

Building an XYZ Culture

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ICMA Conference Presenters



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102nd ANNUAL CONFERENCE

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Alliance for Innovation

THE XYZ FACTOR: CREATING A CULTURE OF IMPACT



The XYZ Factor

- Reach millennials authentically
- Increase intergenerational productivity
- Ending traditional generation barriers

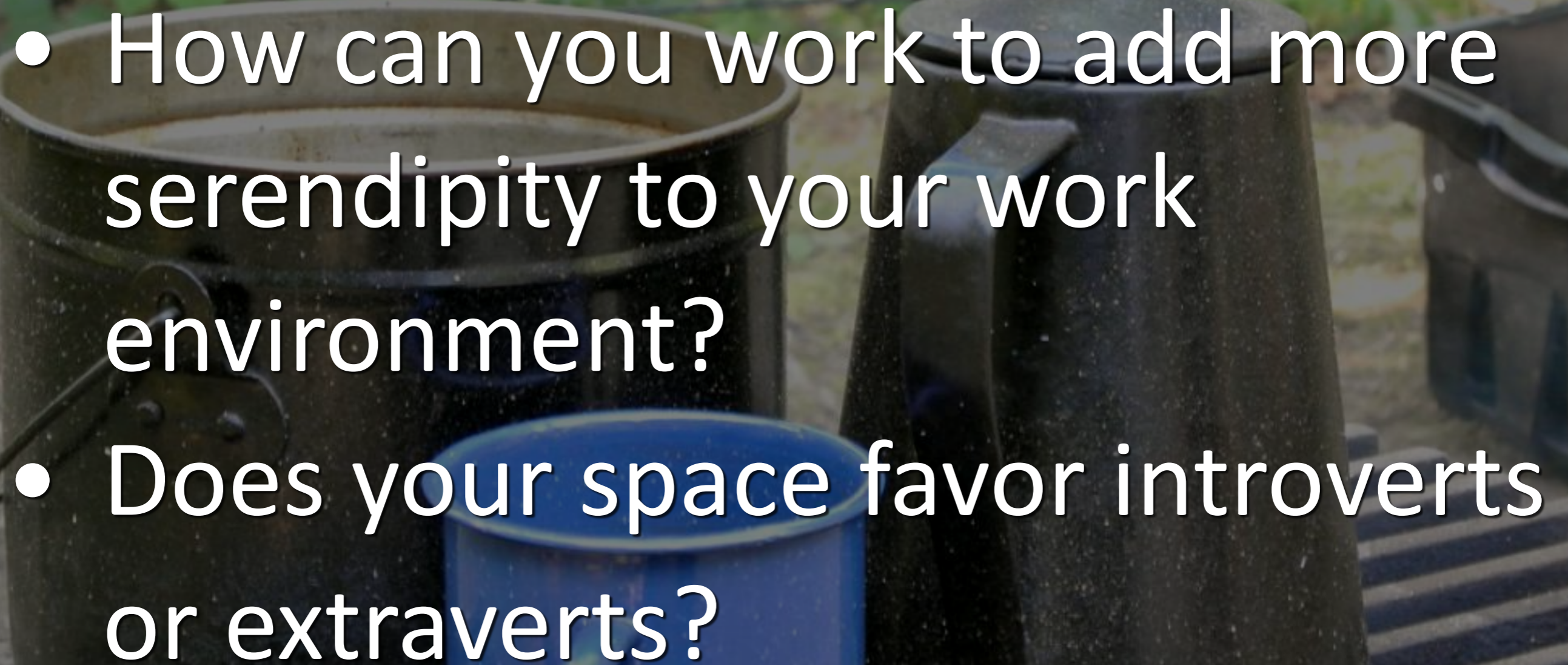


The Physical Space

Turning Local Government into Summer Camp

Maximize the Fun

- Celebrate wins
- No traditional awards
- Employee office design
- Water cooler 2.0
- Be all-access

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- How can you work to add more serendipity to your work environment?
 - Does your space favor introverts or extraverts?

A person is standing in an office hallway, wearing a black t-shirt with horizontal stripes in various colors (pink, yellow, blue, orange) and bright orange pants. They have their hands in their pockets. The hallway is lined with cubicles on both sides. A black trash bin is visible in the foreground on the right.

