Download materials featured in this session:

LMC.ORG/ACMATERIALS

CONNECTING LEADERS

CELEBRATING COMMUNITY

LMC

JUNE 25-27

DULUTH

DULUTH ENTERTAINMENT CONVENTION CENTER

LMC.ORG/AC25

Byron™

MINNESOTA

Together, we grow.

What is Workplace Culture?

- The shared beliefs, values, traditions, and practices that are learned and transmitted within a group of people.
- It encompasses both the tangible and intangible aspects of a workplace.
- Essentially, culture is the way of life of a particular group, shaping how they understand and interact their Workplace.

WHERE DID BYRON START DEVELOPING THEIR CULTURE

Mayor and City Council established organization's vision, set direction, empowered staff

City Administrator met with Leadership Team to define High Performing Team Standards to meet Mayor & Council expectations

Employees defined their role in creating high performance team standards and shared expectations of City Administrator and Department Heads.

What Would Our High Performing Team Look Like?					
In the arena of **2-way communication**	In the arena of **Team Positivity**	In the arena of **Trust and Respect**	In the arena of **Strong Ethics and Values**	In the arena of **Shared Goals**	In the arena of **Supportive Leadership**
We generate clarity and shared understanding	We: Nurture team chemistry	We: Value the freedom to make decisions	We: Promote good work ethics and values	We: Provide clear direction and purpose	We: Provide a foundation for growth of individuals and team
As illustrated by: • Seeking value and providing input and feedback • Providing clarity of direction/ expectations • Having honest participation from everyone • Creating a common understanding of ____ • Creating and environment where people are comfortable to share	*As illustrated by:* • Making a "Fun" and enjoyable place to work • Valuing our employees • Support through changes • Leaning on each other	*As illustrated by:* • Trusting each other • Demonstrating empathy • Respecting each other-everyone • Accountability to self and team	*As illustrated by:* • Being dependable • Open minded • Working hard • Doing work with pride and purpose • being honest	*As illustrated by:* • Establishing a shared vision • Developing S.M.A.R.T. goals • Evaluating results	*As illustrated by:* • Effective coaching and mentoring • Supporting staff • Being available • Continuous learning and development of self • Understanding the different personalities of team members

2-WAY COMMUNICATION

Generate clarity and shared understanding

Encourage input and feedback

Provide clear direction and expectations

Foster honest participation

Create an environment where people feel comfortable sharing

Impact on Culture: Encourages openness and transparency, making employees feel heard and valued.

Cultural Outcome: Builds psychological safety and reduces misunderstandings.

TEAM POSITIVITY

NURTURE TEAM CHEMISTRY

MAKE THE WORKPLACE FUN AND ENJOYABLE

VALUE EMPLOYEES

SUPPORT EACH OTHER THROUGH CHANGES

LEAN ON ONE ANOTHER

IMPACT ON CULTURE: PROMOTES A FUN, SUPPORTIVE, AND APPRECIATIVE ENVIRONMENT.

CULTURAL OUTCOME: INCREASES MORAL, ENGAGEMENT, AND RETENTION.

TRUST AND RESPECT

STRONG ETHICS AND VALUES

Be dependable and open-minded

Work hard with pride and purpose

Be honest

Impact on Culture: Reinforces integrity, pride in work, and ethical behavior.

Cultural Outcome: Builds a reputation of reliability and professionalism

SHARED GOALS

Establish a shared vision

Develop S.M.A.R.T. goals (Specific, Measurable, Achievable, Relevant, Time-bound)

Evaluate results

Impact on Culture: Aligns team efforts with organizational vision.

Cultural Outcome: Enhances focus, motivation, and collective achievement.

