

# Defense Business Agility Forum 2008

Leading with Passion and Urgency  
to Create High Performance

Graham Richard

Fort Wayne, IN

Mayor

2000-2007

# Outcomes

- How do I create a commitment for urgent action to improve performance?
- How do I engage the hearts and minds of other team leaders and team members?
- How do I build support for a fast, agile, smart DOD?





**FAST**

**AGILE**

**SMART**

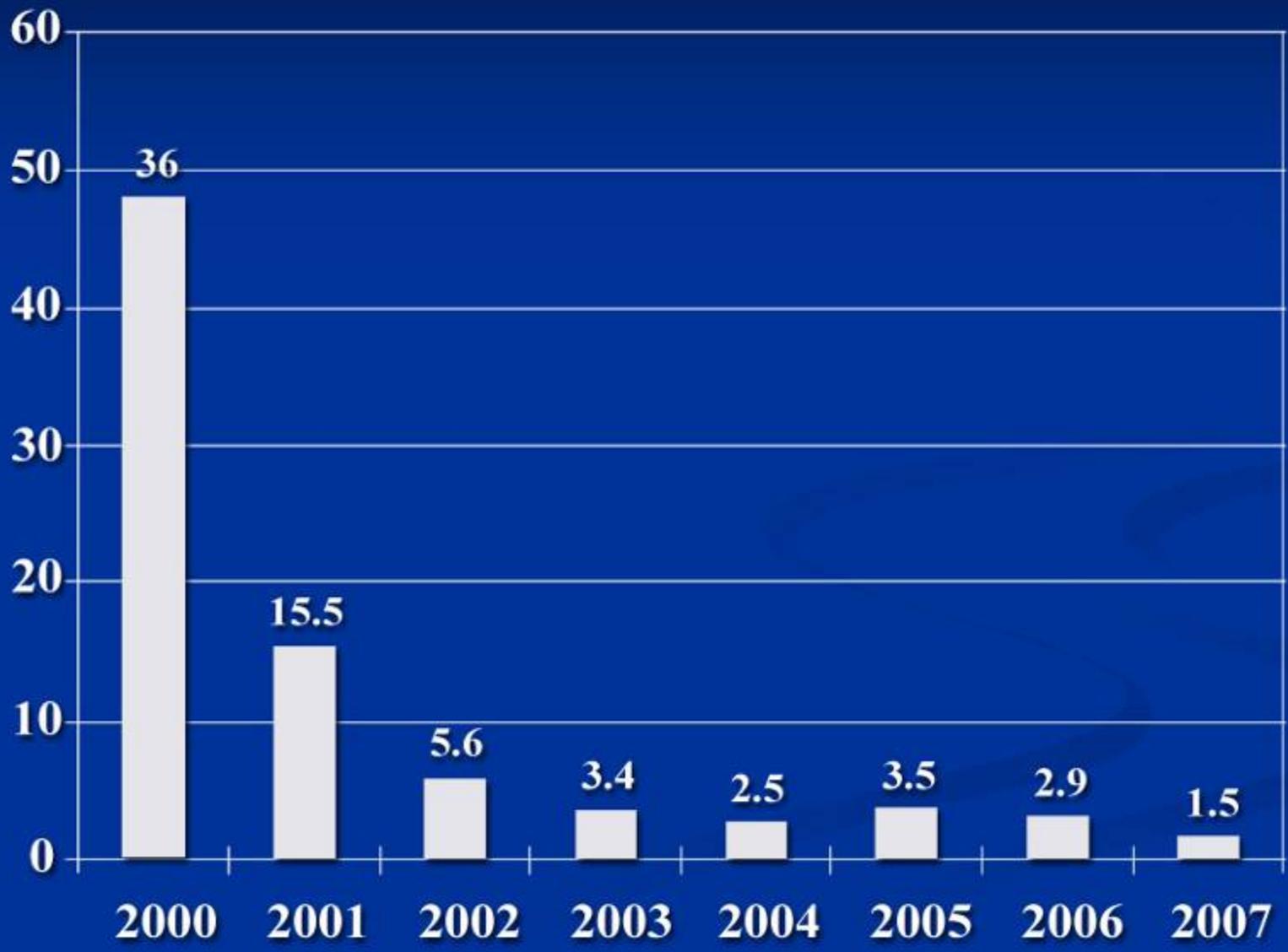
**CITY GOVERNMENT**

# Quality Jobs – Safe City – B.E.S.T.

- Quality Jobs
- Safe City
- B.E.S.T.



