

MANAGING UP AND LEADING DOWN

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ICMA Conference Presenter





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let's connect!

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Where are you from?



Where are you from?



Who here is from a...

city, town, or village?



Who here is from a...

county?



Who here is from a...

**school or other
special districts?**



Who here is from a...

state agency?



Who here is from a...


provincial agency?




Who here is from a...

federal agency?





Why should you empower or
give opportunities to your employees?



Who is the closest to your customers
and what information do they have?



What are the benefits of “Leading Down”
deep into the organization?



Where are your High Potentials
and how do you “Manage them Up”
the Org chart to help them gain experience?



What is the importance of “Lowering the Ladder” and having the critical conversations that give your Hi-Po’s a voice?

Session **key points**

- 1** Benefits and consequences of not “**Lowering the Ladder**” and how ACCUG responded
- 2** The rise of the **Innovation Ambassadors** program
- 3** This program can be **replicated** at your agency

How ACCUG encourages a culture of innovation and high performance via the Innovation Ambassadors



Program Genesis and Evolution



September 2016

Met with Peggy Merriss and Team in Decatur, GA

Purchased membership from Alliance for Innovation (transformgov.org)



October 2016

Manager's Office Strategic Planning Retreat: Evolution of a High Performance Organization

Managers & Directors select a team of 33 Ambassadors



November 2016

First Innovation Ambassador Team Building Day: Meet and greet Kickball game Lunch

Program Genesis and Evolution



February 2017

SWOT Analysis of ACCUG workshop



March 2017

Emergenetics "Meeting of the Minds" workshop: Introduction to a Strengths-Based Mindset



April 2017

Budget and Project Management workshop

Program Genesis and Evolution



May 2017

Develop ACCUG Core Values



June 2017

Dissection of current Performance Management system & future iteration recommendations




July 2017

Self-selection into "hive" project groups



Hive groups are currently
working on...



Program ideas for low
income assistance with
water and sewer payments

Image source: <https://www.zooportraits.com/amazing-bees-life-inside-the-hive/>



Trash Downtown

Image source: <https://www.zooportraits.com/amazing-bees-life-inside-the-hive/>



Implementation ideas for “Envision Athens” report

Image source: <https://www.zooportraits.com/amazing-bees-life-inside-the-hive/>



Poverty in Athens

Image source: <https://www.zooportraits.com/amazing-bees-life-inside-the-hive/>



Efficient use of ACCUG properties

Image source: <https://www.zooportraits.com/amazing-bees-life-inside-the-hive/>



Employee / Team Recognition Program

Image source: <https://www.zooportraits.com/amazing-bees-life-inside-the-hive/>



Attracting, recruiting,
and retaining
female fire fighters

Image source: <https://www.zooportraits.com/amazing-bees-life-inside-the-hive/>



Homelessness in Athens and its impact on Leisure Services facilities

Image source: <https://www.zooportraits.com/amazing-bees-life-inside-the-hive/>





**TO BOLDLY GO WHERE NO
TEAM HAS GONE BEFORE...**

**STUDYING “NEXT PRACTICES”
USING THE ALLIANCE FOR
INNOVATION COMMUNITY
RESOURCES & IDEAS**

**MEETING WITH SME'S TO DISSECT
AND DISCUSS CURRENT ISSUES &
RESEARCH GLOBAL SOLUTIONS**

NEXT STEPS





**AMBASSADORS WILL
PRESENT INNOVATIONS
FOR THE TARGETED
ISSUES FACING OUR
GOVERNMENT TO THE
MANAGERS AND
INTERESTED DIRECTORS**



**INNOVATION
AMBASSADORS WILL
“GRADUATE” FROM THE
PROGRAM**



**AN ALUMNI GROUP WILL
BE ESTABLISHED TO
CONTINUE FUTURE
AMBASSADOR
MEETINGS AND THE
BRAINSTORMING OF
IDEAS**



**A NEW GROUP OF
INNOVATION
AMBASSADORS WILL
BE SELECTED TO SERVE
OVER THE NEXT
12 MONTHS**



**Our Journey has just begun.
How will your journey begin?**

BRILLIANT PRESENTATIONS

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