



Organizational HEALTH
CITY OF CEDAR RAPIDS

AWWA Conference

Oct. 17, 2018

STRENGTHEN OUR TEAM TO STRENGTHEN OUR CITY

CORE VALUES

We Serve Enthusiastically

- We have a people-first attitude
- We take initiative
- We go the extra mile

We Find a Way

- We are problem solvers
- We listen and learn
- We explore creative alternatives

We Team Up

- We are open and approachable
- We value relationships
- We serve with generous intent

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How would your employees describe your organizational culture?



Fast-paced, Busy, Teamwork, Customer-focused, Fun, Hard-working, Young, Adaptive, Knowledge, Always Moving Forward, Flexible, Hectic, Committed, Friendly, Sharing, Learning, Service, Progressive, Classic, Modern, Ownership, Growing, Rewarding, Experience, Improved, Energetic, Change, Love, Skills, Demanding, Fast, Communication, Career, Advice, Learn, Customer Service, Progress, Words.

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What is Organizational Health?



Organizational Health is a framework that fosters effective **teamwork and productivity.**

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ORGANIZATIONAL HEALTH SMART VS. HEALTHY

Both are required for success:

SMART	HEALTHY
Strategy	Minimal Politics
Marketing	Minimal Confusion
Finance	High Morale
Technology	High Productivity
	Low turnover

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Why Implement Organizational Health?

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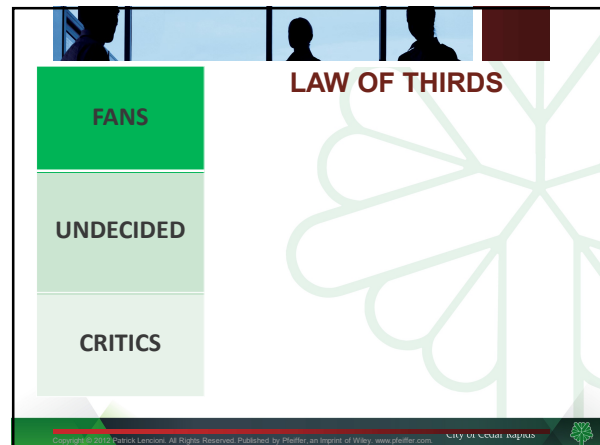
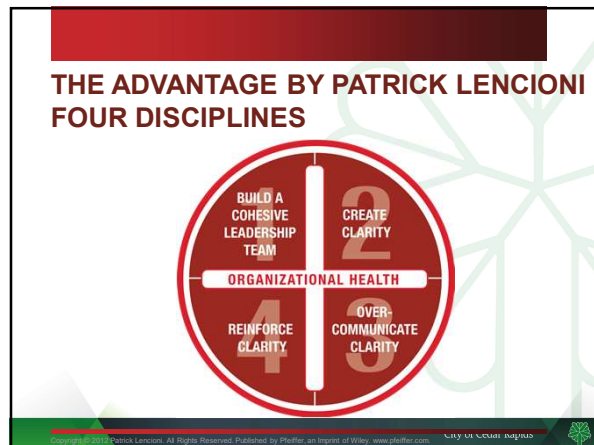
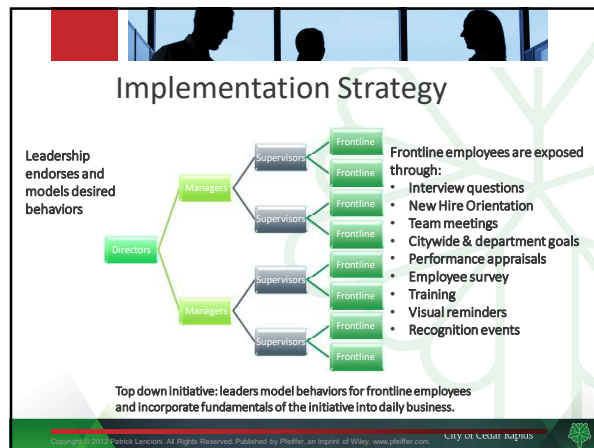
- Eliminate silos between departments
- Enhance efficiency
- Improve internal communication
- Strengthen customer service

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City of Cedar Rapids Organizational Health Journey

Winter 2016	Director team began Organizational Health initiative activities
Summer 2016	Manager team workshop
Spring 2017	Train-the-trainer workshop
Fall 2017 - Spring 2018	Supervisor team workshops
	Citywide one-hour Trust training
Fall 2018	Citywide one-hour Conflict training

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Key Points: Building Trust

- Trust lies at the heart of a functioning, cohesive team.
- Trust comes from the vulnerability of team members' sharing their strengths, weaknesses, mistakes and requests.
- Building trust takes time.
- Like any good relationship, trust among team members must be maintained over time.
- The leader must be the first to demonstrate vulnerability.

**Trust is like an emotional bank account.
People make deposits and withdraws daily.**

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City of Cedar Rapids Expectations

Conflict is inevitable, normal and can be healthy

Healthy Conflict

- Choose when to engage
- Find a common understanding
- Dialogue respectfully and truthfully
- Remain issue and idea focused
- Commit to a mutually beneficial outcome
- Be open to receiving feedback from others



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Integration into the City Culture

The Table Group Resources

Free

- Online assessments
- Videos, webinars
- Model, tools

For Purchase

- Books
- Team Assessments
- MBTI Assessments

City of Cedar Rapids Creations

- Team playbooks
- Citywide training
- Performance appraisals
- Annual employee survey
- Interview questions
- Weekly newsletters articles
- Screen savers
- Vehicle stickers
- Monthly talking points

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Questions?

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