# Pothole Fill Cycle Time



# Maintaining Flat Headcount



# More Services, Fewer Employees

	<u>1999</u>	<u>2007</u>	<u>% Chg</u>
Population	190K	252K	33%
Employees*	1027	1028	0%
Miles of Roads	850	1200	41%
Square Miles	79	109	39%

\*non-public safety employees

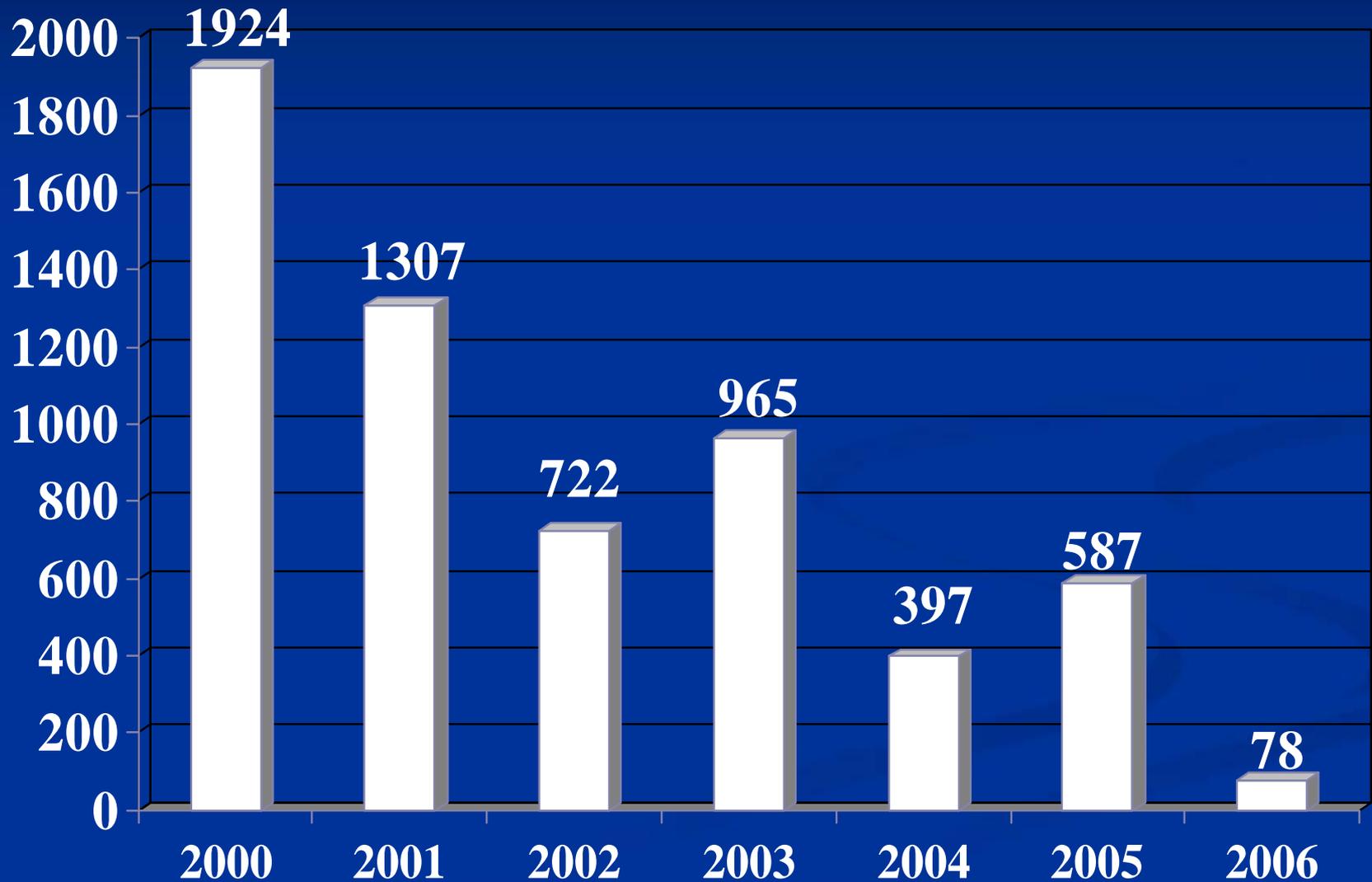
# Over \$31M Saved 2000-2007

## Examples:

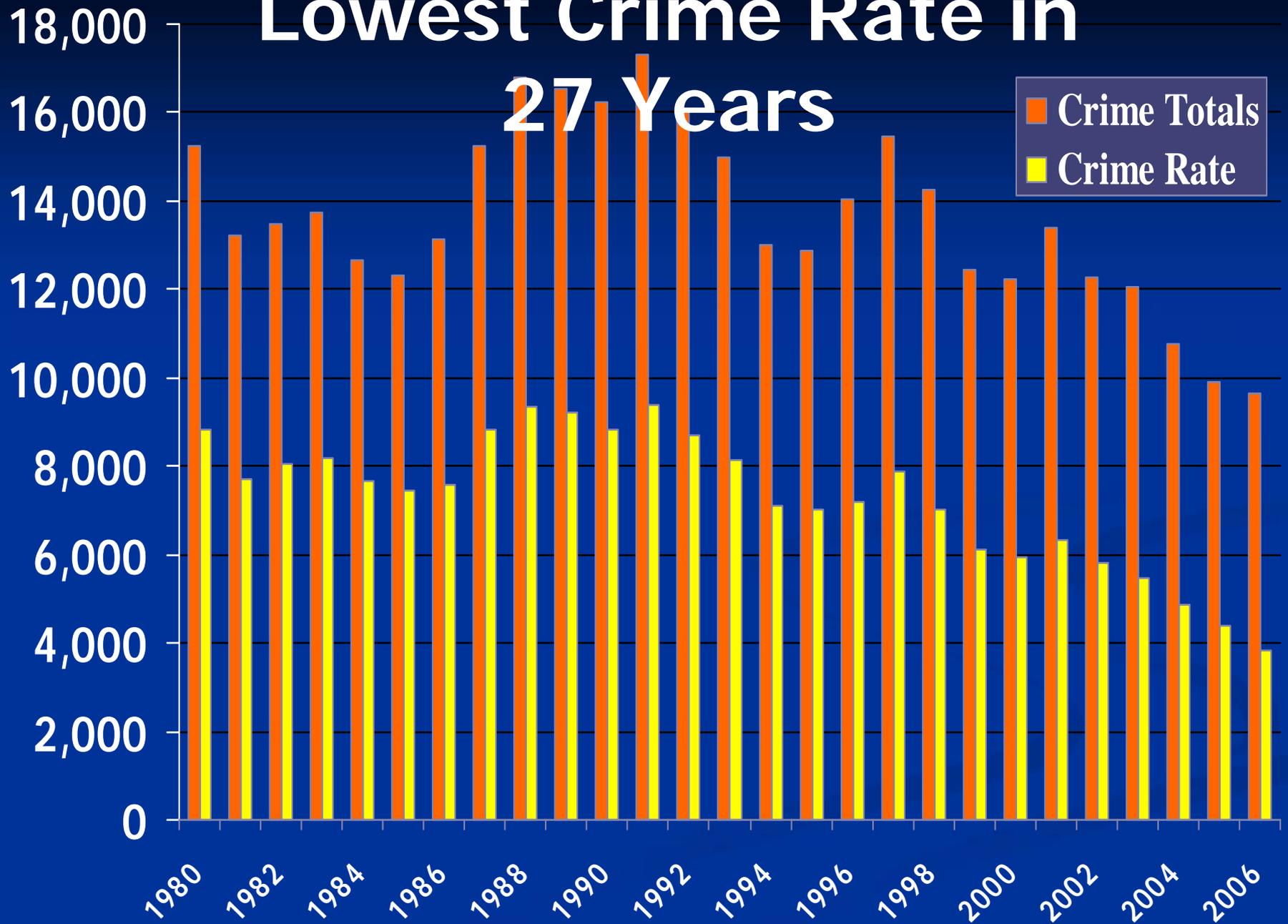
• Healthcare Plan Changes	\$3,000,000
• Fleet reduction	500,000
• Fleet contract/policy changes	1,000,000
• Joint purchasing	1,000,000
• Reverse auction	741,000
• Fire contract changes	1,100,000
• Fire hiring chgs/delays	1,200,000
• Street Light Maint. Contract chg	1,200,000
• Other Lean Six Sigma Savings	10,000,000

