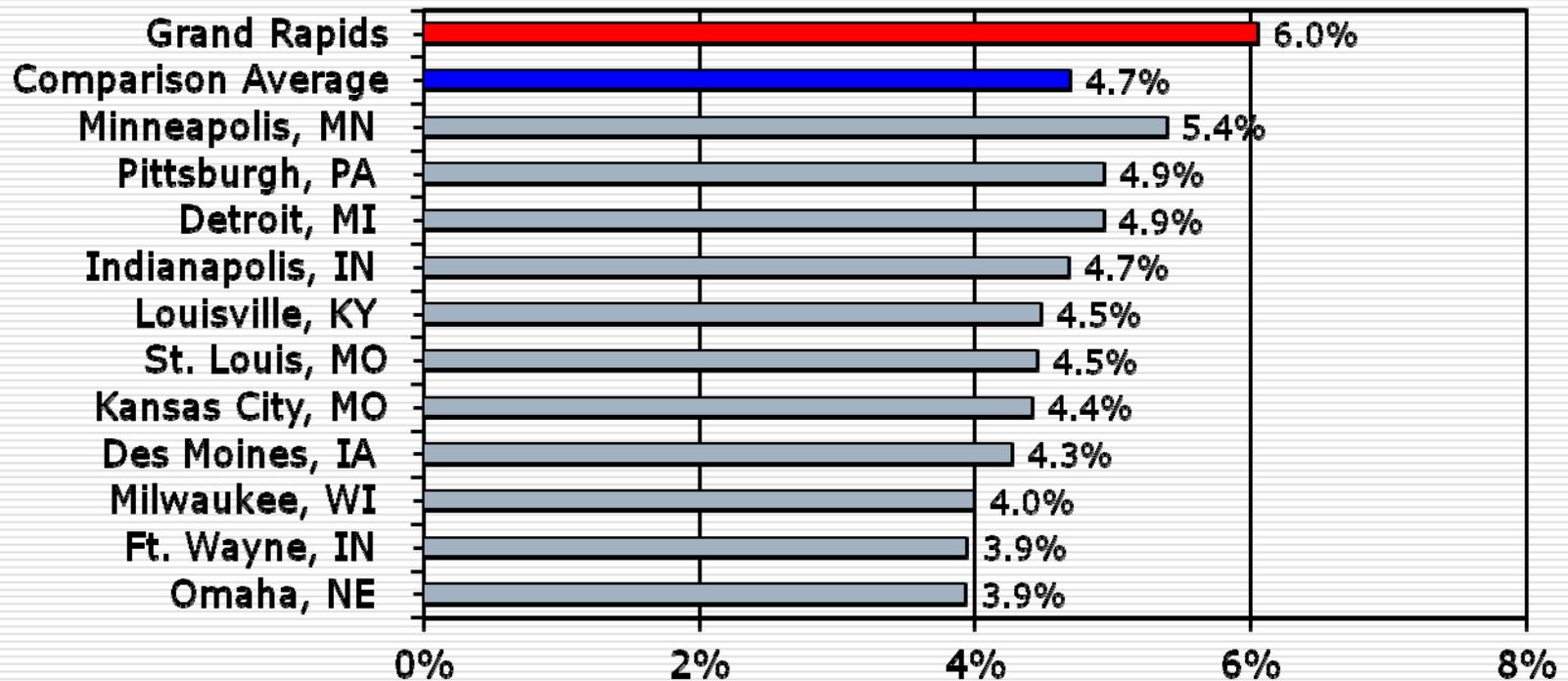
Percent of Self-Employed in Professional, Scientific, or Technical Industries