Interns

Your Biggest Asset

Interns 101

- Pay them
- Real work
- Goal-setting
- Central space

Dosomething.org Interns

- Allow them to explore their interests
- Create an intern class
- Brand ambassadors
- Post internship contact

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- A group of approximately 15 young professionals, both men and women, are posed in a room with wood-paneled walls. They are dressed in business attire, including suits, blouses, and dresses. Some are standing in the back row, while others are seated on a patterned rug in the foreground. The image is overlaid with two white bullet points.
- Would your former interns brag about their experience with you?
 - Do you have interns or an intern program?

A woman with long brown hair, wearing a brown coat, is standing at a podium and speaking into a microphone. She is looking towards the camera. In the background, there is a large projection screen displaying a presentation slide with a world map and some text. The room appears to be a conference or meeting room.

Pitch Culture

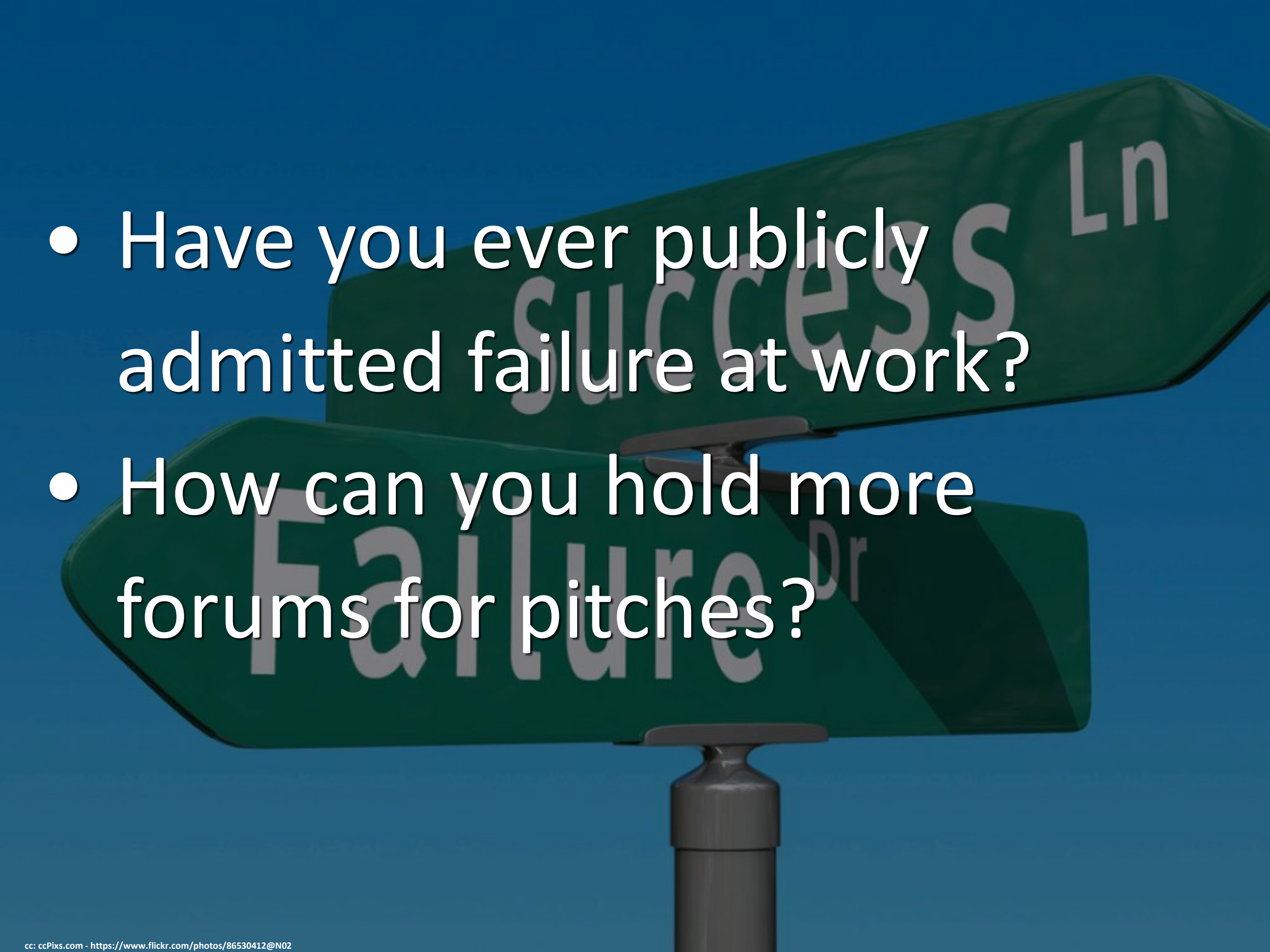
Building an Entrepreneurial Culture

Start-up Culture

- Innovation meetings
- Celebrating failure
- Potential employee "hot seat"

\$1

\$1

- 
- Have you ever publicly admitted failure at work?
 - How can you hold more forums for pitches?

