Increasing Property Values

Restoring the Honor of Public Service
“The protections of a civil-service career attract individuals who lack confidence, competence, drive, and courage; the consequence is a contagion of bureaucratic timidity . . . ‘a dominant personality type does emerge . . . Civil servants are too often mother’s little boys and daddy’s little girls who have learned to expect security without having to earn it.’”

- Charles Goodsell (quoting Charles Peters) 2004
The Reality of Public Sector Employment

The “image of bureaucrats as lazy and indifferent, propagated by politicians, the public, and even some scholars is wholly inaccurate.”

- Brehm and Gates, 1997

“. . . Despite earlier reports to the contrary, public-sector employees tend to express somewhat higher levels of general work satisfaction than do their private-sector counterparts. Another is that bureaucrats do not seem less motivated than business workers. They do, however, seem to have a different composite of motivational influences. Particularly at the level of management public employees ‘place higher value on public service; on work that is beneficial to others and to society; on involvement with important public policies; and on self-sacrifice, responsibility, and integrity.’ ”

- Goodsell, (quoting Rainey and Bozeman) 2004
Increasing Property Values

- Meaning
- Goals
- Community
Meaning

**Values**

**Motivations**

**Wants and Needs**

“Leadership is leaders inducing followers to act for certain goals that represent the values and the motivations—the wants and needs, the aspirations and expectations—of both leaders and followers. And the genius of leadership lies in the manner in which leaders see and act on their own and their followers’ values and motivations.”

-James MacGregor Burns
Communicating Meaning

• Vision/Mission Statements
• Stories
• Symbols
• Multiple Forums
• Repetition

“Words matter. They’re as much a form of expression for leaders as they are for poets, singers, and writers.”

- The Leadership Challenge

By continually reminding people of the larger purpose of their work, the visionary leader lends a grand meaning to otherwise workaday, mundane tasks

- Primal Leadership
Stories and Symbols

- Stories should be relatable and accessible
- Stories should reinforce the “meaning”
- Symbols - a picture is worth a thousand words

“Why tell stories? For one simple reason: they are powerful tools for teaching people about what’s important and what’s not, what works and what doesn’t, what is and what could be.”
- The Leadership Challenge

Leaders get the best from others not by building fires under people but by building the fire within them

-Kouzes and Posner
GOAL SETTING

S - SPECIFIC
M - MEASURABLE
A - ATTAINABLE
R - RELEVANT
T - TIME-BOUND
Goal Setting Theory

* Goals clarify expectations and increase accountability

* Goals increase the challenge of a job and make it more interesting. The job becomes less boring because goals provide meaning to otherwise meaningless tasks

* Goals that are achievable but that make the employee stretch provide them with a sense of purpose

* Achieving goals can create self-confidence, pride, and a willingness to embrace future challenges
Accountability

Motivation

Effective Performance Objectives

Improved Team, Division, Organizational Performance

Improved Employee Performance

Accountability
Create Community and Identity

• Celebrate Accomplishments in Public

• Make Celebrations Part of Organizational Life

• Show you Care

• Have fun Together

“Celebrate what you want to see more of.”
- Thomas J. Peters

“If you report that your manager is a close friend, you are 2.5 times more likely to be satisfied with your job.”
- The Leadership Challenge
“Motivation and inspiration energize people, not by pushing them in the right direction as control mechanisms do but by satisfying basic human needs for achievement, a sense of belonging, recognition, self-esteem, a feeling of control over one’s life, and the ability to live up to one’s ideals.”

- John Kotter

“Leadership can happen anywhere, at any time”

-Kouzes and Posner