**Total Savings: \$31,000,000+**

# Lost Work Days Due to Accident



# Lowest Crime Rate in 27 Years



THE VOICE OF PROFESSIONALS SERVING AMERICA'S COMMUNITIES / DECEMBER 2007 / WWW.PWMAG.COM

# Public Works

hanley wood

Department of the Year

## Fort Wayne, Ind.

Data-driven decision-makers



# GOVERNMENT

★ ★ ★ FLEET ★ ★ ★

m a g a z i n e

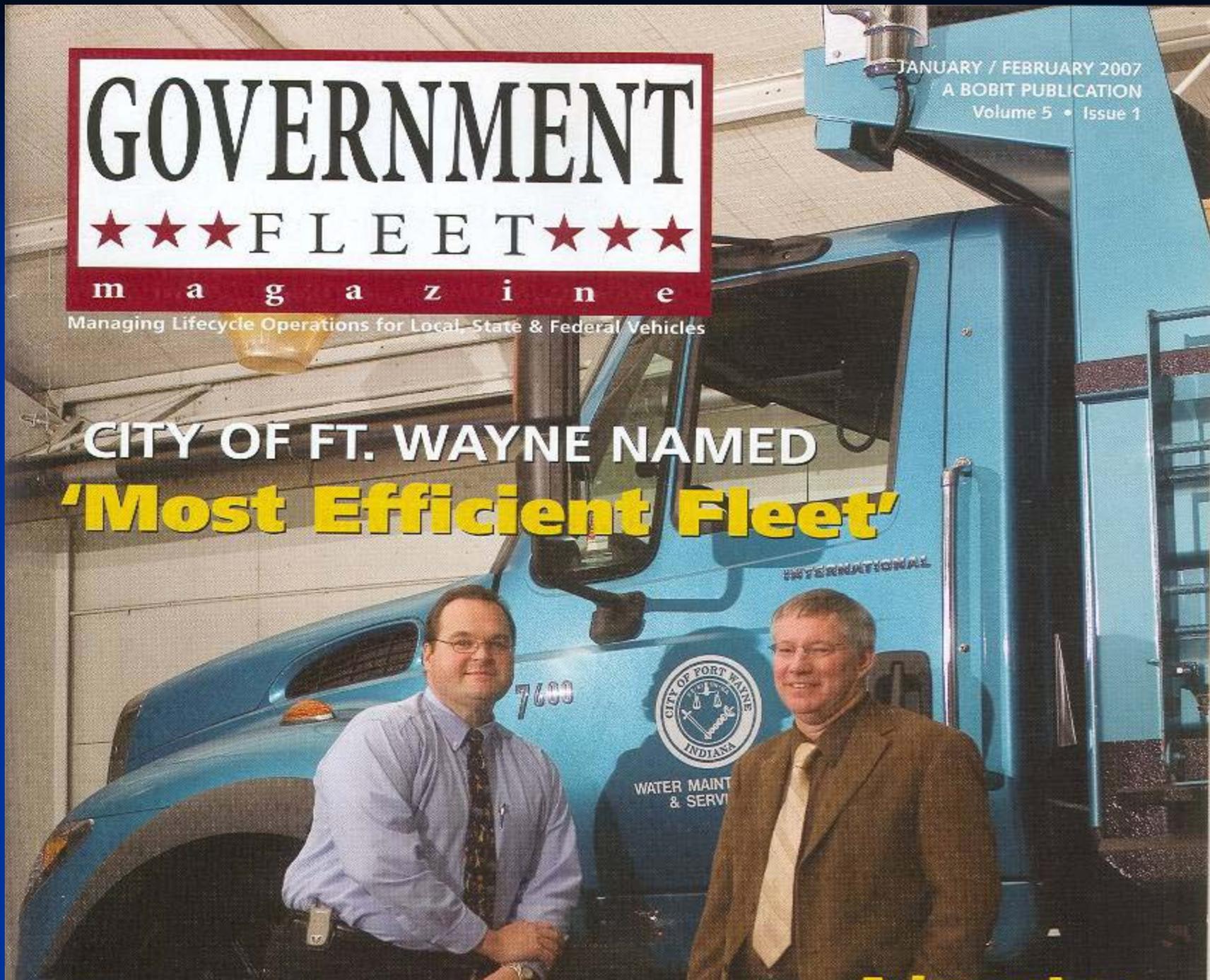
Managing Lifecycle Operations for Local, State & Federal Vehicles

