

Annual Meeting of State Auditors, Controllers, and Treasurers
August 2005
Portland, Oregon

If You're Not Confused You're Misinformed

Essential Skills for Experts in Public Service Environments

Randy Harrington Ph.D.



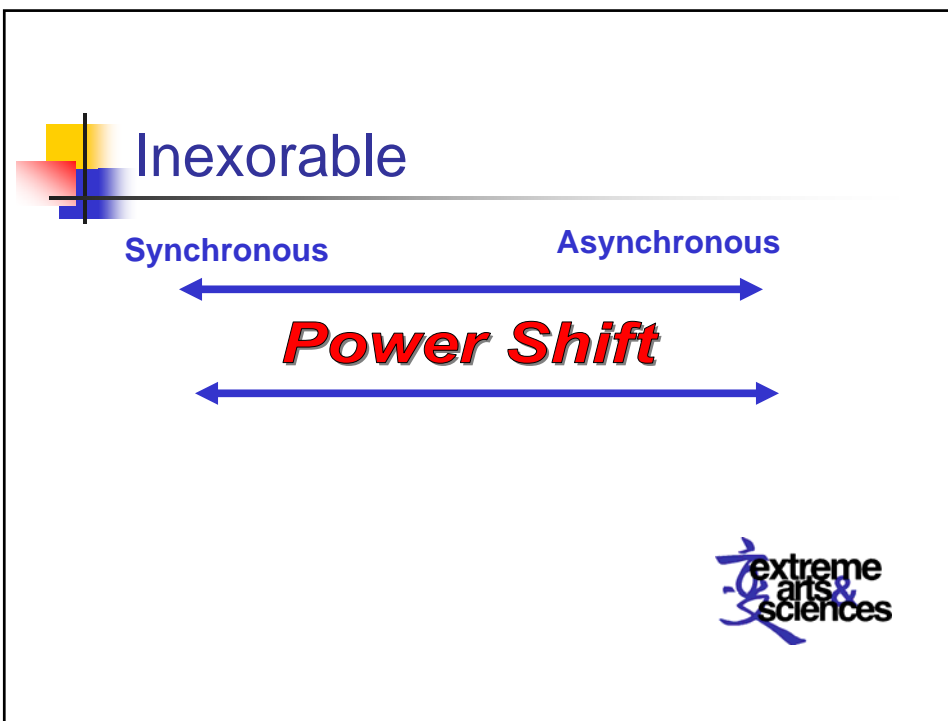
WWW.EASCI.COM

Technology, Strategic Vision, Accountability



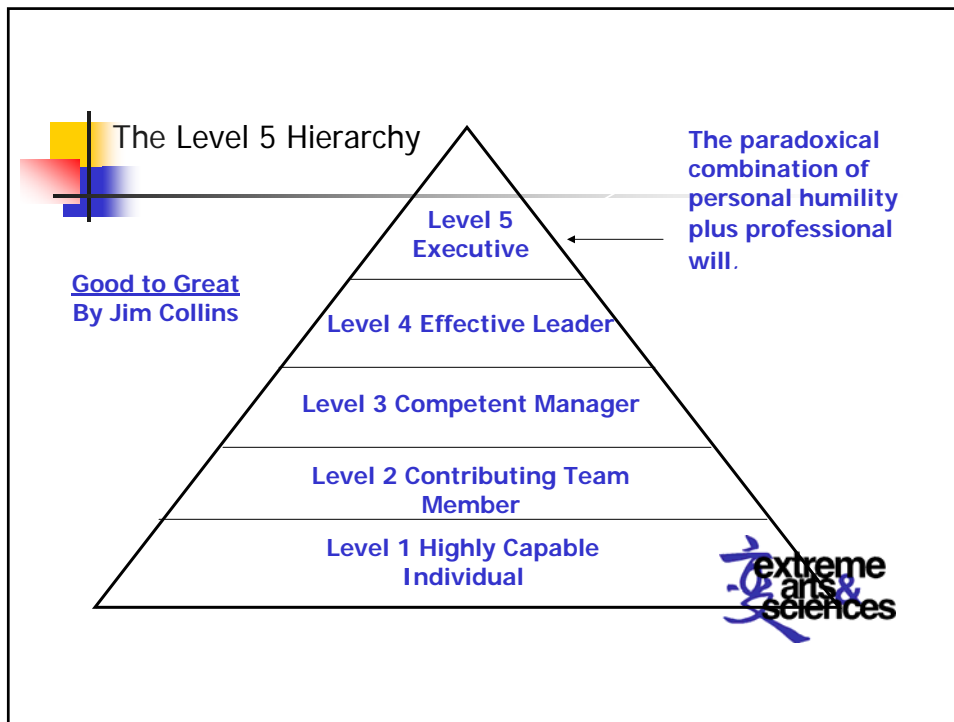
- Indirect Urgency
- Muddled Performance Indicators
- Execution Barriers
- Bring an Edge
- Foster Dialogue & Community
- Get it Done





Americans are Consuming Multiple Media Sources at the Same Time

- Dataquest estimated a "telewebbing" population of 52 million Americans as of the beginning of 2001.
- In a May 2003 survey, Scarborough Research reported "over one-quarter (27 percent) of adults, age 18-34, surf the Internet and always or often watch TV at the same time."



3 Primary Styles

- Expressive
 - Think it, Say it
 - No concern for reciprocity
 - Conflict is OK
- Conventional
 - Rules and Roles
 - Conflict Bad
- Rhetorical
 - Live to "bond"
 - Adaptable
 - Will break the rules

Who makes a better manager in a high change environment?

extreme arts & sciences

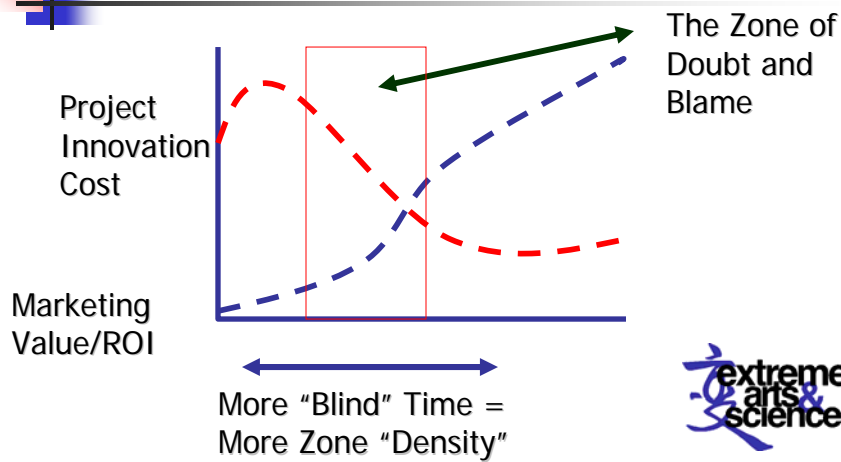


Change Ready?

- Trained Incapacity: The condition where expertise in one area actively prevents the acquisition of new skills
- The Power of “Handed” Technologies
- Too Much Information: More information can increase uncertainty
- Technology Front and Center



Welcome to the Zone





So...

- Bring clarity to leadership messages
- Foster Mastery and accept no substitute...
- Run a “pre-mortem”
- Identify the key gaps between your style—and the power players around you.



Thanks!

- For more information, slides or comments, please write me at
- [*randy@easci.com*](mailto:randy@easci.com)

