



Starting with Why...

Changing the Way We Approach Our Work

Geneva City Council Annual Retreat

Session 2

January 29, 2016

Why Change?

- Langley vs. The Wright Brothers
 - Well funded vs. Well intentioned
 - Famestruck vs. Mission driven
- Apple vs. Gateway
 - Creating vs. Manufacturing
 - Uniqueness vs. Commodity
- Martin Luther King, Jr.
 - Inspiration vs. Anger
 - Visionary vs. Troubled

- Uniquely Urban -



The Traditional Approach

Starting with
What

What we know...

- The City of Geneva is renowned for its lakefront setting and its strategic location from a transportation standpoint, with access to Interstate 90 and U.S. 20
- It is situated at the core of the regional wine industry, and is becoming a central focus of a wine-centered economic development strategy
- Its historic downtown core is a regional destination
- It has struggled with stagnating population growth in the last 20 years

- Uniquely Urban -

Of course we're talking
about...



Assumptions

- Not every decision based on false assumptions is a bad one, but repeated success depends upon understanding the variables
- Beware of false assumption and information manipulation
- You can manipulate any set of circumstances to short term success
- Long term success is designed—we start with the end in mind.
Manipulation is no longer necessary

Traditional Manipulations

- Price
 - Is it good enough for us to be the cheapest place to live in the Finger Lakes?
- Promotion
 - Should we rely solely on taglines, logos, etc. to attract residents/visitors?
- Fear
 - The safest best isn't always the right one. Risk vs. reward
- Aspiration
 - Authenticity is the only answer
- Novelty
 - Innovation is course changing. Novelty is short term

Manipulation vs. Inspiration

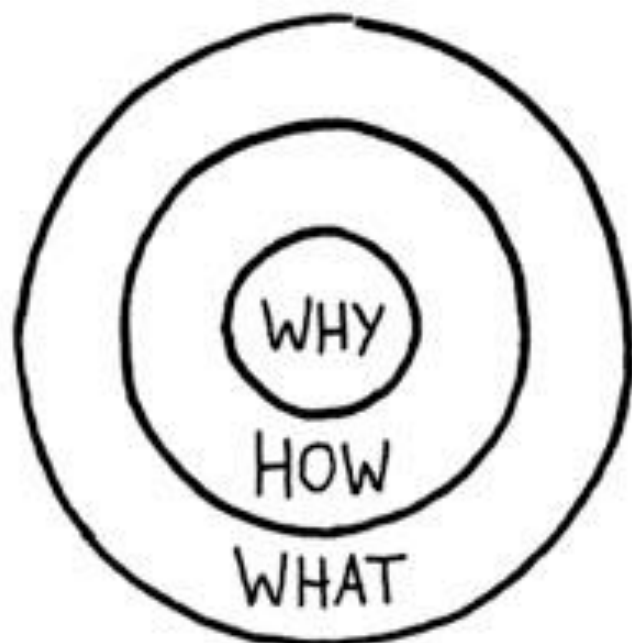
- Manipulations work—but that doesn't make them right
- Manipulations create transactions, not loyalty—remember, we're looking for long term success
- All of the resources invested in manipulations could have been used to develop long term successes—at a better rate
- Think about economic cycles—Dot Com and housing bubbles



A New Way Forward

Starting with
Why

The Golden Circle



What

Every organization on the planet knows WHAT they do. These are products they sell or the services they offer.

How

Some organizations know HOW they do it. These are the things that make them special or set them apart from their competition.

Why

Very few organizations know WHY they do what they do. WHY is not about making money. That's a result. It's a purpose, cause or belief. It's the very reason your organization exists.