Source: ACS

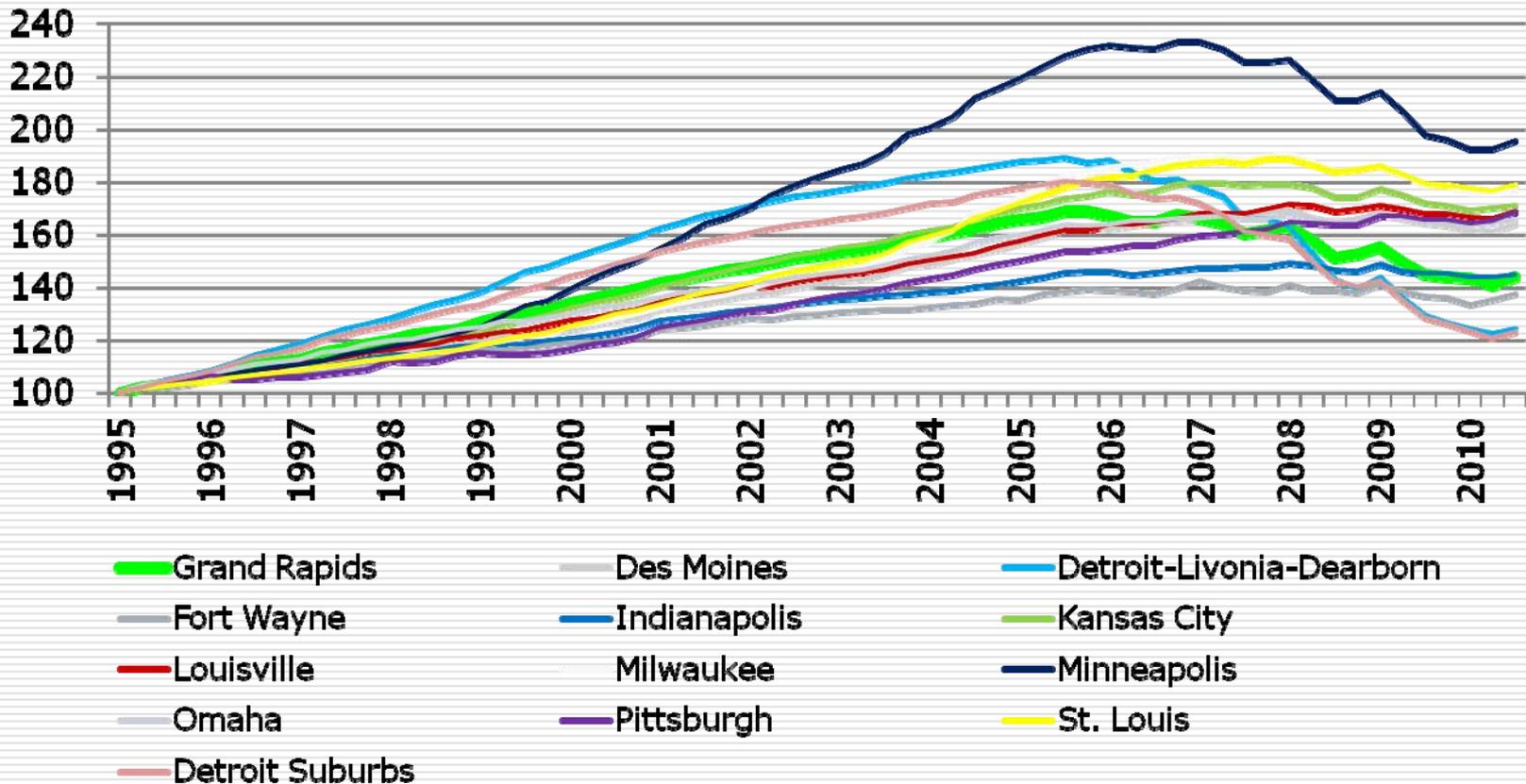
This statistic is what I find the most promising: Job creation depends on meeting the demand of the marketplace.