SUPPORTIVE LEADERSHIP

Provide effective coaching and mentoring

Support staff and be available

Encourage continuous learning and self-development

Understand different team member personalities

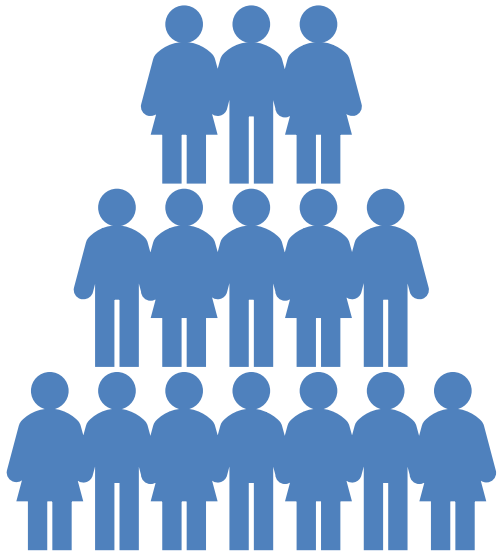
Impact on Culture: Encourages growth, mentorship, and understanding

Cultural Outcome: Develops trust in leadership and nurtures talent.

WHO IS RESPONSIBLE FOR CREATING ORGANIZATIONAL CULTURE?

While everyone in an organization plays a role, **top leaders and managers are primarily responsible** for shaping and maintaining organizational culture.

They set the tone through their actions, decisions, and communication, and they are responsible for communicating and reinforcing the organization's values, mission, and vision.



MAYOR & COUNCIL

The Mayor and Council Members are responsible for **developing and communicating the organization's mission, vision, and values**, which serve as the foundation for the culture. They also need to ensure that their own behavior aligns with these values and that they model the behaviors they expect from others.

CITY ADMINISTRATOR AND DEPARTMENT HEADS

The City Administrator and Department Heads are **crucial in translating the vision and values into daily practice**. They are responsible for ensuring that their teams understand and adhere to the organization's culture, and they need to be active participants in shaping the culture within their own teams.

EMPLOYEES

While Elected Officials and City Administrator play a primary role, **all employees contribute to the culture** through their interactions and behaviors. They are responsible for upholding the organization's values, respecting their colleagues, and contributing to a positive work environment

City of PINE ISLAND Minnesota

Elizabeth Howard, City Administrator

Population: 3,929
Full-time Staff: 17
Part-time and Seasonal Staff: ~75

Workplace Culture - Where do you start?

What is positive work culture?

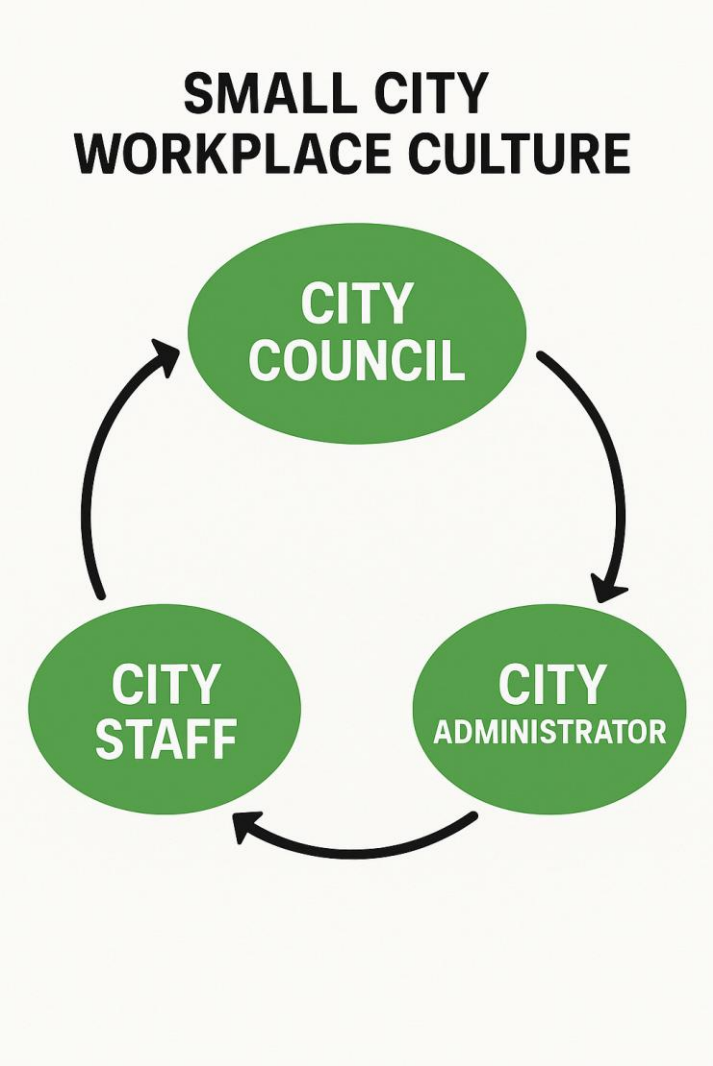
- Affects morale, retention, and community service
- Benefits for employees and the City