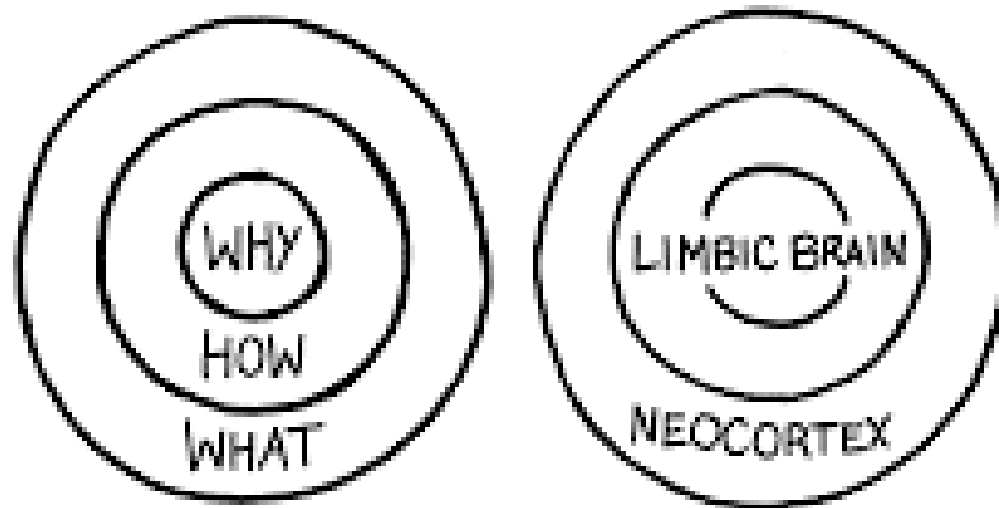
Old vs. New

- Apple—the old way:
 - We make great computers
 - They're beautifully designed, easy to use, and user-friendly
 - Want to buy one?
- Apple—the new way:
 - Everything we do, we believe in challenging the status quo. We think differently
 - The way we challenge the status quo is to make beautifully designed products that are easy to use
 - We happen to make great computers
 - Want to buy one?

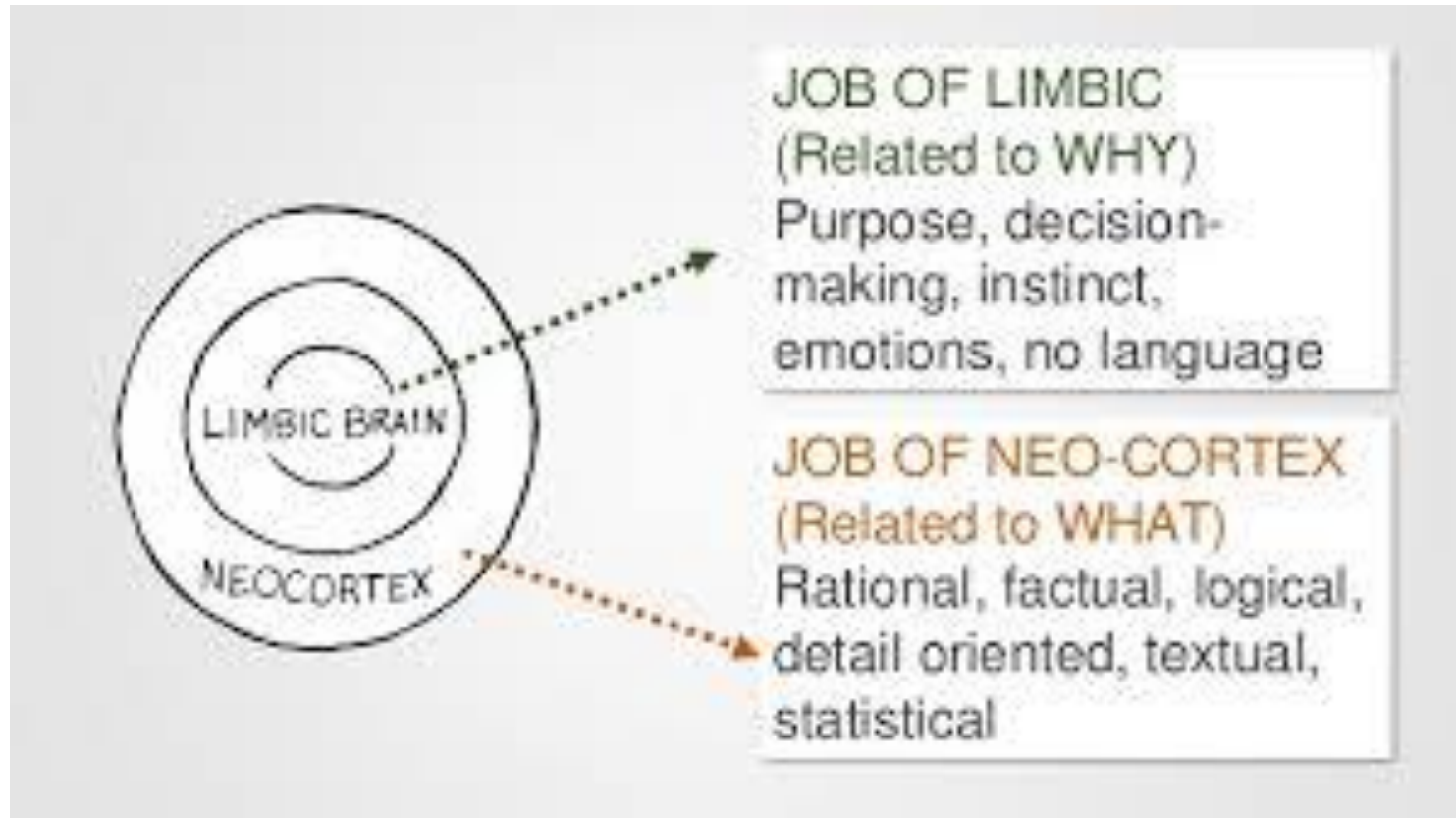
Why Apple?