Job Creation as a Percent of Total Employment in Q1-Q3 2009



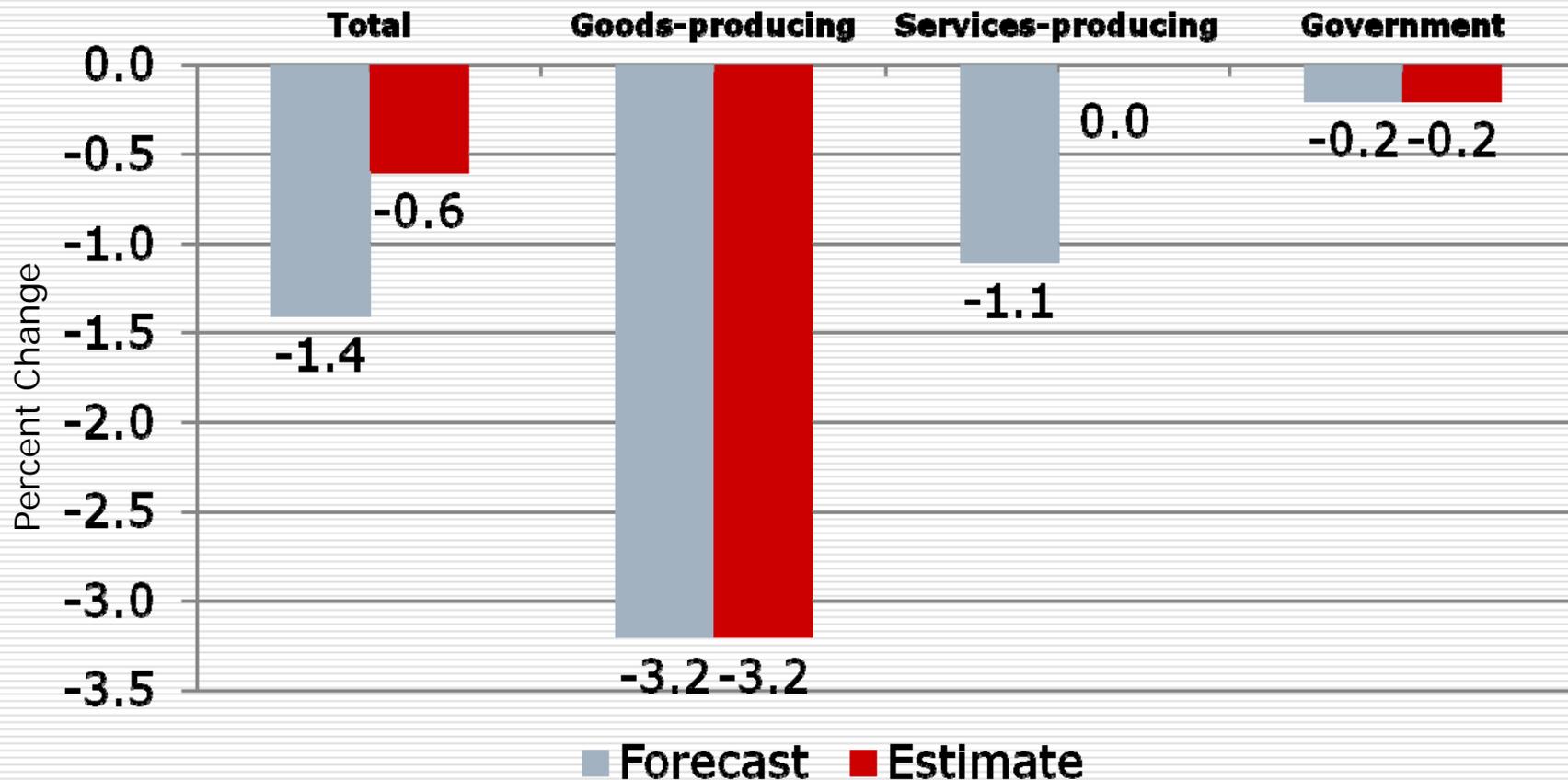
Source: Census QWI

Housing prices: again, better than most.

