

Building a Team in Parks Maintenance



AKRAMOFF

Intro/Overview

Why Glenn and Angie?

Parks Maintenance Cultural Change Project

Background and Context

- City of Edmonds, early 2020
- New Director, COVID on-set, disgruntled work team
- Leadership role in before, during and after
- Downtown Park with \$15M renovation
- New 2+ miles of Highway 99 landscape median

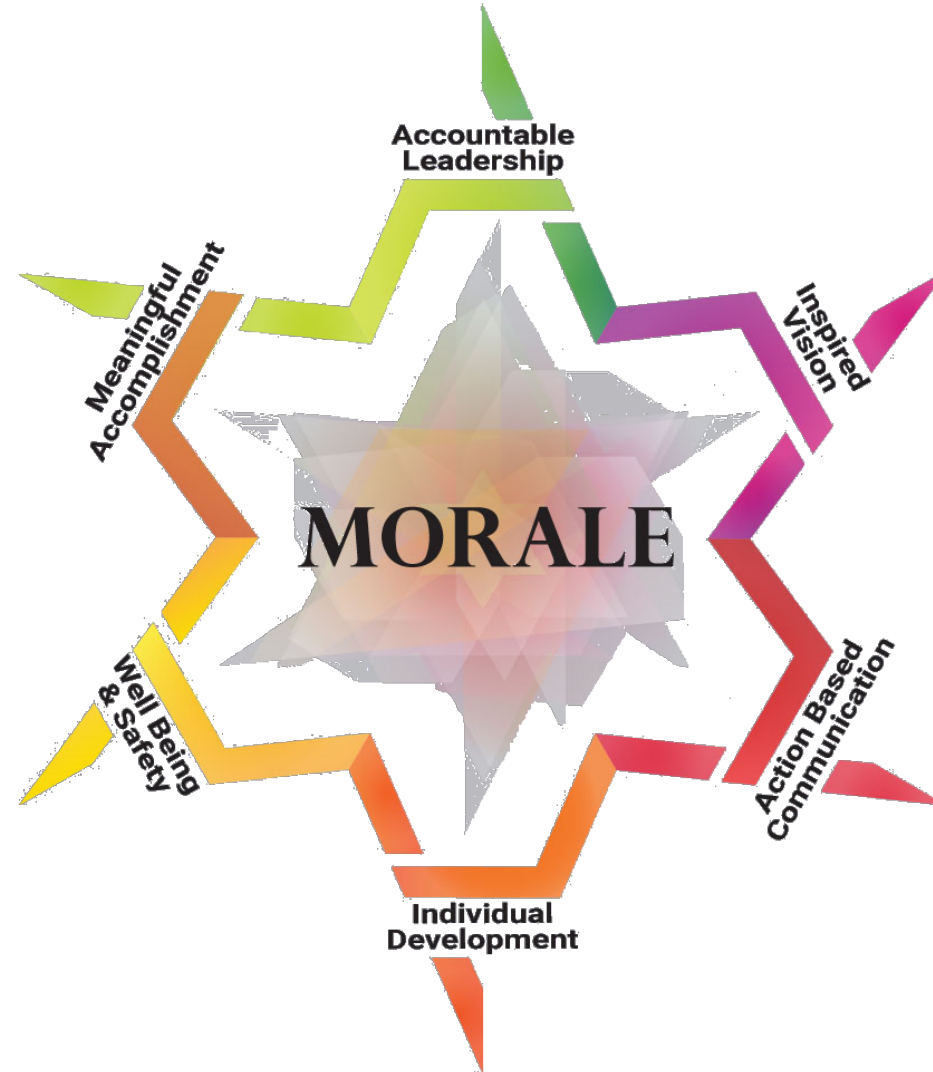
Theory to Real World

Questions to Answer

- What is Morale and why does it matter
- Does everyone dislike change?
- How Do I communicate?
- Maintenance Worker Bias?
- Developing a championship team, individual and leaders!

Discussions

- The Power of Purpose
- Do it with them not to them
- There are no secrets
- It's a different language
- Yes you can!



Problem Statement



The Parks, Recreation and Cultural Services Department Maintenance Division continues to be challenged in its day-to-day operations by antiquated systems, and an unpredictable, reactive, and growing workload. All exacerbated by the constantly changing environment of the pandemic.

What did that look like at the Shop?

Symptoms of bigger issues!

Reactionary Work

1. Lack of boundaries by leadership
2. Not working on park properties
3. Not prioritizing routine work
4. Lacking a sense of accomplishments
5. Unnecessary work