- Apple's corporate structure is no different than Gateway or Samsung.
- The difference between Apple and its competitors is in their approach to product development
- Because you believe in WHY Apple does things, and not just in what they do, you will also buy:
 - Portable Music Players (MP3/Ipod)
 - Portable Music (Itunes)
 - TVs
 - Watches
- People don't buy WHAT you do, they buy WHY you do it

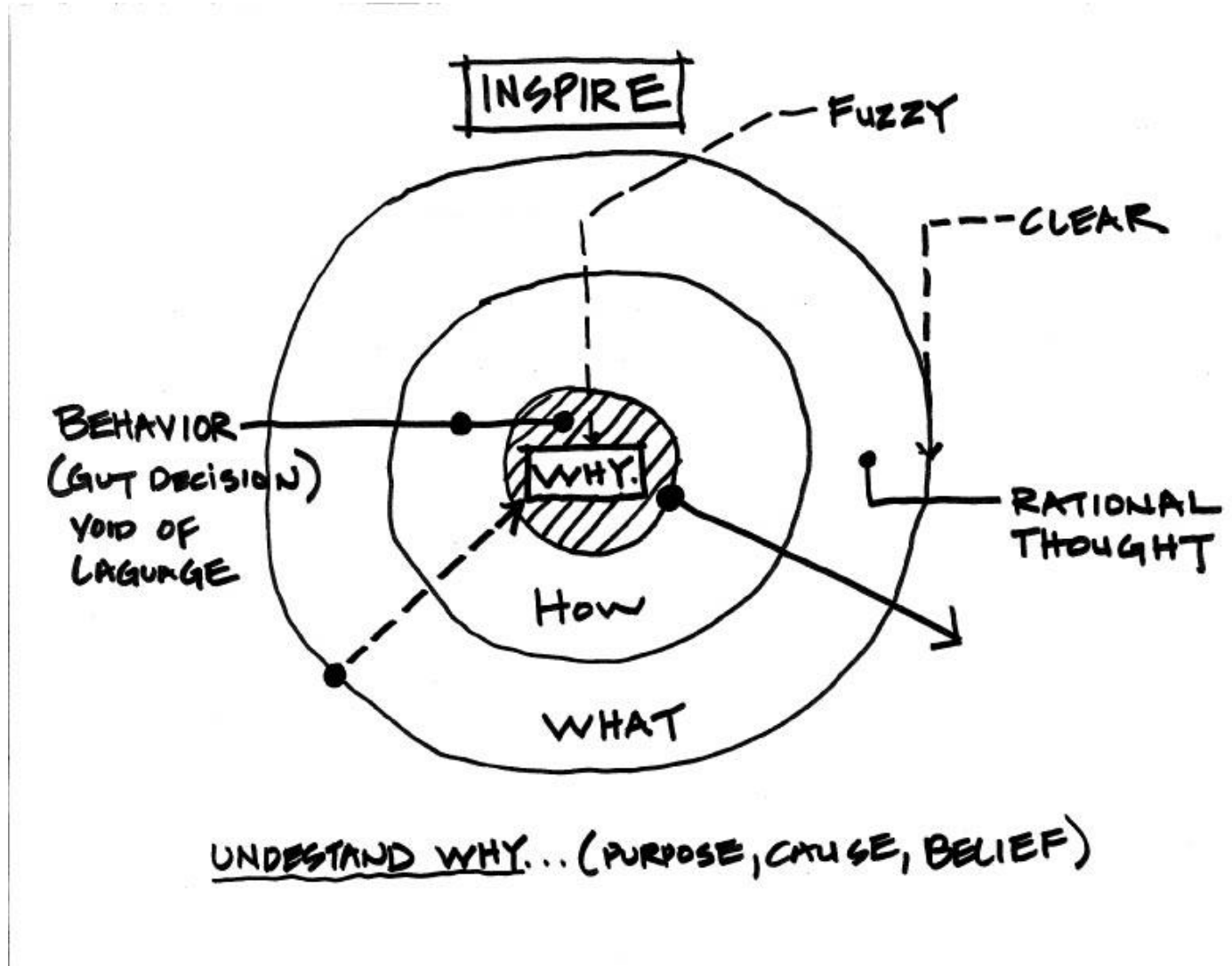
It's in the genes, man...