Practical Strategies

- Communication/Transparency
- Recognition/Appreciation
- Development/Training
- Team-Building/Leadership Modeling

Addressing Challenges

- Managing Resistance
- Dealing with Negativity
- Time
- City Council Support



A small city with small resources does not equal small culture.

1. Start Small
2. Involve Your Team
3. Foster Feedback

- All Staff Development Day
- Quarterly Lunch & Learns
- Job Shadowing
- Individual Meetings with Employees
- Employee Ownership
- Increased Communication
- Recognition

All Staff Training

ALL DAY STAFF DEVELOPMENT

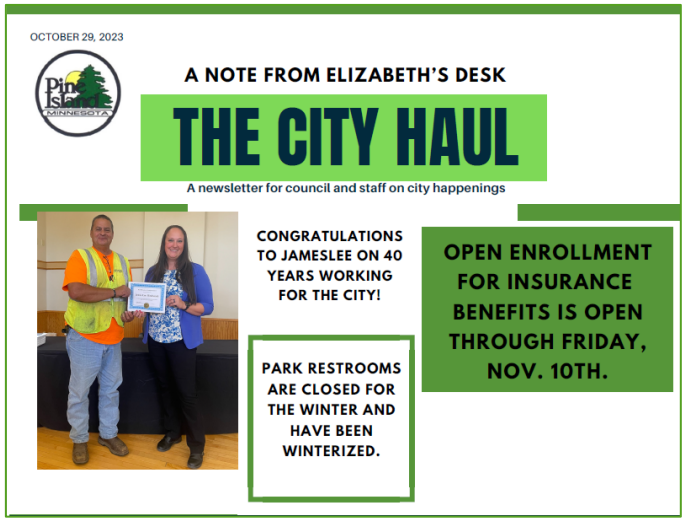
- All departments are involved
- Meal is provided by the city
- Relationship building within departments and across departments

Quarterly Lunch & Learns

- Potlucks or city provided lunches
- 2.5 hours – 30 minute meal followed by 2 hours of training

Topics have included:

- CPR training
- COMET mental health training
- DISC personality assessments
- Strength Finders
- Dietician – how food can affect your mental health and stress
- Active shooter training
- Policy Discussion



OCTOBER 29, 2023

A NOTE FROM ELIZABETH'S DESK

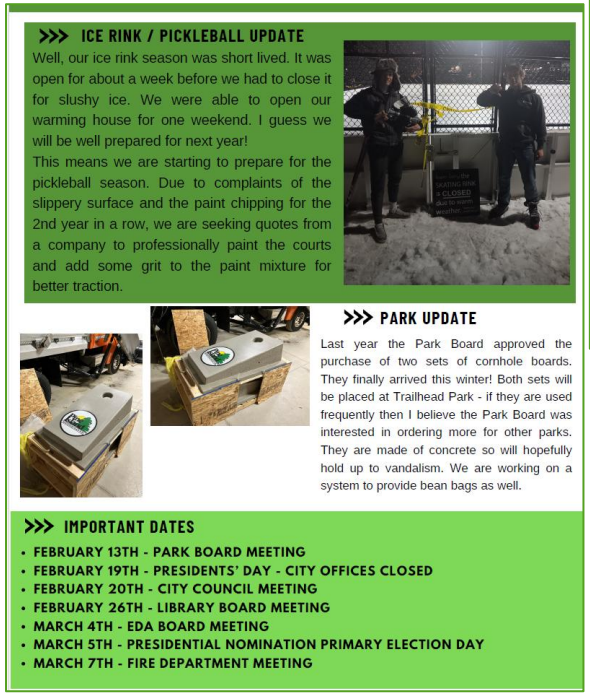
THE CITY HAUL

A newsletter for council and staff on city happenings

CONGRATULATIONS TO JAMESLEE ON 40 YEARS WORKING FOR THE CITY!