JANUARY / FEBRUARY 2007

A BOBIT PUBLICATION

Volume 5 • Issue 1

## CITY OF FT. WAYNE NAMED **'Most Efficient Fleet'**



JOHN P.  
KOTTER

*Author of Leading Change and  
Our Iceberg Is Melting*



a sense of  
**urgency**

HARVARD BUSINESS PRESS

# It All Starts With Urgency

1. A sense of urgency
2. The guiding team
3. Visions and strategies
4. Communication
5. Empowerment
6. Short-term wins
7. Never letting up
8. Making Change Stick

# Increasing a True Sense of Urgency

Create action that is:

- exceptionally alert
- externally oriented
- relentlessly aimed at winning
- making progress each and every day
- purging low value-added activities

by always focusing on the *heart* and **not**  
just the mind.

# Increasing a True Sense of Urgency

## Bring the Outside In

- Reconnect internal reality with external opportunities and hazards.
- Bring in emotionally compelling data, people, video, sites and sounds.

# Mayor's Leadership Development Roundtable

- Building a learning organization
- 20 people per roundtable
- Active learning
- Sponsor for each leader
- Business principles
  - The Fifth Discipline – Peter Senge
  - Good to Great – Jim Collins
  - Principle Centered Leadership – Steven Covey
  - Other selected business reading

# Mayor's Leadership Development Roundtable

**Day 1** Personal development

**Day 2** Leadership development

**Day 3** Developing leaders around you

**Day 4** Leaders toolbox and team presentations

# Increasing a True Sense of Urgency

## 2. Behave with Urgency Every Day

- Reconnect internal reality with external opportunities and hazards.
- Never act content, anxious, or angry.
- Demonstrate your own sense of urgency in meetings, one-on-one interactions, memos, e-mail and do so as visibly as possible to as many people as possible.

