Mass Management: Challenges of Managing a Large Workforce

Olson & Olson Local Government Seminar January 20, 2022

HCAD

- 1.8 million parcels
- Budgeted for 650 employees
- Professional and Administrative staff

Houston Chronicle's Top Workplaces

- HCAD Large organization 2017 to 2021
- 2021 number 9
- Staff engagement is first step
- The number 1 company cited transparency as top goal
- Work towards a common mission
- Company culture
- Create a value system rather than a bunch of don't do rules
- Happy employees are more productive and hold themselves more accountable

Live your values

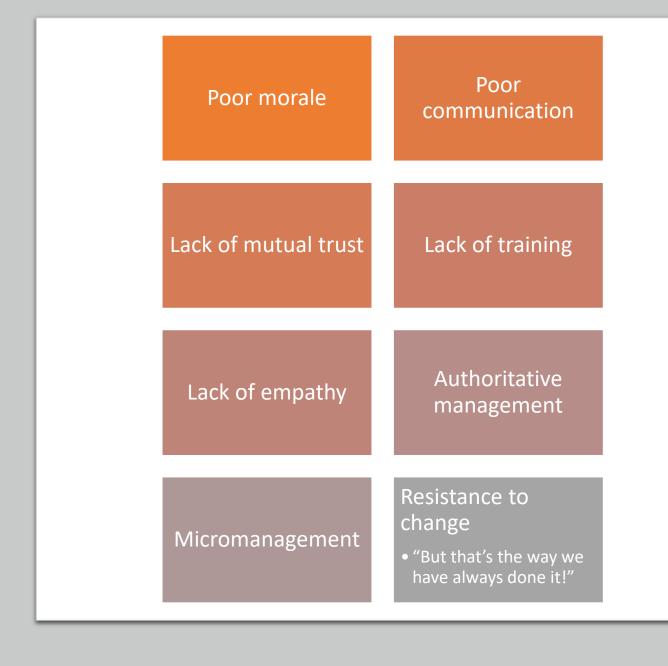
- Constant focus on values
- Not just words on a wall or website
- If you don't, they are meaningless
- Provide and explain purpose
- Constant communication
 - Town halls
 - State of the company
 - Operational updates
 - Clear goals

What are your company values?

HCAD

- First class customer service
- Accountability
- Innovation
- Integrity
- Collaboration
- Respect

Where does failure begin?



Leadership goals

- Humility, Humility, and more Humility
- Group success individual accountability
- Trust
- Communication keep staff informed
- Decentralized command empower front line supervisors
- Emotional Intelligence
- Empathy
- And oh yea, humility

Invest in your leaders

- The congrats and good luck method...
- Executive coaching
- 360 reviews
- Team building
- New leader buddy
- New supervisor/manager training

Take aways

Have a plan – Get organized

Not just about getting the tasks done, It's also about how we get them done Unhappy workers will give poor customer service and low-quality work product

Emphasize open communication

Authoritative leadership will negatively affect all aspects of your organization

Empowered people do the best work