

WORK PERFORMANCE EXPECTATIONS AND TEAM NORMS

Our management philosophy

We are 'one city,' that also means we are one team regardless of title or role, dept
We rise and fall together, we celebrate together and we go down together
We check our egos at the door, we actively try and proactively support each other
We are passionate about big things, we care about small things, we know our vision and we appreciate details
We listen, we learn and then we act to see things through
We honor our commitments, from to do items to returning calls
We feel urgency and have a bias toward action

Individual Accountability, Collective Responsibility = our team achieves more than sum of its parts

One person is fundamental responsible for each to do item or activity; but we are all accountable for making sure that gets done with high quality and is timely
For now assume everything is your problem/responsibility until you discover otherwise
If you don't know who is doing something, assume its you, then ask Sunalei
"I didn't know about it," or "I thought someone else was doing it," is not an excuse
Zero interpersonal drama/territorialism etc. Raise the issue, then move on

Hypothesis Driven Problem Solving is how we become exceptional

Lead with an answer/suggestions/options for dealing with a situation, then explain your rational, not the other way around
Think through in advance, what deliverables or handouts you need to bring with a recommendation your making
If your suggestion isn't taken, its ok, move on. You will have plenty of chances to shoot down other's suggestions..
"No" or "we can't do that" are not acceptable answers, rather suggest alternatives, assume everything is a choice
Get input from folks before coming in, to avoid questions like "did you ask alan?"
Separate deadlines and to do's for input, recommend and decide

We Expect you to Self Manage

find problems, identify issues before your direct report, be ahead of your boss
suggest solutions, not come in with only questions, we expect you to reach deep into the city to get answers
be organized, manage your calender, be flexible and take responsibility for work product
set reasonable deadlines, find your own work arounds - never wait to long on someone else - push through roadblocks
be productive, get results, chk of to do's, if you are not a full capacity, offer to help
set up meetings on your own with each other as needed
Outlook is how we organize - no exceptions, no meeting without an agenda

My Management Style

Our goal is to manage my self out, but the first step is alignment, when i feel we are not aligned we have to come into alignment and can be very interense and frustrated.
We are quick to let things go and move on once right answer is determined or task is achieved
We are pragmatic clear communicators: upset means upset, happy means happy. I dont do passive agressive i dont hold grudges an i move on as soon a the problem is solved. Im rarely inconsistant
We use Riid: Recommend, Input, inform, Decide. To be clear about roles and responsibilities

Scheduling/Access

Outlooks is how we work, no exceptions, if cannot make a meeting decline it, if want it moved propose a new time, at a minimum, ask Miriam/organizer
Save items not urgent for the relevant reoccurring weekly meetings on Gov Affairs, Coms, Scheduling, Executive, Ops, Pub Safety, Econ Dev, Relevant Task force
Ask organizer if you want to bring a guest present to any of the reoccurring meetings
If you need urgent time with the Mayor, ask Miriam for a 5 to 530 window which is held daily for triage
Cell phone call is urgent, if vmail the chk that - no need to call back, if no vmail - no need to call back - I'll try later. txt message is urgent but doesn't require a phone call no Txt discussions, email is NOT for urgent items/use for doc review - expectations is 24 hour turnaround time