

Leadership Team Assessment

The Geauga Park District

Presented by: O'Brien Leadership Systems
February 22, 2014



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I. THE CULTURE

The Geauga Park District's functional leaders consist of educated, lovers of nature with significant tenure and hopes for retiring from their current job. These dedicated individuals are committed to the Park District's mission of "preserving, conserving and protecting the natural features of Geauga County". Their commitment and perseverance is admirable in light of the significant fear and intimidation that they experienced under the leadership of the recently terminated Executive Director.

The prior executive leadership is described as one that operated from a position of fear and intimidation including "explosive, fist pounding and public demeaning" interactions. Group process was top down without opportunity to speak or make recommendations. With tightly held decision making power the Executive Director assigned roles without meeting job requirements, awarded Director titles to justify raises without providing supporting performance data and generated numerous poor decisions without buy-in leaving workers scrambling to get the job done after the fact.

The micro management and self-serving executive's conduct created a culture reflecting insensitivity to employees and taxpayers. Internally a silo mentality exists producing an overall lack of team, coordination and communication. When an absence of information exists gossip will often be generated to fill the void creating a strong "under current" that influences the environment in a negative way and this is clearly evident at GPD. Tension and uncertainty has contributed to a serious lack of trust and "dysfunctional behavior" that manifests itself in fear, verbal attacks on coworkers, "hissy fits" and tears. Some are scrambling to generate job security, attempting to escape the damage of "friendly fire" and pointing the finger of blame at others rather than taking responsibility for their own bad behavior. Externally the insensitivity created questionable use of tax payer money in property acquisition and land usage and/or lack of usage. Members of the group desire to have a long term plan created specifically to clarify short and longer term goals plus land-use strategies.

The Interpersonal Styles Matrix shows a disproportionate and unhealthy presence of yielding and emotive behavior traits. It is not clear at this time if this exists due to selective hiring decisions or the molding of behavior by environmental control and demands – it could be both. Either way there is an absence of embracing change, forward thinking, risk taking, driving for results and overall empowered behavior. The uncertainty and ingrained fear combined with Interpersonal Style traits has some members of the group taking a "wait and see" approach reflecting acceptance of the status quo, waiting to be told what to do next and unwillingness to make even small decisions. Others are verbally "tackling their teammates" seemingly in an attempt to justify lack of results. There is a lack of vision, core values and brain storming to generate new ideas that will add value for Geauga residents.

The good news is that in spite of years of oppression the group has hope and is optimistic that a better future awaits them. Knowing that their work adds value and produces a regional legacy for generations to come is rewarding and keeps their "dream jobs" alive. What they do not realize yet is that their goal of "sustainability" must first be achieved internally as an organization if it is to remain a long term reality externally for the park property. Reducing the bloated payroll and overall expenditures is a must. A "new normal" must be generated which will require outside talent to create a team that is willing to navigate the waters of change. The current Interim Deputy Director has stepped forward to fill the gap and is demonstrating an eagerness to be mentored. He recognizes the need for change is open minded and has already implemented suggestions that will empower the individuals and begin to create a spirit of team. Continuation of outside coaching and educating the Interim Deputy Director to mentor him, build on existing talent and assess his performance over an extended period of time is recommended.

II. LEADERSHIP ASSESSMENTS

John Oros, Interim Deputy Director

Growing up in Garrettsville, plants, woods and the outdoors were a big part of John’s life. He knew early in high school that he wanted “park type work”. His initial formal education in this area took place in his junior and senior high school years through vocational education focused on natural resource management. After high school he applied the family taught values of self-discipline and hard work to his time in the Air Force as an MP. Following his four years of military service John earned an Associate degree in 1992 from Hocking College where he majored in Fish and Wildlife Management. In the Fall of 1996 John was married and approximately five years ago he and his wife adopted two sibling boys. The family enjoys camping and John bow hunts.

John joined GPD in 1991 as a Seasonal employee and became a regular FTE in the maintenance department in April of 1994. John’s role at GPD progressed to Land Steward in 1999, Natural Resource Manager in 2001, Operations and Natural Resource Management Director in 2007, Operations Director in 2008 and most recently he was appointed to the role of Interim Deputy Director. Some members of the group expressed concern over John’s lack of a Bachelor degree and limited leadership experience yet to his credit he was described as “the best thing that has happened to GPD”, goal oriented, decisive, judicious, personable and a good/direct communicator. There is concern by some that he is “run by outsiders” resulting in his trustworthiness being questioned and it was also noted that at times he demonstrates a lack of confidence. He is recognized and appreciated for not being a micro manager which is a highly valued culture improvement.