# Increasing a True Sense of Urgency

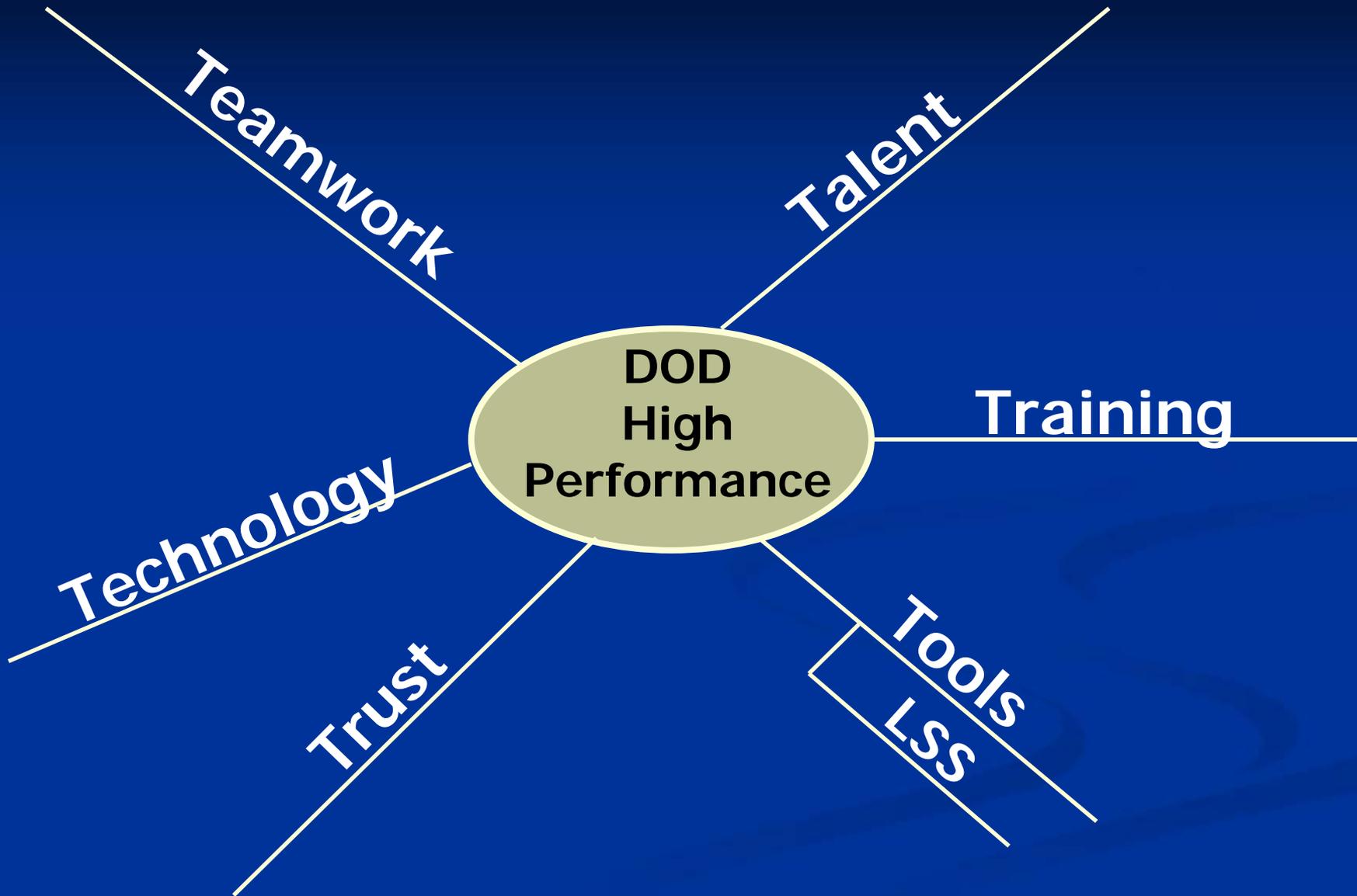
## 3. Find Opportunity in Crises

- Always be alert to see if crises can be a friend, not just a dreadful enemy, in order to destroy complacency.
- Proceed with caution, and never be naïve, since crises can be deadly.