It's in the genes, man...



It's in the genes, man...





Making it All Work...

A balanced
approach.

The Vacuum

- The WHY is important, but if anything is missing from the Golden Circle, a vacuum will take shape
- In the case of a vacuum, the organization has no option but to manipulate to survive
- True inspiration will require work beyond WHY—it will require attention to HOW and WHAT
- Any variance in balance or order will impact inspiration

Clarity

- At the core of everything we do is our WHY
- It is critical that our WHY is understood by those who we expect to inspire
- Any vagueness or lack of clarity will result in brand confusion, or worse assumptions about WHY we are here
- Without this core, we cannot expect anything else in our organization to function properly or to inspire our community



Discipline

- Our HOWs are our actionable values
- They show up in our systems and processes
- It is critical for our decision makers and action employees to exercise discipline against our values
- Any deviation from this (even the smallest) will cripple confidence in our organization
- As public officials, we live in a fishbowl, and our HOWs are under constant scrutiny



Consistency

- Our WHAT is where authenticity happens—it is what people see from us everyday
- Our WHATs include our day-to-day service, but the also include:
 - WHO we hire
 - HOW they look and interact
 - WHAT equipment we invest in
- Similar to HOW, one inconsistency has the opportunity to undermine confidence in us





Leadership Matters

A balanced
approach.

