

# Working ON, not IN, Your County Board

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# The Wave



# Well-Intended “Mistakes”

- Reducing managers (too much)
  - How many staff can one manager effectively lead???
- Assigning responsibility without authority
  - Team Leaders
- Methods of promotion
  - Appointment without solicitation

# Turning the Ship Around

- Acknowledge the problem
  - Or simply the opportunity for improvement
- Commit to solving the problem
- **OUTSIDER ANALYSIS**
  - Lori Stanfa
  - *Consultants have credibility because they are not dumb enough to work at your company*  
- Dilbert

# Recommendations Made by Lori Stanfa

1. Reduce Redundancies &  
Improve Efficiencies
2. Empower Staff

DUH!

# Reduce Redundancies & Improve Efficiencies

## Reviewing ISPs

- How many people see or “approve” the ISP before it gets to the individual and provider
- It is the individual’s ISP
- Holding the SSA responsible for the accuracy and completeness (i.e. quality)
- Do not completely stop reviewing, just set up a system to review / spot check

# Reduce Redundancies & Improve Efficiencies *(continued)*

## Reviewing Incident Reports

- Let an SSA bring the incidents to the supervisor **ONLY WHEN** direction is needed
- An SSA has a hard enough time keeping up with every unusual incident, how can a supervisor be expected to do this

# Reduce Redundancies & Improve Efficiencies *(continued)*

## Systems & Data Entry

- **ASK THE USERS!!!**
  - Don't make the assumption that the system is designed as efficient as possible
  - Is the same information being entered onto multiple forms?
  - How many hands does the form touch?

# Empower Staff

- Office keys
- Flexible Work Options
- Performance Indicators
- Authorizing money
- Committees & Task Forces
- Meetings between staff and supervisor

# Other Opportunities for Improvement

- Objective Performance Measurement
- TCM - allowing productivity to include work that benefits the department / agency
- Recognizing time spent doing “other things”
- Supervisors and SSA

# Other Opportunities for Improvement *(continued)*

- Open Accountability
- Buy-In from your Referent Leaders
- Outside Training
- Working ON the business instead of IN the business
- Vision Statement & Shared Values

# Working ON the Business

## Instead of IN the Business

- Working IN your business is defined as the day to day tasks that make businesses run smoothly
- Some of this work may be drudgery and some of it may be enjoyable, but it's all part of working in the business

# Working ON the Business

## Instead of IN the Business

- In contrast, working ON your business is a more long-term approach
- Planning for long-term growth
- Time to DREAM
  - Offsite
  - Individually and with *strategic* groups

# Vision Statement & Shared Values

Vision without  
action is a  
dream.  
Action without  
vision is  
simply passing  
time. Action  
with vision is  
making a  
positive  
difference.

When values  
are clear to  
you, making  
decisions  
becomes  
easier.

# Vision Statement & Shared Values

- The development process is as important as the end result
  - Open conversations were sometimes hard to hear, but resulted in honest feedback and more meaningful results
- Full Participation
  - Provided buy-in from the group

# Vision Statement & Shared Values

- External consultant led the process
- Timeline
- Small-Group Work & Homework
- You are living the value if...
- You are **NOT** living the value if...

# Vision Statement & Shared Values

- Development Kick-Off
- Final Product & Launch



## In Review...

"If you keep on doing  
what you've always done,  
you'll keep on getting  
what you've always got."

-- W. L. Bateman

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