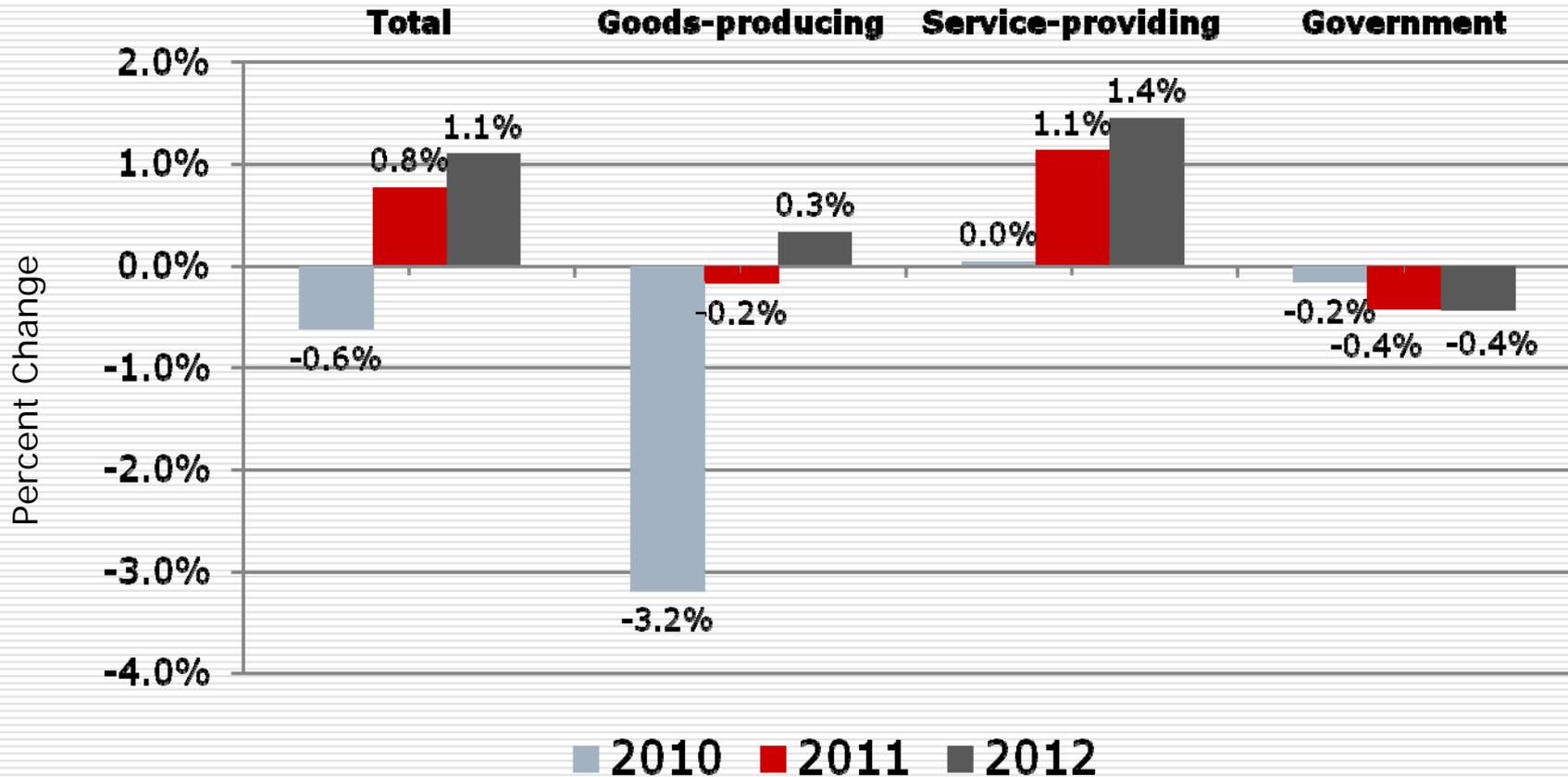


Source: FHFA

So how did we do last year? *We blew it in the service sector.*



Employment Forecast for the Grand Rapids MSA

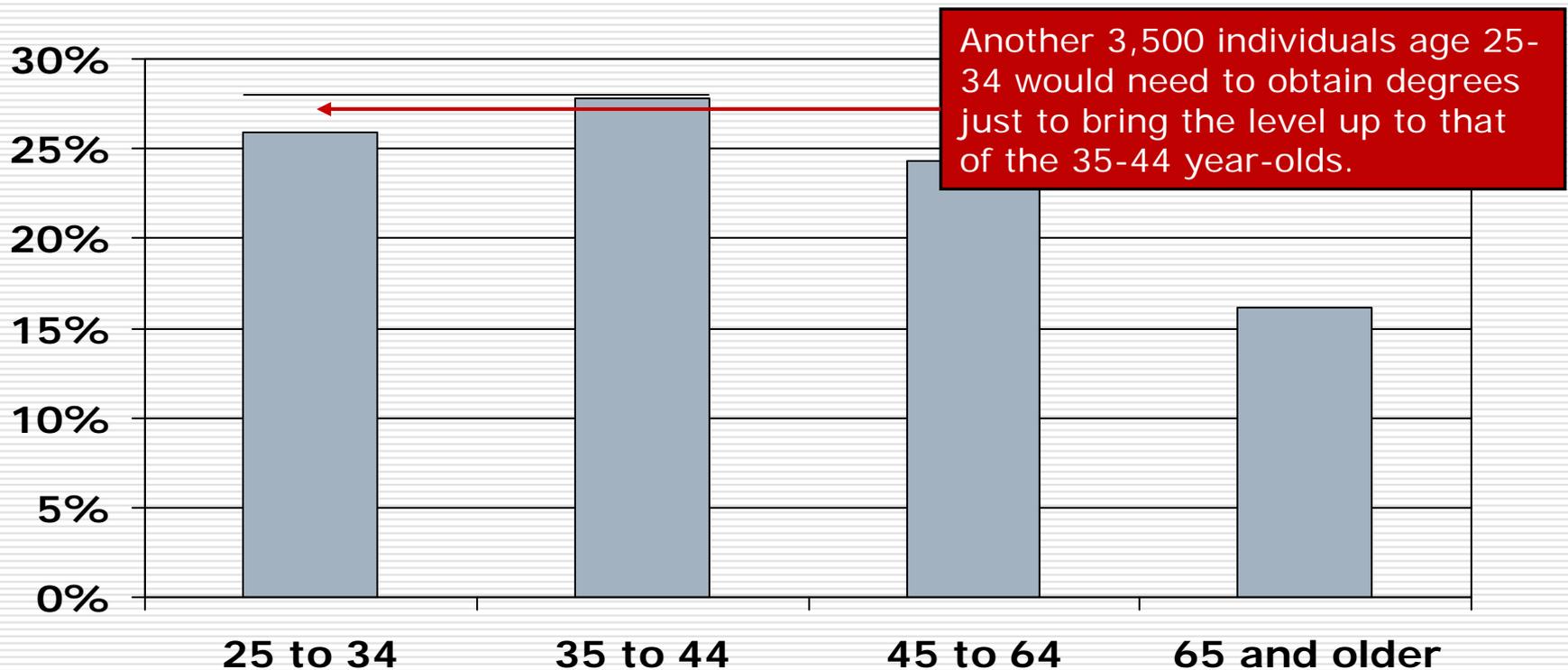


Overall what are the area's:

- Challenges
 - Opportunities
 - And my fear?
-

A Challenge to West Michigan: *The younger generation is less educated than earlier generations.*

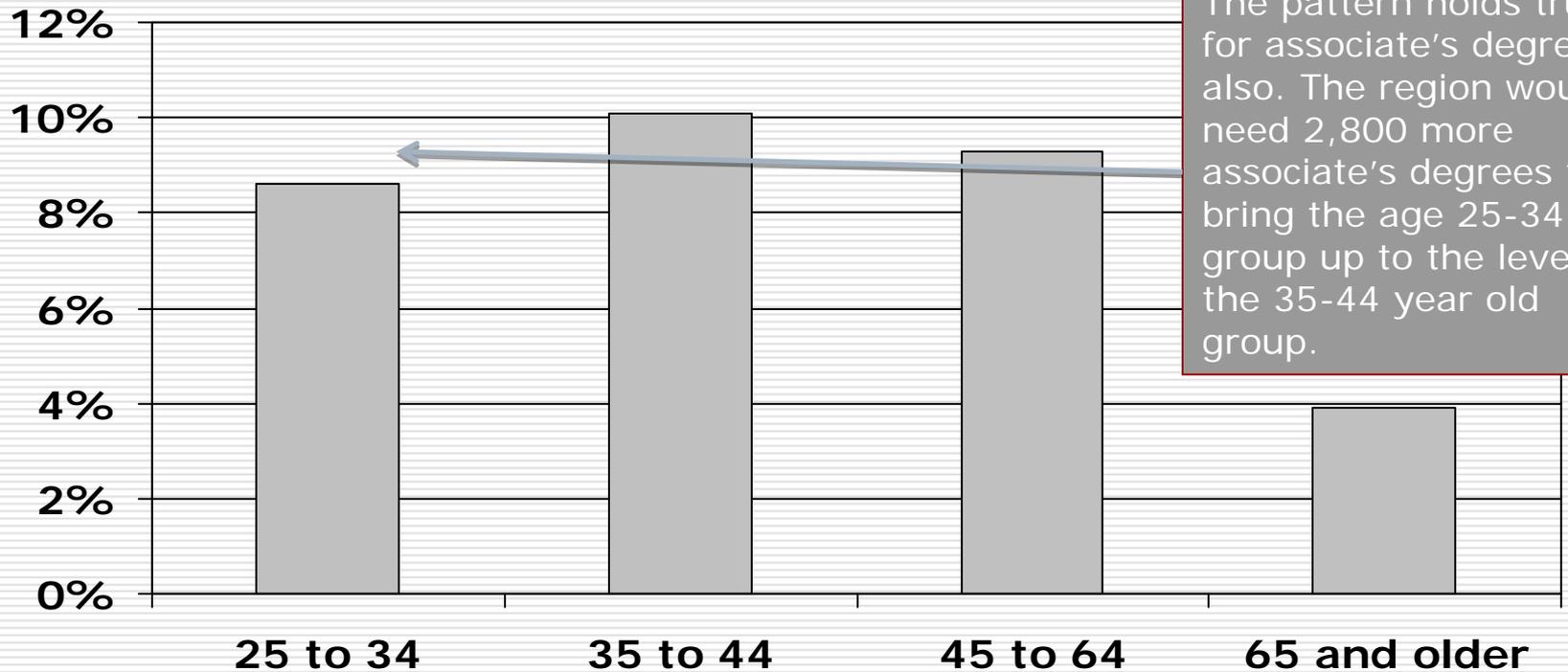
West Michigan: Bachelor's Degree or Higher by Age