Keys to Inspiration

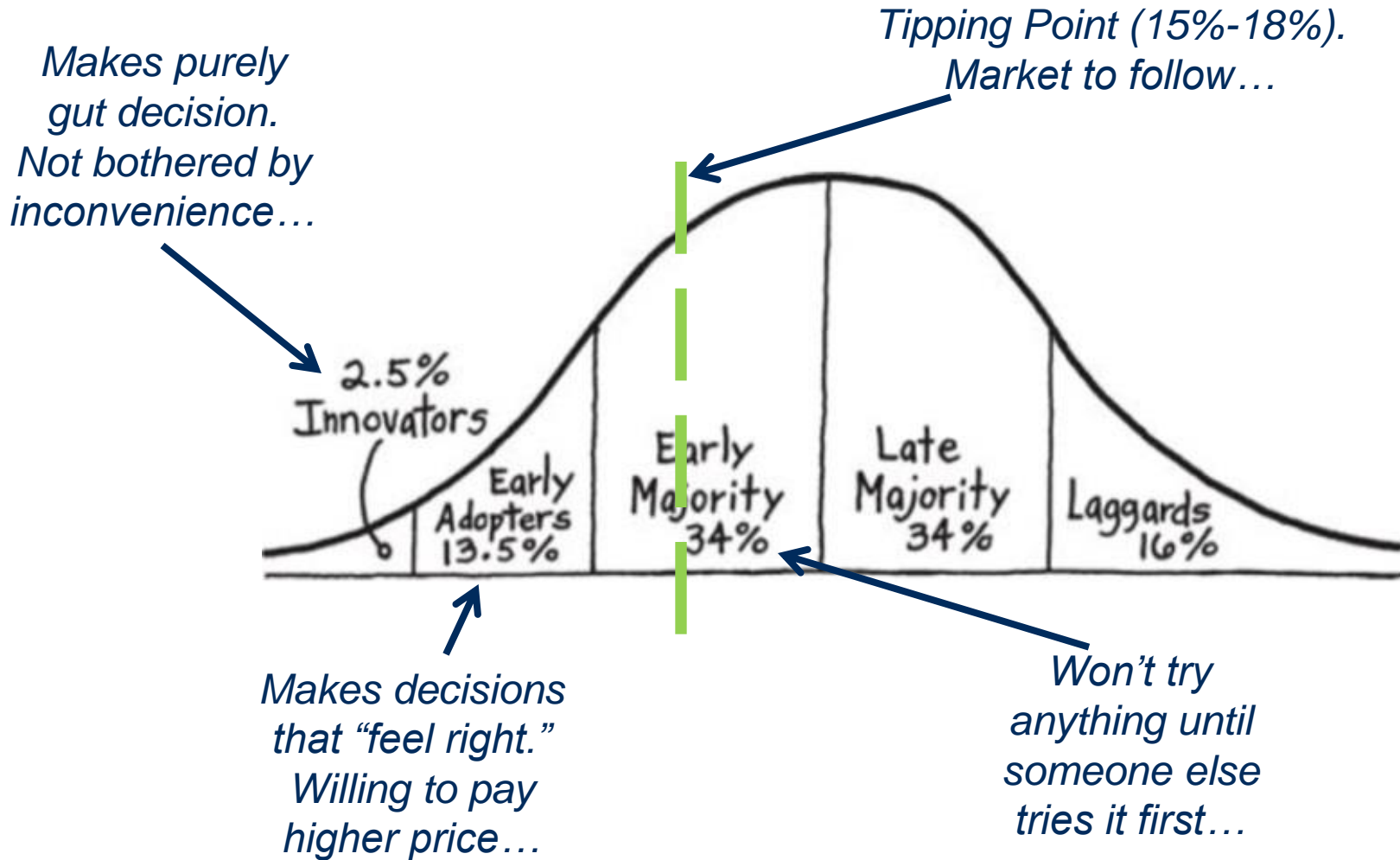
- Trust
 - Our community (and organization) has to believe that we're holding ourselves to the same standard that we're holding them to
- Unity of Vision
 - We have to set aside our personal ambitions and collaborate to establish a common end goal
- Painting the Bigger Picture
 - Our community (and organization) have to understand what we're working toward
- Give Freedom to Innovate
 - So long as everyone is operating inside of our WHY and HOW, risk is encouraged, failure is tolerated, experimentation is rampant

Why this matters...

- Geneva's WHY (Vision Statement):
 - A City of ***diverse assets***; a ***community of choice*** for an ***engaged, creative, and active*** citizenry; a ***premier destination*** for ***progressive*** households, businesses, and visitors
- If we are to be successful, we are going to need to inspire people who's vision aligns with ours



Law of Diffusion



Achieving Market Success

- In order to have any success in the market, people need to make the gut decision to be in Geneva
- People will buy WHY we're here, not WHAT we're doing
- Without the innovators and early adopters, we will never attract a majority of our target market
- If we rely only upon manipulations, our target market will move out, and the vacuum will attract something else...





