



Mass Management: Challenges of Managing a Large Workforce

Olson & Olson Local
Government Seminar

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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
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Where does failure begin?

Poor morale

Poor communication

Lack of mutual trust

Lack of training

Lack of empathy

Authoritative management

Micromanagement

Resistance to change

- “But that’s the way we have always done it!”

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