U.S. Census Bureau, ACS 2006-2008.

The younger generation is less educated than earlier generations.

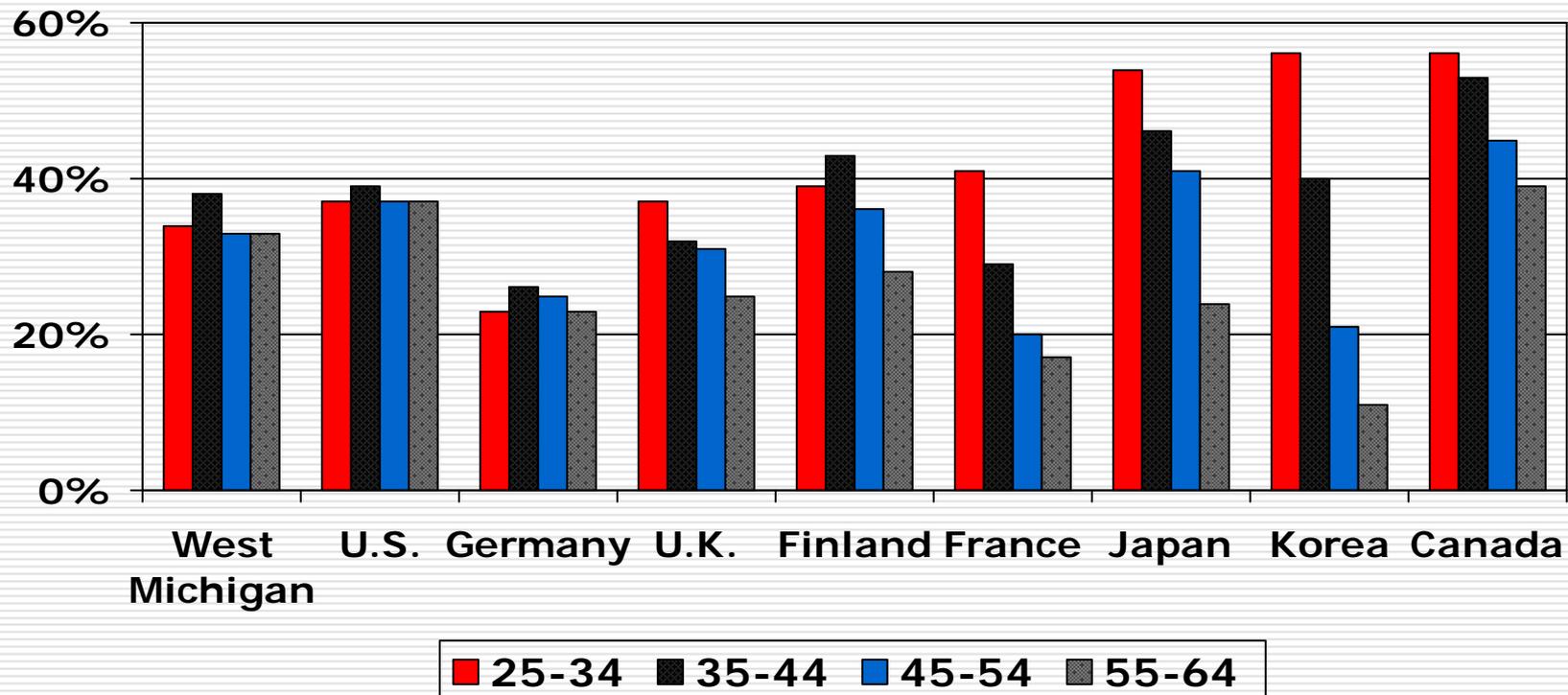
West Michigan: Associate's Degree Holders by Age



U.S. Census Bureau, ACS 2006-2008.