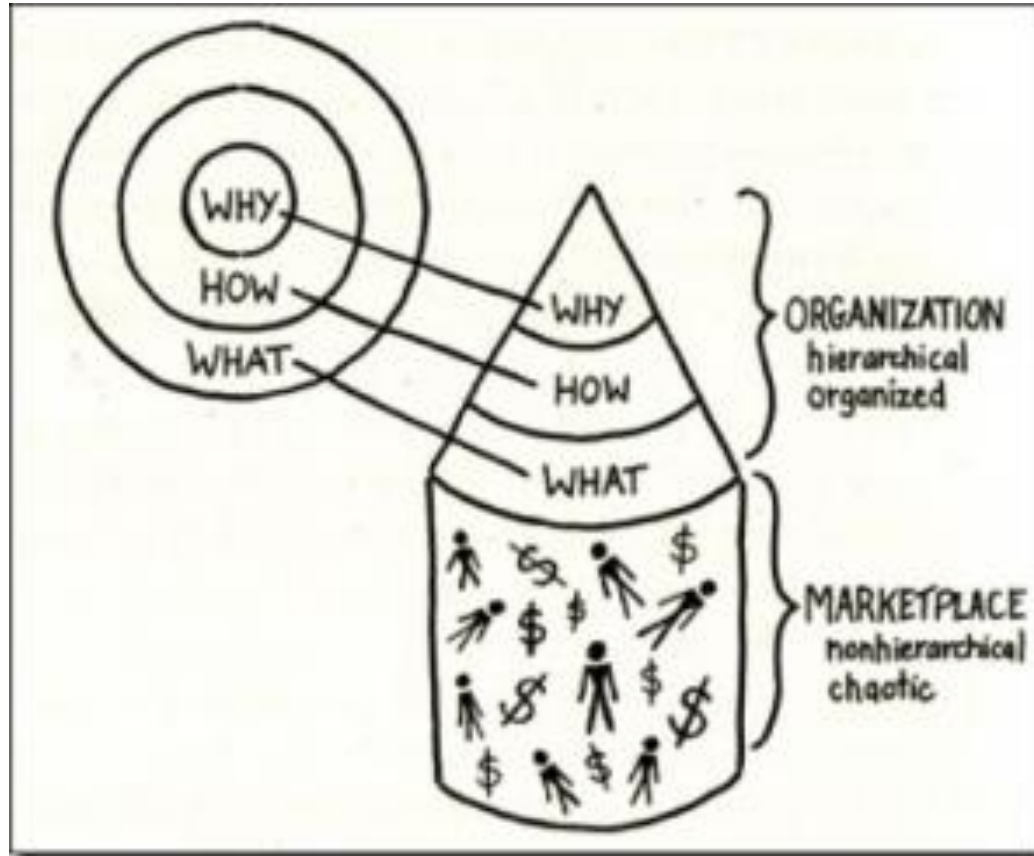
Energy vs.
Charisma

Excitement vs.
Inspiration

What Now?

- Steve Ballmer rallies a room like no one else
- What happens to the 80,000 Microsoft employees after Steve leaves the room? Is his energy enough to inspire their performance
- Bill Gates built Microsoft into a multi-billion dollar empire without ever dancing on stage
- Bill's WHY never changed—even into his philanthropic era—"Removing obstacles so that everyone can reach their full potential..."

Getting our message out...



Charisma works...

- Our action level employees are responsible for WHAT
- They are the first level of interaction our customers will experience
- If their WHAT is consistent, our HOW is disciplined, and our WHY is clear to them, our target market will get it
- People will buy into the Geneva market because their gut will tell them to
- The tipping point will follow...



Critical Applications

- The School Bus Test
 - If key staff people in our organization move on, will our WHY carry on? Is our megaphone big enough, effective enough for our department heads, mid managers, and action level employees to understand it? More importantly, to believe it?
- The Celery Test
 - Looking at our organizational “basket of goods,” is everything in there reflective of our WHY? Would a complete outsider, looking at our “catalog,” understand our WHY and HOW?
- Align Your Measurement System with WHY and HOW
 - Throughput is necessary. Work volume is necessary. But in the end, who cares how many potholes get filled, how many arrests get made, how many FOIL requests get processed if they aren't getting done inside the bounds of our WHY and HOW?

Key Words

- WHY:
 - Community of Choice
 - Premier Destination
 - Engaged
 - Active
 - Creative
 - Progressive residents
 - Progressive businesses
 - Progressive visitors
- HOW:
 - Investing resources wisely
 - Delivering uniquely urban vibrancy
 - Embrace emerging technology
 - Satisfy varying needs and interests
 - Respect environment
 - Attract high value businesses
 - Leverage expertise
 - Engender pride
 - Elevate visibility