Questions/Comments?



Doug Matthews , Communication Director
City of Austin, Texas

REFRAMING THE XYZ CONVERSATION

Reframing the conversation

- Let's understand the landscape by understanding ourselves.
- Let's identify and leverage the assets right in front of us.
- Let's agree that evolution is inevitable, and that fear is our enemy.

Reframing the conversation

“Today...managers have to deal with employees who grew up in an era that spurned discipline for permissiveness, rejected authority figures, and insisted on immediate gratification and participation in decision making. When managers complain that the “new breed” is different, they’re right.”

Harvard Business Review, July 1985

Reframing the conversation

“This group rejects traditional work patterns...They want to see results now. If they invest anything of themselves, it’s only for the short-term. Yet they want their investment to pay off in dividends which will help them pursue ‘a new self-based security.’”

Nonprofit World, January 1998

Reframing the conversation

“...workers have come to feel that success is not enough to satisfy their yearnings for self-fulfillment. They are reaching out for something different...the conventional systems no longer satisfy their deepest psychological needs nor nourish their self-esteem, nor fulfill their cravings for a ‘full, rich life.’”

CQ Press, December 1979

Reframing the conversation

“...the sheer numbers that provide its strength are also its greatest limitation...[They were] raised with great expectations [and] now face diminishing prospects because of the competition among them.”

People Magazine, December 1980

Reframing the conversation

“They want to repair the situation they inherited from generations before them. Rather than change the world, they want to fix it.”

Nonprofit World, January 1998

Reframing the conversation

“[This generation] is set to become the first generation to earn less than their predecessors, new research suggests.”

BBC News, July 2016

Reframing the conversation

“[This generation] may never achieve the relative economic success of the generations immediately preceding it or following it.”

People Magazine, December 1980

Reframing the conversation

“[This generation] may be the first group in U.S. history unable to achieve a higher standard of living than their parents.”

Nonprofit World, January 1998

Reframing the conversation

- This isn't a sea-change, it's an evolution.
- The “Millennial” conversation started 30 years ago, with the Boomers.
- We can start by reconnecting to our own expectations when entering the workforce, regardless of generation.

X-ers (finally?) matter

*Generation X:
America's neglected 'middle child'*
- Pew Research Center

*Millennials and Boomers:
Don't Forget Generation X*
- Huffington Post

Gen X: The Ignored Generation?