The problem is NOT just West Michigan: *The U.S. is still globally competitive, but lags behind other nations in post-secondary training for the younger generation.*

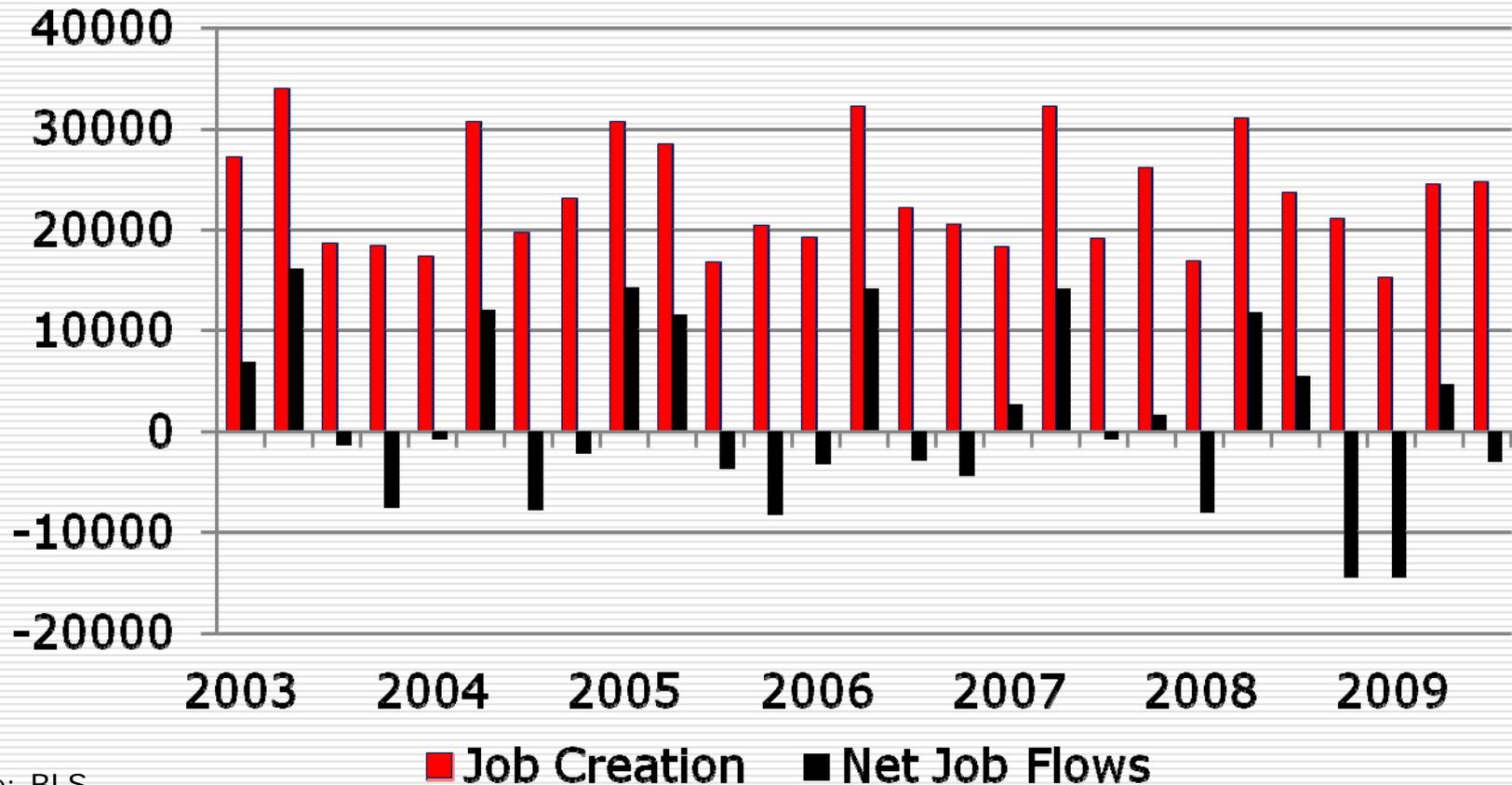
Percent Completing Post-Secondary Training, by Age



OECD, *Education at a Glance*, 2009.

Census Bureau, ACS 2006-08. Note W. Michigan and U.S. age 44-64 are combined.

Even in 2009, employers created more than 20,000 jobs per quarter.

