



## City of Muncie Achievements

The City of Muncie has completed the High Performance Government Network's foundational program toward building a high performing organization. Between December 2008 and July 2009, Mayor Sharon McShurley and city department heads worked regularly with the HPG Network to achieve the following outcomes:

- Development of a vision and mission statements and organizational values;
- Completion of environmental scans with community partners to assess threats and opportunities;
- Creation of a performance action plan that identifies strategic priorities, targets, and goals;
- Development of an implementation plan that outlines specific timelines and people responsible for achieving the goals outlined in the performance action plan;
- Completion of leadership training for department heads to provide them with tools to manage change in the organization.

Dedicated effort was required in order to achieve these outcomes. The HPG Network was on-site to work with Muncie city leaders on a regular basis and between session projects and assignments were common. The result of this work is contained in the remainder of this report.

The City's vision statement, mission statement, and organizational values provide clarity to the public and direction to employees. The vision statement will serve as the destination, and the mission statement will provide the pathway to reach the vision.

The environmental scans provided city leaders with a quick assessment of critical environmental factors that impact the organization and the decision making of leadership. Environmental scans also provided an opportunity for key city partners to participate and provide input. Scan results help to shape the direction of the strategic action plan.

The strategy map captures, at a very high level, the vision for the city, key strategic priorities, and high level outcomes at 4 levels: customer, organizational, employee, and financial. The strategic priorities are critical to direct future decisions and provide direction. The City of Muncie's strategic priorities are:

- Enhanced information technology,
- Economic sustainability,
- Strategic partnering,
- Financial viability, and

- Employee development.

The balanced scorecard is a detailed view of outcomes that must be reached at each level – customer, organization, employee, and financial – in order to reach the strategic priorities. The balanced scorecard lists goals and targets, but not action items.

The implementation plan lists action items, timelines, and individuals who will be responsible for carrying out the necessary steps to allow the organization to achieve their strategic priorities. It is very detailed and specific and should be updated frequently.

Together these components comprise the City of Muncie’s strategic performance action plan. It is important to note that none of these components is permanent. All should and will change as achievements are made and environmental factors change.

In order to successfully implement this plan, Muncie city department heads were provided with a series of leadership tools during this program. The leadership tools were specifically selected in order to help them overcome likely challenges they will face implementing the plan. These tools are designed to promote each leader’s role as a change agent in the organization. Leadership tools that were covered during this program include:

- Managing vs. leading
- Learning organization
- Myers-Briggs personality test
- Johari Window
- Nibble Theory and Kernel of Power by Kaleel Jamison
- Principle centered leadership
- The importance of feedback
- Good to Great by Jim Collins
- Organizational dialogue
- Leading change
- Driving a sense of urgency
- Emotional intelligence
- Empathic listening

At the conclusion of the foundation building program, the City of Muncie has several key elements in place to make substantial progress towards their goals. Mayor Sharon McShurley has driven the effort to make city government more effective by requiring department head participation in the program, devoting regular meeting time towards the continued development and implementation of these initiatives, and seeking external partnerships, including Ball Brothers Foundation and Ball State University Bowen Center for Public Affairs, to assist in the efforts. Department leaders have actively participated in the process of developing the performance action plan and have been provided tools to help them lead change in the organization. Other city partners have been engaged in the environmental scanning process, and the implementation plan calls for further external engagements, which will help strengthen the effort.