That was then,
This is now,
and Tomorrow will be…

Robert J. O'Neill
Fellow, Joseph P. Riley Jr. Center for Livable Communities
College of Charleston

- “As a nation we are more divided than ever…”
- “Serious mistrust of all institutions…”
- “America’s standing in the world at an all time low…”
- “The quality of elected officials continues to decline...”
- “Trust in government at an all time low…”

- Comments from 1968 - 1974

Jobs

Environment

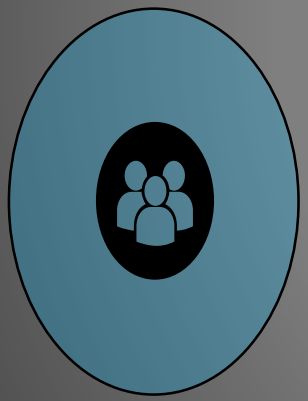
Safety

Education

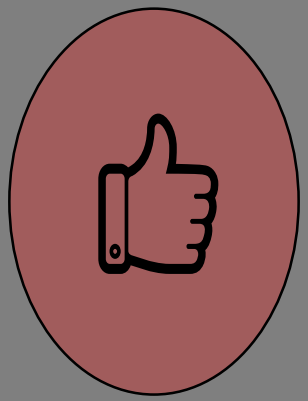
Healthcare

Infrastructure

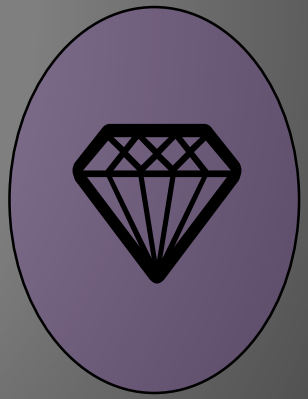
Three Challenges



Litmus Test Politics



Identity Politics



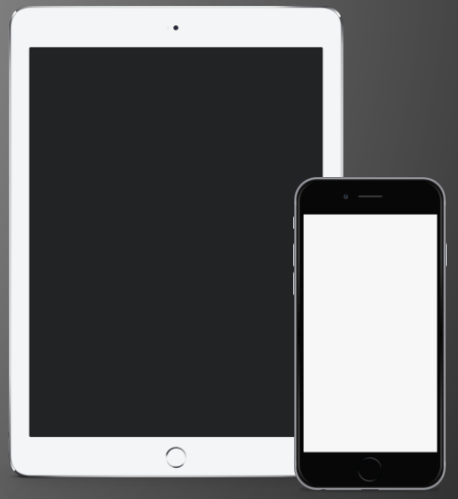
The Gap

Next Big Things

- Importance of the City/State
- Organization of Future
- Workforce of the Future
- Open Source World
- Disruptions and Creative Destruction

Next Big Things (cont.)