John is performing as a good soldier, standing in the gap, carrying on the mission and soaking up the experience all the while demonstrating maturity and humility by acknowledging what he doesn’t know and admitting his mistakes. John’s behavior is strongly influenced by his faith as evidenced by his concern that group members are not forgiving of others’ behavior and remain resistant to working as a team. He is publically modeling the behavior that he desires from the other members of the group.

His Interpersonal Style assessments all recorded strong yielding traits. John assessed himself as an Analytical/Analytical – very reserved and very yielding. This Style tends to be aloof and very slow to decide which the Assessor does not perceive as accurately describing John. His coworker assessors placed John as an Analytical/Amiable – which is also very yielding and slow to make decisions. However, it does add a stronger orientation to people. This Style is diplomatic and motivates by example rather than authority. The Analytical/Amiable Style tends to value harmony over addressing issues which again is contrary to the Assessor’s experience. Both of these styles would tend to be risk adverse which is inconsistent with John’s risk taking in assuming the interim role.

The Assessor places John in the Driver/Amiable Style which is empowering, focused on goals and achieving results and somewhat willing to take reasonable risks. The Driver/Amiable is somewhat yielding and people oriented. This style builds trust through persuasion rather than force and can be direct and willing to confront issues to achieve results. The Assessor acknowledges that John demonstrates analytical behavior as he ponders situations heavily and weighs his words before speaking but believes that it is process related and not a Style trait. John will work best with leadership that is accessible, has strong values and communicates in a direct manner. He will be frustrated by people who

John Oros, Interim Deputy Director continued

can't/won't make independent decisions, those that he has to babysit to get results and who whine rather than resolve issues.

If the organization is right sized to a \$6.5 MM business model, cutting redundant staff and expenses by approximately 10%, and if John is coached and supported through the growth curve he should be able to assume the Deputy Director role successfully. It is recommended that the organization be divided into two major functional areas, Administrative Services and Operations, providing John with support of one strong business professional and the CFO. With this model there would be no need for an Executive Director. The Park Commissioners would contribute in a supportive, leadership approach. The Rangers, Development and Strategic Planning, Operations and NRM would report to John.

Paige Orvis, Marketing and Administrative Services Director

Paige grew up in rural Virginia surrounded by extended family members until her dad's job in the airline industry transferred the family to the Cleveland area. In those early years she gained a love of nature and horses which she brought with her to the new family home in Berea. Early on Paige demonstrated her ability to manage numerous tasks simultaneously as she earned above average grades in high school while working multiple jobs, participating in various clubs plus competing in the equestrian arena.

As a young married woman she chose Lake Erie College to start her advanced degree in accounting but dropped out when she became pregnant with her first child. Fourteen years later after providing a firm foundation for her three children Paige returned to college at Lakeland Community College. She then attended Kent Geauga where she earned a B.A. in English and Creative Writing in 1995. Paige called on her talent to multi-task as she completed her college degree with the distinction of Summa Cum Laude while raising her three children plus working various jobs in the retail and banking industries.

Paige joined GPD in 1995 in the role of part time bookkeeper. Her strong work ethic, desire to learn plus her quick mind allowed her to move up through the organization exposing her to special events, PR, and marketing. Those past experiences contribute to her success in leading the functions today. Currently she directs the naturalists, administrative services, communications and marketing. Paige's appreciation for nature, her creative talent and her relaxed approach with others has contributed to her leadership success.

Paige assessed herself as an Amiable/Amiable Interpersonal Style – very yielding and very social. Although there is some variance expressed in the degree of her competitiveness, flexibility and bluntness as seen by others as stronger than her self-perception, the consensus of the coworker assessments places her in the same Interpersonal Style. Clearly her Amiable style lends itself to relational sensitivity which contributes to her success in managing others. This Style likes to deal with present day issues and is viewed as being friendly, cooperative, warm and supportive. Individuals of this Style may struggle to confront tough issues and may focus more on feelings than facts when making decisions. Change can be more challenging for individuals of this Style than those that are more dominant.