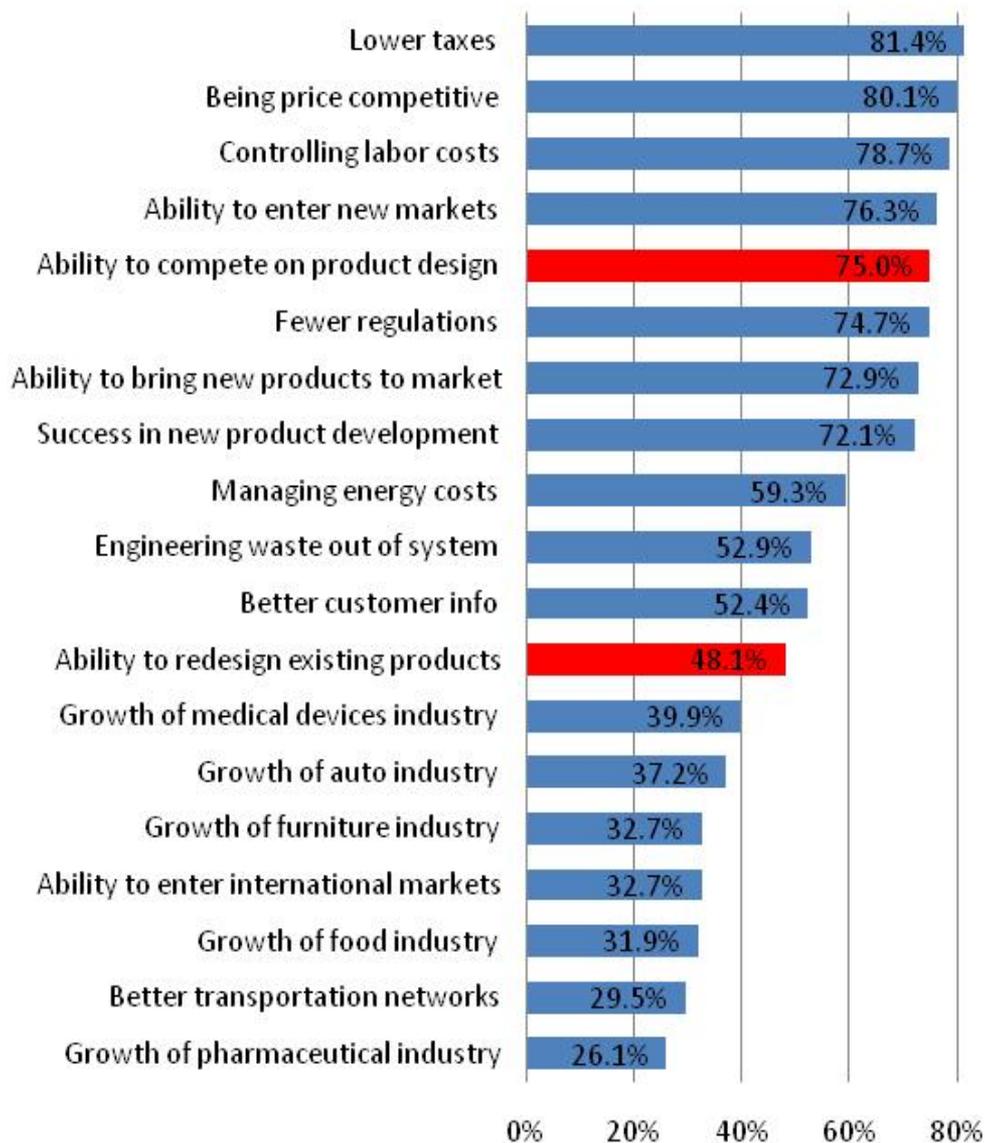


Source: BLS

Summary findings of our recent survey of West Michigan manufacturers

The average rate of sales growth for the past five years reported by firms interested in design was 9.9 percent, which is higher than the 5.6 percent average reported by the other firms.

Key Factors for Success Over the Next Five Years, Percent of Responses Stating Agree or Strongly Agree



And, to my fear:

A region can be trapped in a no-growth path because the local leaders have a strong vested interest in the current state of affairs. Such path dependency often requires an external jolt to shake things up and create the new conditions that will foster economic growth.

Fabrizio Barca, 2009

Outlook for the Grand Rapids MSA: *A long and winding road to recovery*

George Erickcek
W.E. Upjohn Institute
December 8, 2010

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GOLD STANDARD LEADERS PROGRAM – Fall 2010

Debriefing Flip Chart Summaries

By participating in this process, I have become (or will be) a more effective leader because I...

- Have increased contact with indirect reports
- Have more tools in dealing with conflict
- Have an increased awareness of personality types (myself and others)
- Can reinforce “humanity” of supervision
- Learned to focus on behaviors vs. attitude
- Have a better understanding of, and relationship with, my supervisor
- Have forms to document performance feedback
- Am a better listener
- Have an understanding of leadership vs. management
- Appreciate human relations
- Am comfortable with conflict
- Am more focused with leadership issues with templates
- Can be open to discussion and try new ideas
- Don't have to control everything
- Have confidence
- Know that issues are universal regardless of role in the organization
- Understand the big picture and how it all fits together as a team (Personality)
- Know how we communicate the information
- Can help others to solve their problems as opposed to trying to solve the issues for them
- Have an understanding of the day to day issues our bosses go through
- Can focus on facts and not feelings, and behavior and not attitudes
- Encourage team member participation
- Can maintain team member self esteem
- Know how to respond vs. react
- Have learned to provide continual performance feedback – not just as a leader but also as a team member
- Have become a better communicator and listener
- Am more responsive and less reactive
- Have an awareness of others' perceptions and needs
- Can incorporate positive feedback
- Have a better understanding of behaviors vs. attitudes
- Have self awareness
- Understand there are differences in personalities
- Have gained knowledge of relevant leadership skills and have a better idea of what an effective leader needs to be able to do.
- I'm not quite there yet, but I'm learning to not react in situations, but think before I ask my questions. Also, I'm learning to ask questions instead of providing what I think should be the solution.
- I learned that follow-up on issues is important