PARK RESTROOMS ARE CLOSED FOR THE WINTER AND HAVE BEEN WINTERIZED.

OPEN ENROLLMENT FOR INSURANCE BENEFITS IS OPEN THROUGH FRIDAY, NOV. 10TH.



>>> ICE RINK / PICKLEBALL UPDATE

Well, our ice rink season was short lived. It was open for about a week before we had to close it for slushy ice. We were able to open our warming house for one weekend. I guess we will be well prepared for next year!

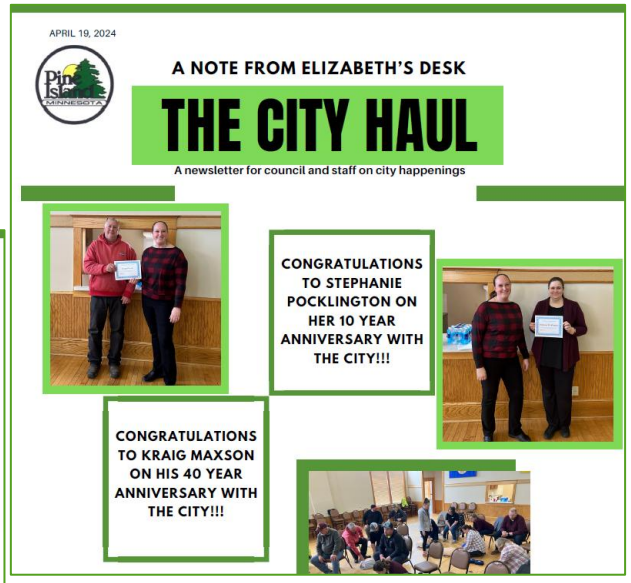
This means we are starting to prepare for the pickleball season. Due to complaints of the slippery surface and the paint chipping for the 2nd year in a row, we are seeking quotes from a company to professionally paint the courts and add some grit to the paint mixture for better traction.

>>> PARK UPDATE

Last year the Park Board approved the purchase of two sets of cornhole boards. They finally arrived this winter! Both sets will be placed at Trailhead Park - if they are used frequently then I believe the Park Board was interested in ordering more for other parks. They are made of concrete so will hopefully hold up to vandalism. We are working on a system to provide bean bags as well.

>>> IMPORTANT DATES

- FEBRUARY 13TH - PARK BOARD MEETING
- FEBRUARY 19TH - PRESIDENTS' DAY - CITY OFFICES CLOSED
- FEBRUARY 20TH - CITY COUNCIL MEETING
- FEBRUARY 26TH - LIBRARY BOARD MEETING
- MARCH 4TH - EDA BOARD MEETING
- MARCH 5TH - PRESIDENTIAL NOMINATION PRIMARY ELECTION DAY
- MARCH 7TH - FIRE DEPARTMENT MEETING