- High Tech and High Touch
- New Models of Finance



Ethical Tone & Behavior +

Transparency +

Engagement +

Performance +

Accountability =

Trust

Manager as Catalyst

10 Characteristics of Great Organizations

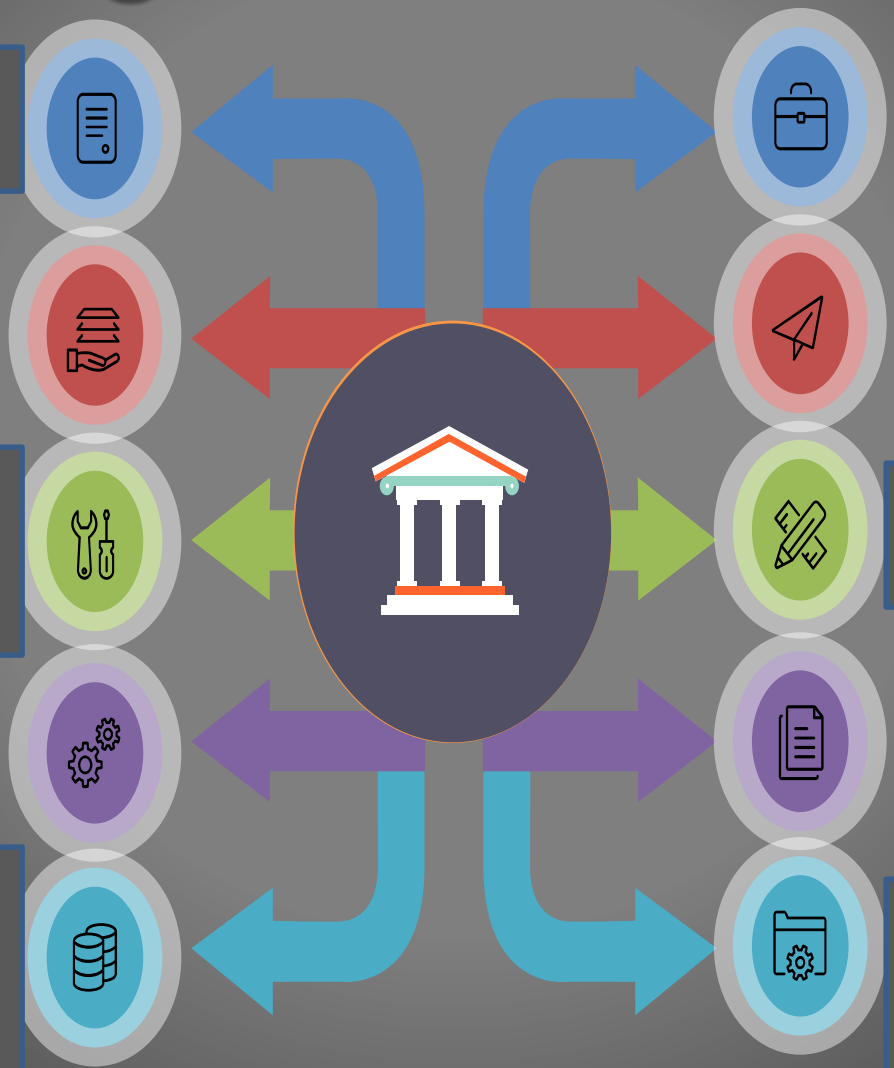
Mission Driven/ Value Based

Anchored Around a Set of Shared Organizational Values

Selecting Talented People Who Fit the Culture

Investing In and Developing People

Supporting Strong Performers and High Performing Teams



Getting the "Right People in the Right Seat on the Bus"

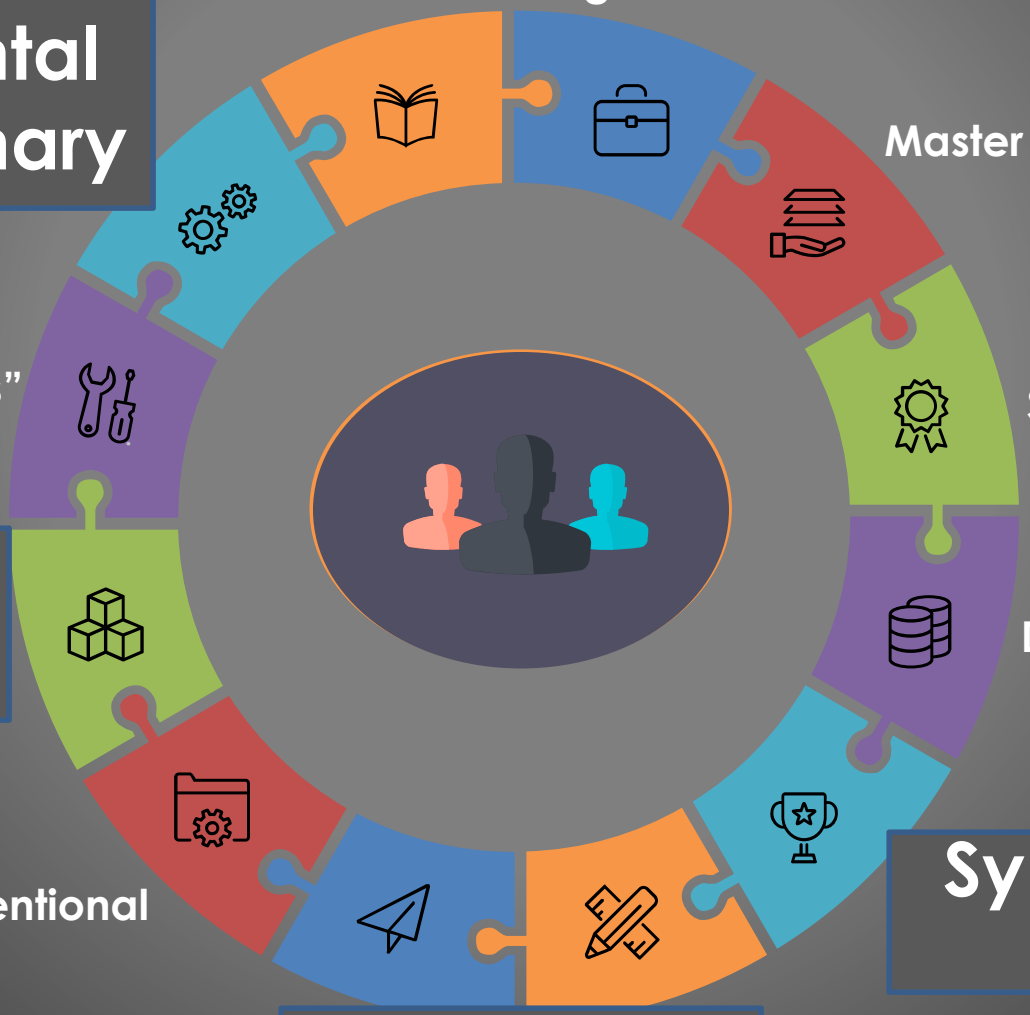
Focusing on Personal and Organizational Accountability

