

## **Vicky's PHILOSOPHY**

"...most people are not thriving in the organizations they work for. They are neither fulfilled nor excited. They are frustrated. They are not clear about where the organization is headed or what its highest priorities are."

Stephen R. Covey – The 8<sup>th</sup> Habit

There are several concepts that I hold deeply in managing others. They are:

Quality fundamentals – do it right the first time (Philip Crosby)

Strategic planning – fail to plan or plan to fail

In both instances, it is the environment where people work that will determine whether quality or planning occurs.

### **The Environment**

The environment must allow people to fail and learn from their mistakes. However, some mistakes cannot be tolerated; those that affect human safety. This environment must allow a certain level of conflict; conflict that allows all people to question the status quo. Autonomy needs to be allowed so that people know they are empowered to get the job done, without having to continually stop and ask permission. This type of an environment is possible when 'trust' exists and thrives.

### **The Strategic plan**

Too often organizations forget who pays their salary. Organizations also forget that without talented employees, no customers would ever darken their door. Strategic planning is an organization's ability to pave a road to success. Also in the 21<sup>st</sup> century, time has become a critical factor for business success-- people want it now.

Without identifying a vision for where you want to go, many inefficient processes get developed that take too long and cost too much, reducing profitability. Without developing a mission, decisions have no direction or meaning. Without a continuously reviewed planning process, employees work on pet projects without regard to what is best for the customer or the organization; resources are wasted.

Planning allows an organization to predict leadership and employment needs and structure itself for the future. Without this, obtaining valuable skills are delayed and possibly missed when an opportunity is identified. Many projects in organizations do not occur because the right employees can't be found in time.

Strategic planning and the environment go hand-in-hand. You can't have one without the other. Behind both need to be good leaders. Developing good leaders is easy when you have an environment and plan that identifies what their potential can be.

There are managers and leaders. We manage processes but we need to lead people. They aren't mutually exclusive-they must both occur. Fred Fiedler created the leadership/management concept long ago. He stated that there must be a balance between managing and leading; the right environment allows this to happen.

I intend to develop the right environment and create the plan to become the 'premiere' department for Ada County. When this is accomplished, the Treasurer's office will be as efficient as possible and the average citizen that interacts with us will comment positively on the change.