# Increasing a True Sense of Urgency

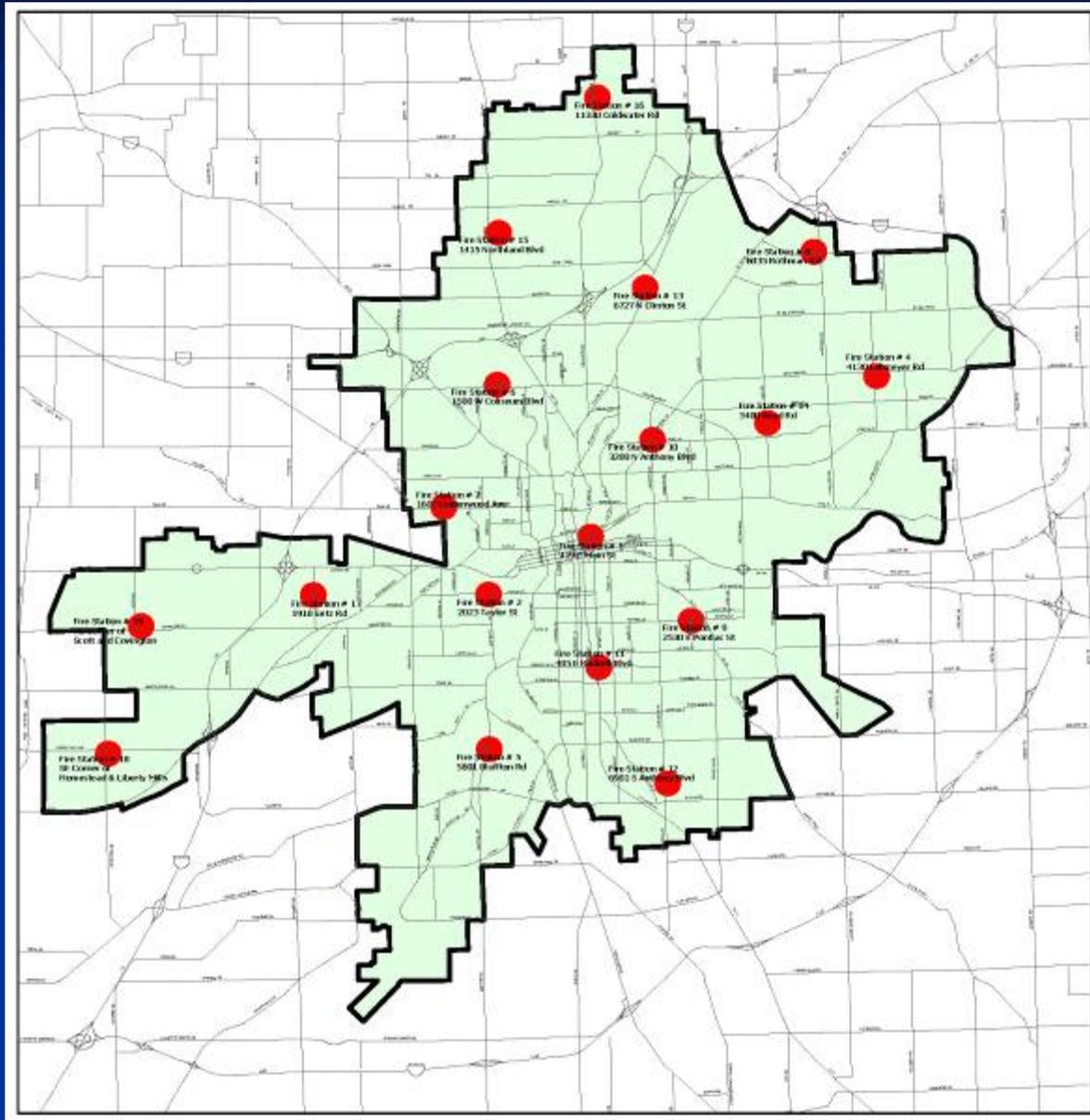
## 4. Deal with the NoNos

- Remove or neutralize all the relentless urgency-killers, people who are not skeptics but are determined to keep a group complacent or, if needed, to create destructive urgency.



**Wired and Inspired  
Broadband Access  
for All!**

# Public Safety Wireless Broadband



# MDT

- Digital Crime Reporting
- Criminal History Checks
  - In Car Video
  - Take Home Cars
  - AVL (In Process)
    - PIDS ready
- COMSTAT Daily Tracking
  - AFIS

# ACE Link Broadband Network

- 87 Schools
- 3,000 Teachers
- 54,000 Students
  
- First community in Indiana to link all schools with broadband.

# Broadband



## FTTP – Fiber To The Premises

- 900 New Jobs
- Passing 132,000 Homes & Businesses

# iTeams



# Matthew 25





# Smart Homes



**Wireless-connected  
thermostats can  
save 10-15% off  
energy costs.**

# Senior Connect





- **B.E.S.T For World-Class Disaster Communication System**

- **ITT and Raytheon CEO's**
- **City & County Emergency Communications**



# Regional Public Safety Academy







## COMMUNITY ENVIRONMENT

In support of their mission, the stakeholders understood the importance of providing educational space for future public safety leaders in a dynamic learning environment.

Educational partners included:

Indiana Purdue Fort Wayne  
Indiana Tech  
Tri-State University  
Ivy Tech  
Anthis Career Center

This outreach produced a consortium of educational partners that began work on the delivery of Public Safety degrees, courses and certificate programs in a collective, collaborative environment. In addition, the group assisted greatly in defining the educational space requirements for these programs.