Reinforcing the Meaning of Work

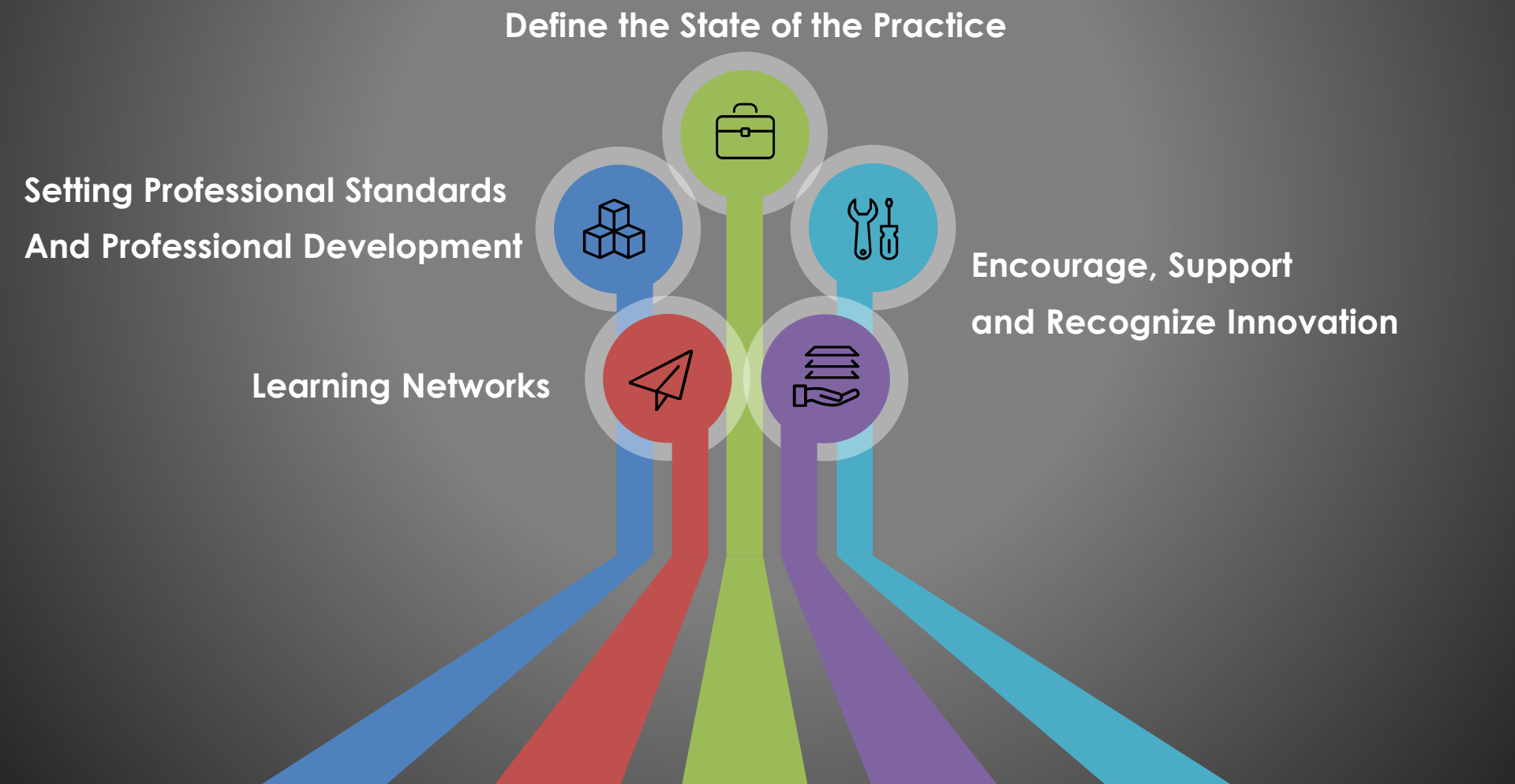
Resisting the Constraints of Job Titles, Job Descriptions, and Organizational Charts

Constantly Challenging the Organization to be Better

Leadership Skills for the Profession



Role Of Professional Organizations



Thank You

Questions?