APRIL 19, 2024

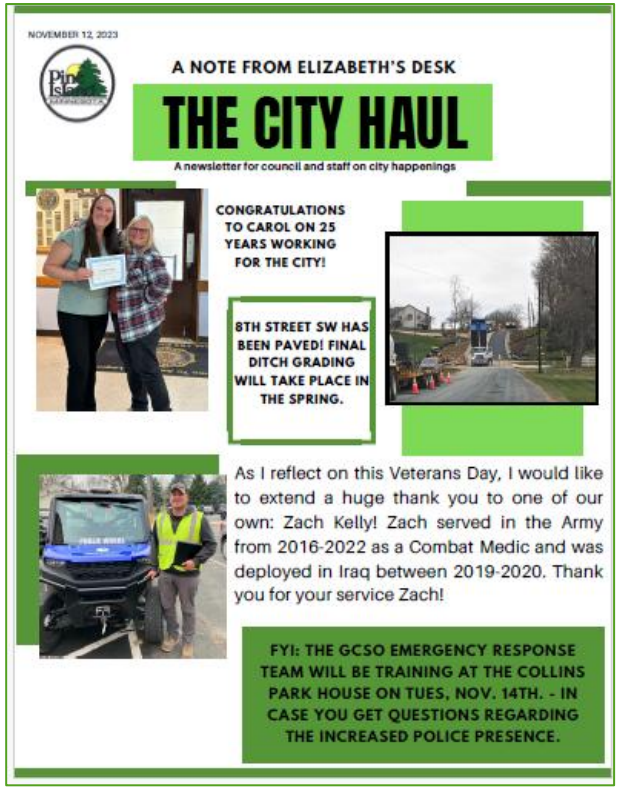
A NOTE FROM ELIZABETH'S DESK

THE CITY HAUL

A newsletter for council and staff on city happenings

CONGRATULATIONS TO STEPHANIE POCKLINGTON ON HER 10 YEAR ANNIVERSARY WITH THE CITY!!!

CONGRATULATIONS TO KRAIG MAXSON ON HIS 40 YEAR ANNIVERSARY WITH THE CITY!!!



NOVEMBER 12, 2023

A NOTE FROM ELIZABETH'S DESK

THE CITY HAUL

A newsletter for council and staff on city happenings

CONGRATULATIONS TO CAROL ON 25 YEARS WORKING FOR THE CITY!

8TH STREET SW HAS BEEN PAVED! FINAL DITCH GRADING WILL TAKE PLACE IN THE SPRING.

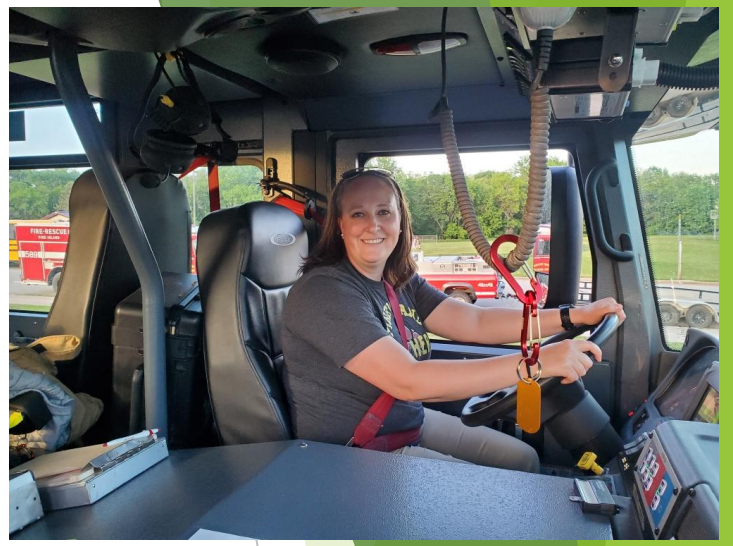
As I reflect on this Veterans Day, I would like to extend a huge thank you to one of our own: Zach Kelly! Zach served in the Army from 2016-2022 as a Combat Medic and was deployed in Iraq between 2019-2020. Thank you for your service Zach!

FYI: THE GCSO EMERGENCY RESPONSE TEAM WILL BE TRAINING AT THE COLLINS PARK HOUSE ON TUES, NOV. 14TH. - IN CASE YOU GET QUESTIONS REGARDING THE INCREASED POLICE PRESENCE.

Internal Communication

- Individual Meetings with Staff
- Internal Newsletter
- Meet staff at their location on their level

“Where is Liz?!?”
Job Shadowing



Employee Ownership - Shark Tank Edition

- Opportunity for staff to provide direct feedback
- Bridges the gap between staff and City Council
- Important to see their ideas come to fruition
- Builds rapport and trust
- Employee Ideas
  - Updates to policies
  - Dog Park Improvements
  - Updated Signage

Employee Recognition

- Milestones
- Above & beyond spotlights
- Thank you and appreciation notes
- Work anniversaries

Addressing Challenges

MANAGING RESISTANCE AND NEGATIVITY

CITY COUNCIL SUPPORT

TIME

BUDGET

CONNECTING LEADERS

CELEBRATING COMMUNITY

LMC

JUNE 25-27

DULUTH

DULUTH ENTERTAINMENT CONVENTION CENTER

LMC.ORG/AC25