- Time Magazine

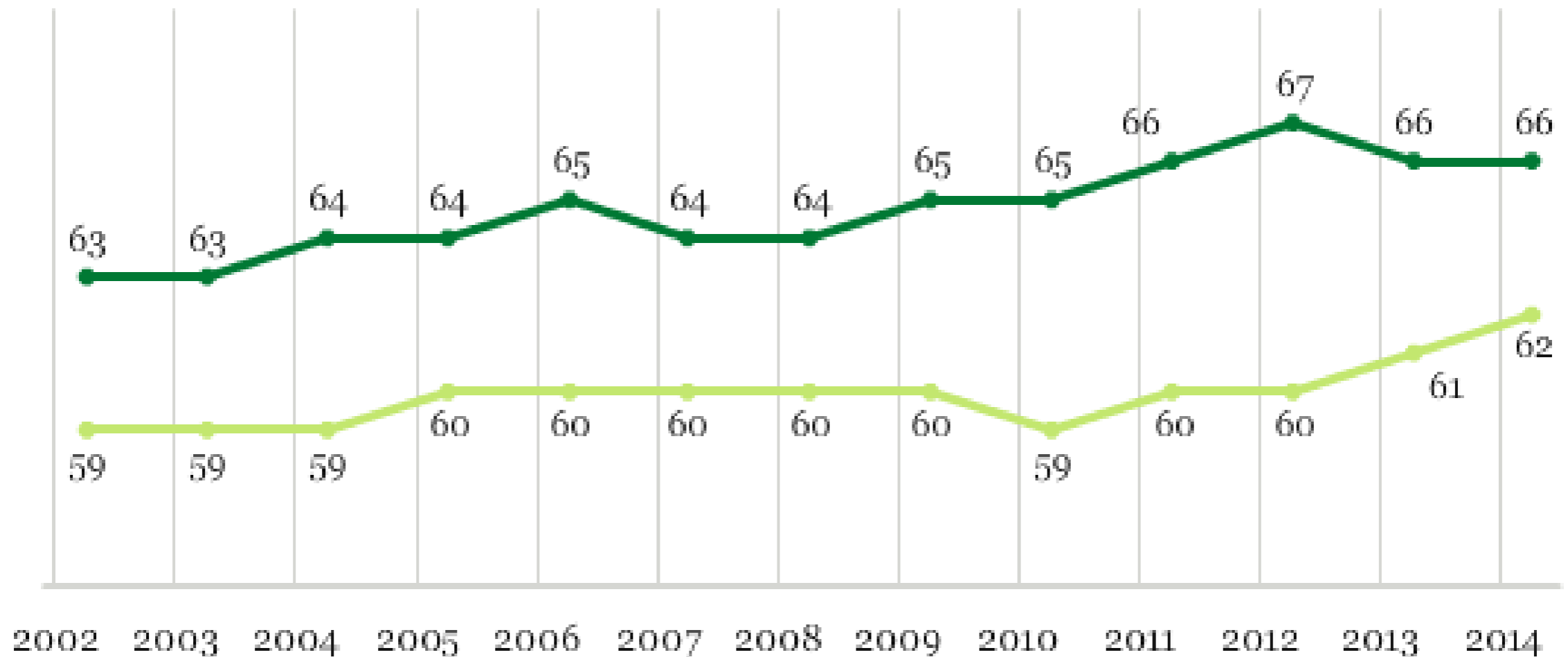
X-ers (finally?) matter

- Some of the most admired and replicated workplaces were founded by Xers (Google, Amazon, Ebay, Twitter, YouTube...). The rest of us learned to adapt and “wait in line.”
- But then this happened...

Americans' Actual vs. Expected Age of Retirement

■ Average expected retirement age among non-retirees

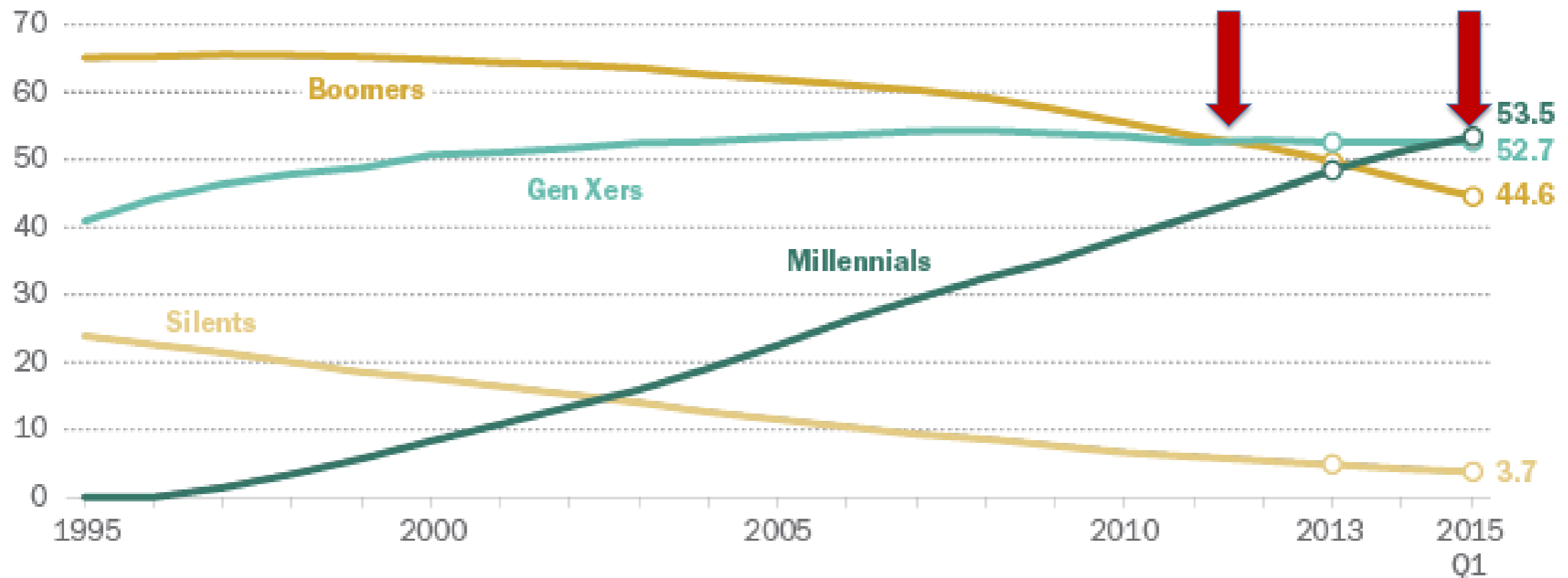
■ Average actual retirement age among retirees