Maintenance Workers Were

1. Angry
2. Frustrated
3. Felt powerless
4. Unengaged
5. Uncaring
6. Distrustful of leadership (me)

The Real Story



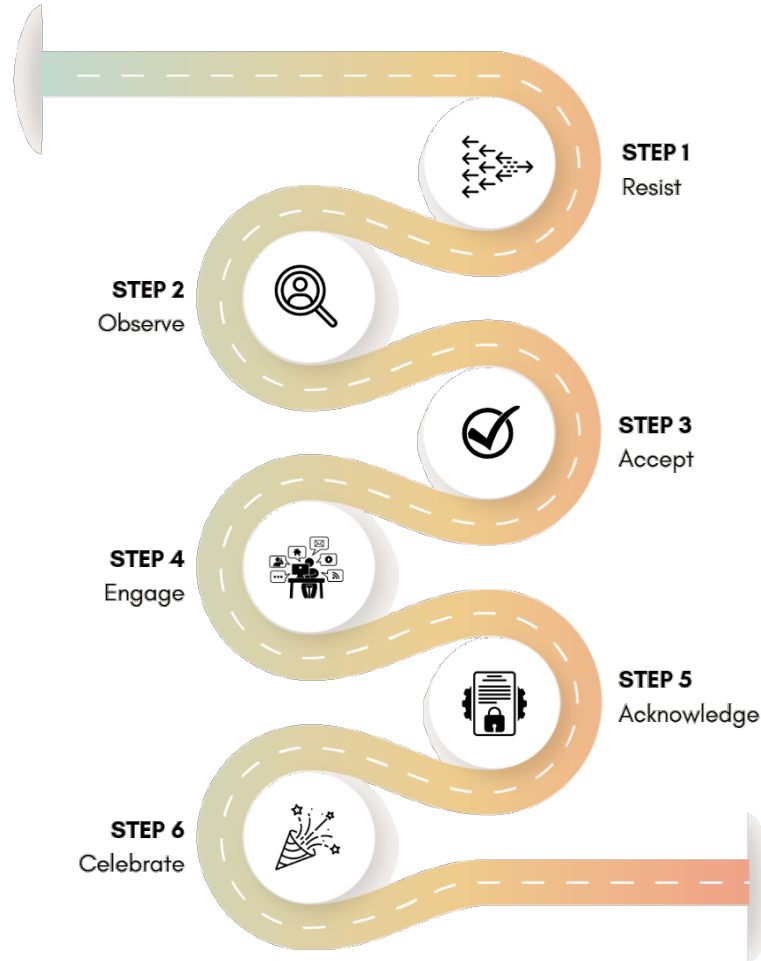
The Set up

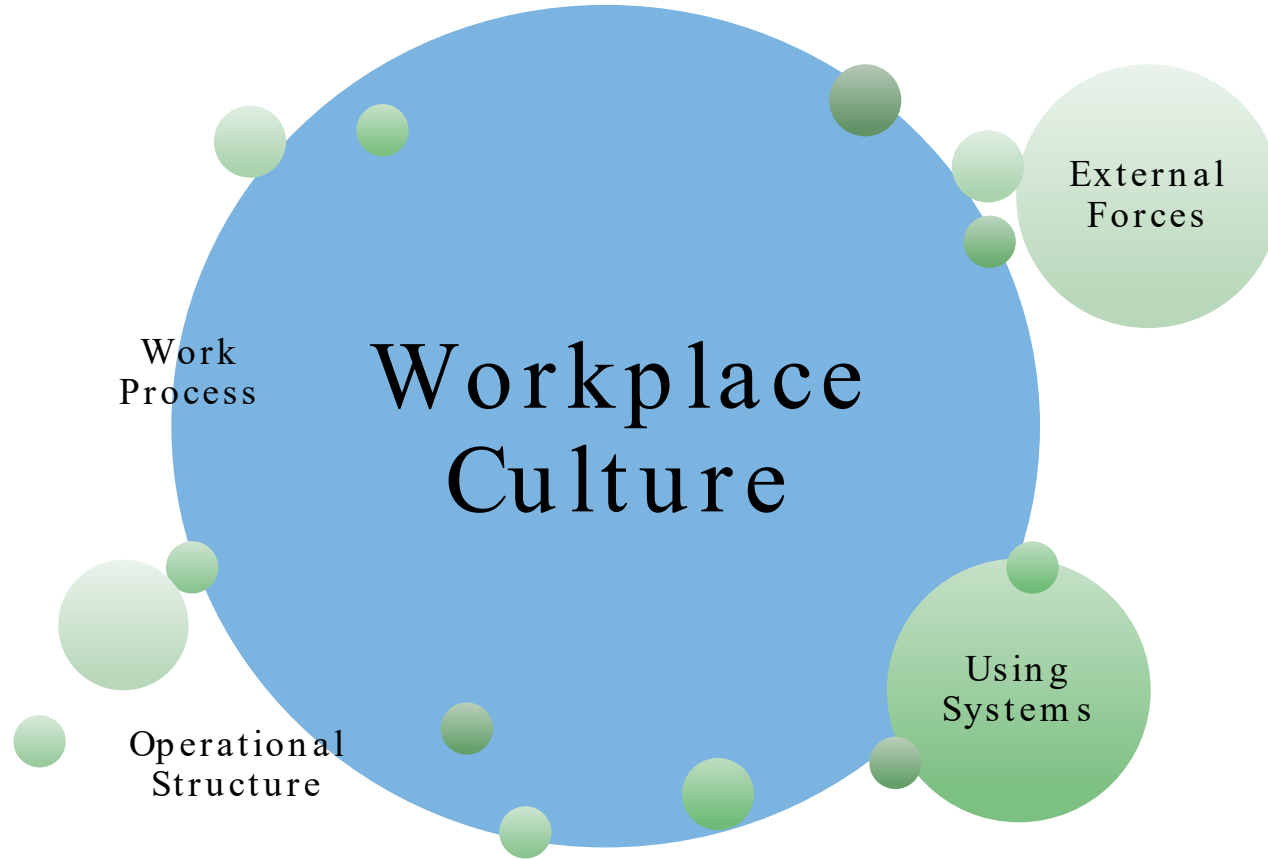
The scarcity Mindset

Feuds, Failing and Frustrations

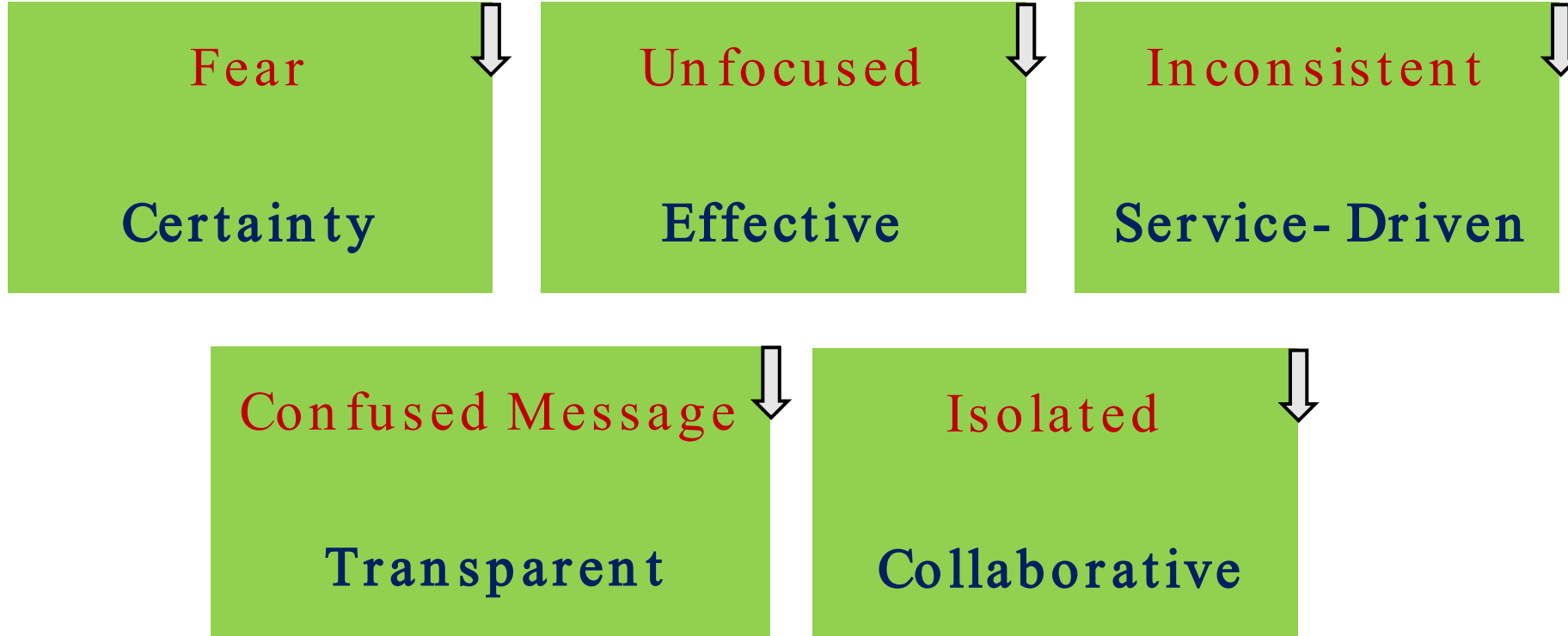
What is really going on?

The Change Roadmap





Transitioning a Team



What was my role in this?

Showed up

1. Kept my promises and commitments
2. Honesty (brutally)
3. Shop visits
4. Staff and budget resources (6 FTEs)
5. Transitioned leadership
6. Always “open-door”

Proactive Work

1. Boundaries by leadership
2. Working on park properties
3. Prioritizing routine work
4. Sense of accomplishments
5. Transitioned leadership
6. Only necessary work



The Keys

“If your product is bringing a bigger cultural change, it will take time but when that period of resistance is over, you will be able to reach the heights you’ve never even thought existed as Amazon did.”
— Pooja Agnihotri



Aligning Purpose



Vision



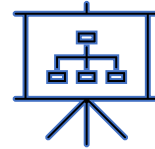
Defining a Season



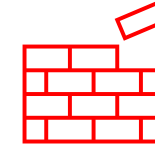
Define Winning

The Keys

“If there is no transformation inside of us, all the structural change in the world will have no impact on our institutions.”
— Peter Block



Clarifying Roles



Debrief Constantly



Understanding the
Flow of
Performance



Planning for the
Future

When did I know it was working?

December 20, 2022

"When you
change the
way you look
at things, the
things you
look at change."

~Wayne Dyer~

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Making Work Work.