Some improvement ideas to consider when planning, designing and presenting this series to future groups:

- Have all employees go through this
- Gold Standard Leader Training II
- DiSC training for all
- No group hugs
- 4 hours is long
- For those not currently in leadership roles, possibly a bit more focus on managing up!
- THIS HAS BEEN GREAT
- Would have been helpful to be in a discussion group consisting of supervisors
- Would have been useful to include a discussion of the County HR policies
- Need to tie content to work activities of people who are not currently supervisors
- More in-depth discussion of identifying problem behaviors that present as attitude
- Would benefit for departments to go through parts of this class together (listening and open communication)
- Should be mandatory for all supervisors and new hires in supervisory positions
- Train on how to deal with issues with our own supervisors
- More time for some exercises
- Break out sessions could be longer
- More time spent on conflict resolution
- Develop performance standards
- Strategies for indirect reports and coworkers
- Manage up (being heard)
- More on constructive feedback
- This program is a long commitment and it is hard to free up your schedule to make all of the sessions.

By investing in this program, some of the ways the county (as an organization), our employees, and ultimately our customers benefit include:

- An effective leader who appreciates his/her staff
- Happy workplace
- Productivity increases
- Long-term employees
- Better appearance to the community and the people we serve
- Less stress = Better health
- Creativity/Better ideas
- More engaged = Better service
- More efficient
- Work as one organization rather than department vs. department
- Working for the good of the County, not the department or individual
- Less conflict = Less turnover
- More knowledgeable staff
- Knowing that the County has invested in the employee, makes the employee want to invest in his/her job
- An awareness of the public's needs vs. employee's needs only
- Creates a more positive work environment – employees become invested and better customer service is offered
- Promotes/Encourages leadership – trains those not currently supervising to become natural applicants for future supervisory jobs. County costs are lowered
- We need to understand the technical skills of our positions, but also how to work effectively with others whether it is in a leadership role or as a co-worker.
- More productive work environment
- Interaction improves with the general public
- Shows that the County values its employee's development/mentoring
- Creates a cooperative environment (not us vs. them)
- Creates bridges between departments
- Should promote consistency throughout the County
- I think this program is helping us as employees understand that our behavior toward others impacts the entire work environment.

**Where do we go from here? Other topics? Ways to continue the learning?
Ways to continue the connection?**

- Informal review of practices learned at department level
- Continually review DiSC profiles within each department
- Utilize templates/materials (feedback, conflict resolution, respond vs. react, behavior vs. attitude)
- Teach how to open closed doors. Explore ideas from new employees
- Refresher course with small groups
- Gold Standard Leader II
- Keep listening
- Develop course for departments
- Stress management – Increase employee morale/organizational communication
- Add management track to course
- Finish reading all materials and use tools
- Commit to reaching out to others/reinforce connections
- Annual follow-ups offsite (with food and refreshments)
- Reminders/continued learning/application
- Occasional or periodic 2 hour classes on various leadership topics that would be open to all course graduate
- I think refresher courses would be great because once we return to our workplace we tend to revert back to old behaviors.
- Lateral transfer of information/prevent conflict
- Possibly highlighting some of the different skills we learned about performance feedback, resolving conflicts, and leadership skills on the Front Page or County Connections to remind us about the great things we learned in class, and how we wanted to incorporate these in our own lives.
- Feedback from Denny and Laura on how we are doing – are we getting it?

One thought I would share with others who are considering enrolling in the GOLD Standard Leaders I program is:

- It will change the way you relate to people, both at work and in your personal life.
- It changed my perspective of what I thought a manager was.
- Great program to meet other people and to learn that others have experienced the same problems and issues. Good ideas come from the group discussions.
- Take it! I learned to open myself up to the difference of leadership vs. management and communicate those differences to others. I have started the process and learned “what I thought I knew” was my perception, not necessarily what was. I have learned new skills I will share with others.
- GREAT CLASS!
- Just be open to the information. It may be “against the grain,” but still good to know.
- A lot of info! Apply what fits your needs.
- A good opportunity to enhance existing skills and learn new.
- Be willing to be open with your thoughts and ideas, even if it is uncomfortable for you to share this with others.
- Helps with role at the county as well as outside of work – growth as an individual to be the best person you can be.
- It’s not that bad.
- Important for non-leadership employees to participate because we all are leaders in some way.
- More comfortable as a valued employee, able to communicate more openly.
- Just do it!
- Worth the time commitment.
- Increased confidence as a supervisor.
- Valuable experience – camaraderie with “humanity.”

Any other comments or feedback you would like to share.

- Thank you Laura, Denny, and Ottawa County for investing time and money into us. Thanks, Al, for keeping this class during these economic times, and valuing and investing in your employees.
- Thank you for the opportunity.
- Thank you for opening this up to non-management.
- Definitely worth the time and financial investment.
- Much more introspective than I expected. Well worth the county investment – not just investing money, but investing in people to build a strong team.
- Great job, Denny and Laura – fantastic presenters and teachers. Loved the snacks – well-planned.
- The presenters are personable, down-to-earth, fun, and knowledgeable.