GALLUP®

U.S. Labor Force by Generation, 1995-2015

In millions



Note: Annual averages plotted 1995-2014. For 2015 the first quarter average of 2015 is shown. Due to data limitations, Silent generation is overestimated from 2008-2015.

Source: Pew Research Center tabulations of monthly 1995-2015 Current Population Surveys, Integrated Public Use Microdata Series (IPUMS)

PEW RESEARCH CENTER

X-ers (finally?) matter

“There’s a sort of disgruntled acquiescence that we’re never going to win against the Baby Boomers, who control the resources...There’s a feeling [we] won’t be here that long – kind of like Prince Charles who’s just in the way between Queen Elizabeth and Prince William.”

Sean Lyons, University of Guelph, Ontario

Understand our assets

- Shared expectations and experiences entering the work force
- Xers as a “bridge”
 - The first technology generation
 - Adept at navigating institutional barriers
 - Institutional “interpreters” of the why and the how (in both directions)

Understand our assets

- Millennials' default to "open"
 - Sharing as a core value
 - Unafraid to speak to their unmet needs
 - Natural inclination to reach across boundaries
 - Serial "connectors"
 - Networked intelligence (and curiosity)

Set fear aside

- Power sharing and influence has evolved
- We all want (and deserve) a meaningful seat at the table
- Suspend the inclination to interrupt
- Give up to get...vulnerability
- Embrace growth by “doing” and – necessarily – growth by “failing forward”

Put it to practice

- [How are you recruiting?](#)
- Invest in the whole person
- Create space to pursue passions/interests
- Always start with “yes”
- Be a catalyst for connection and networks
- Open the door (inside and out)

The big picture

XYZ culture doesn't exist. We're simply at a tipping point of an evolution that began in the 1980s. Don't lose the opportunity to create the workplace you always wanted (even if you forgot you wanted it).

Questions/Comments?



Joshua Smith, City Manager
City of Hamilton, Ohio

BUILDING AN XYZ CULTURE



Building an XYZ Culture

MISSION

Provide effective and valued services that improve the quality of life in Hamilton.

VALUES

Passion for Hamilton

City of Hamilton employees display a strong passion and commitment to the community, its people, institutions, and enterprises. This is the central value to the organization which supports all others. After all, we are public servants first and foremost.

Own the Outcome

What does success look like? At the end of the day, what are we trying to accomplish? City of Hamilton employees own the outcome, not just the work. That is to say, we are as flexible as possible in adapting our processes to help the City achieve its vision and goals.

Respect

City of Hamilton employees show respect and empathy toward our coworkers and the customers we serve. We may not always be able to provide the answer a customer wants, but we treat them as we would want to be treated. Further, we are accountable for both our successes and failures.

Sense of Urgency

City of Hamilton employees show a bias for action. When a task is in front of us, we move swiftly and thoughtfully. We show our customers what dedication looks like by not only meeting, but exceeding expectations daily in our delivery of quality services.

Innovate

Our processes do not always have the most direct route to our vision and



Hamilton Values



Betterworks



city
voice

Internal Newsletter of the City of Hamilton, Ohio

Employee Newsletter



EMBARK Internship Program



Russell P. Price Fellowship Program

City of Hamilton
BUTLER COUNTY, OHIO



Getting employees involved

Questions/Comments?





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