THOMAS L.  
FRIEDMAN

*Hot, Flat,  
and Crowded*

WHY WE NEED A GREEN REVOLUTION –  
AND HOW IT CAN RENEW AMERICA



# **IMAGINE**

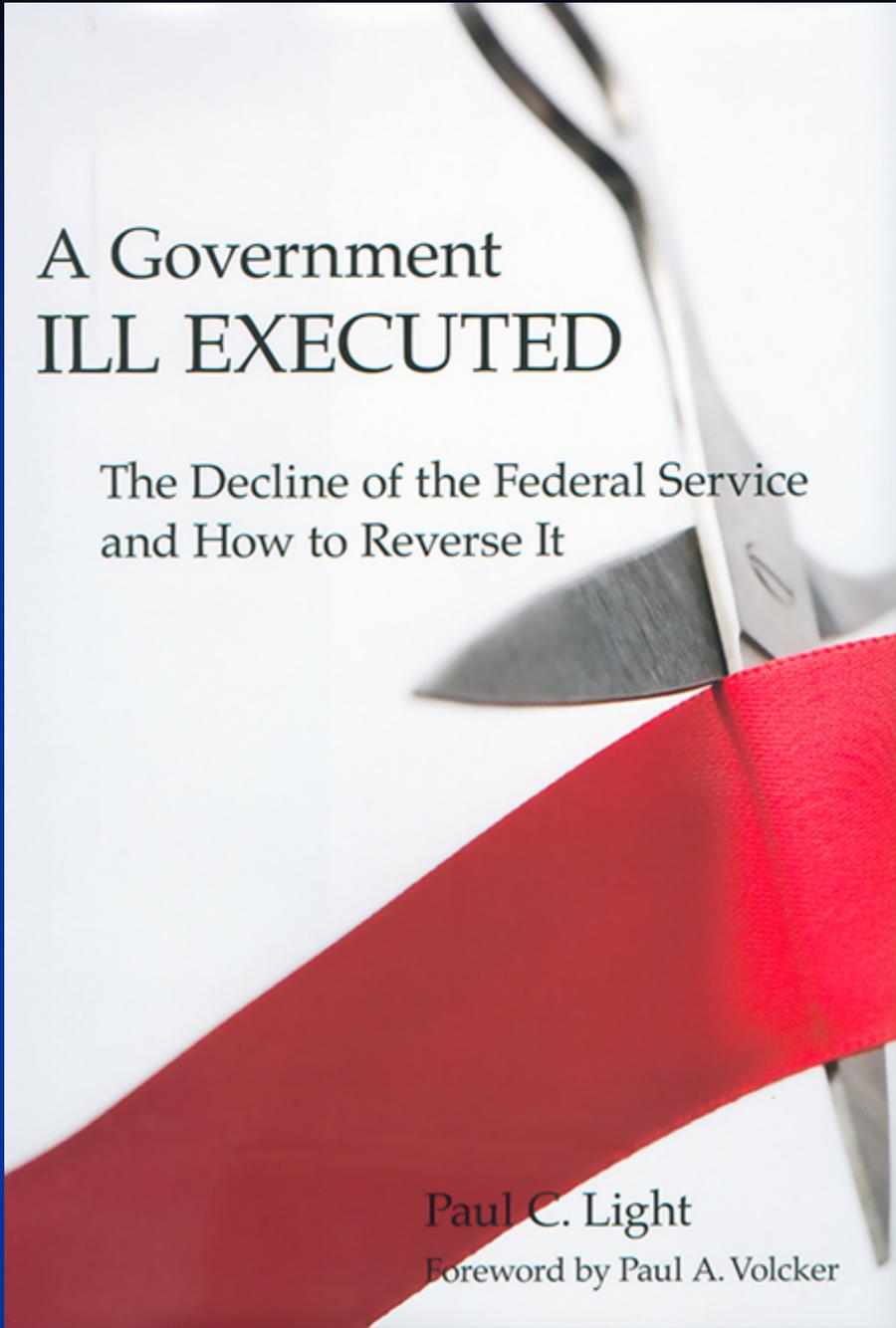
## **You Lead a Team**

**Designing the new ET/DARPA to  
create the energy security solution.**

# **IMAGINE**

## **You Lead a Team**

**To Provide the top 10 new ways  
to win the War on Terror.**



A Government  
ILL EXECUTED

The Decline of the Federal Service  
and How to Reverse It

Paul C. Light

Foreword by Paul A. Volcker

# **IMAGINE**

## **You Lead a Team**

**Creating a recruitment training  
system to attract top young  
talent.**

# IMAGINE

## You Lead a Team

Improving performance & savings

10% of DOD = \$50 Billion

# **IMAGINE**

## **You Lead a Team**

**Creating a DKO/LSS online  
youtube/myspace for collaboration.**

**IMAGINE**

**You Lead a Team**

**Developing a world class LSS  
breakthrough leadership  
training system.**

**“None of us is as smart  
as all of us.”**

**-Warren Bennis**