The Assessor experienced Paige as an Expressive/Amiable which is somewhat more dominant and equally social resulting in leadership that is flexible – taking into account others' points of view, a team

Paige Orvis, Marketing and Administrative Services continued

player and listens well. Amiables are motivated by receiving trust and being part of the “inner circle”. The secondary Style of Expressive responds well to recognition and reward. This Style is accepting of constructive criticism but personal attacks create deep wounds that generate emotion. Paige is currently suffering from perceived personal attacks generated by newspaper comments.

Paige will respond best to leadership that is respectful and empowering. She values clear and consistent communication plus good decision making. Her style will create the potential to prefer consensus rather than taking an independent stand which can be a leadership liability. The past executive leadership may have further influenced and conditioned a “follower vs. a leader” behavior pattern. Developing independent thinking and action may require time and positive reinforcement to gain the confidence to step out of past behavioral habits.

Based on Paige’s success in leadership, the Assessor recommends that Human Resources, IT and Development report to her going forward. A look at Paige’s direct reports indicates that she oversees a number of part time employees which reduces her actual FTE headcount. Having PTEs is beneficial in creating flexible scheduling and the potential to save benefit costs. The Assessor recommends that her area be required to cut 10% of its bottom line which will most likely result in a reduction in workforce and expenses. This reduction is recommended to begin to build sustainability into the organization and maximize performance of the group.

Aaron Young, Planning Director

Aaron grew up in a rural township near Parkman, Ohio. His dad’s job with the railroad required heavy travel resulting in his mother shouldering more of the parenting role at home in raising their four children. He was a “country kid” that loved being outside fishing and hunting. Aaron demonstrated his talent in athletics earning State recognition in track and in academics earning honor society status. He earned “big money (\$35/hour) early on as a seasonal member of the railroad crew and simultaneously came to understand just how “hard” hard work can be.

Aaron graduated from Ohio State in 1997 with a degree in landscape architecture completing the 4.5 year program 4 years. He joined a Pittsburgh firm as a designer earning only \$9/hour. One year later in 1999 he joined the highly acclaimed, multi-disciplinary Akron firm of EG&G where he experienced all aspects from design to planning and implementation of large landscape projects. He sought out the opportunity to learn the economic end of the business and gain a big picture perspective. The Geauga Park District became a client of Aaron’s employer and he learned about an employment opportunity that he chose to pursue leading to his employment as Park Planner in October of 2005.

In 2006 Aaron became Planning Director and claims to have achieved “the first project to come in on time and under budget”. As a result of his contribution “the department now operates with 21st Century technology and with goals and timelines resulting in significant cost savings and zero legal complications”. Assuming that these claims are true, the investment in Aaron’s compensation has a strong ROI which more than makes up for any variance to salary grades, if one exists. Aaron expressed a desire for an entry level planner to reduce the administrative burden that he now carries and to have Matt McCue moved back under his direction.

Aaron Young, Planning Director continued

Aaron assessed himself as a Driver/Driver which is a Style that is very reserved and very dominant. His coworker assessors agree with this placement. The Assessor experienced Aaron as far more animated than the Driver/Driver Style and places him as a Driver/Expressive – somewhat social and very dominant. This style is competitive, highly values recognition and reward and doesn't hesitate to strongly express opinions, positive or negative. When situations are inconsistent with the individual's goals or opinions they may not support team efforts and can appear to be arrogant. This behavior was clearly demonstrated in a leadership team meeting. Aaron has developed the negative behavior of verbally tackling his teammates and using foal language which must be addressed.

Aaron will respond best to direct and empowering leadership. Both Drivers and Expressives do not respond well to micro management. Lack of and/or poor decision making will be an issue for him. Under stress Aaron's style can become impatient and autocratic. Aaron is the one Director who does not possess the Amiable trait. With so many of the group being at the diagonal opposite Style of Amiable it could be challenging for all involved. Ultimately all Styles provide value and a balanced presence of strengths help to better manage the inherent weaknesses.

Michelle Pennell, Chief Financial Officer

Michelle spent her early years on a dairy farm in Wisconsin. At 7 the family moved to Ohio due to her dad's job with the Cleveland Electric Illuminating Company. Their new home was a "hobby farm" in Thompson where she spent time "enjoying nature" as a "tomboy". She enjoyed sports and excelled in her studies placing her 4th in her graduating class. Her dad influenced her to challenge herself and to achieve independence while her mom stressed the importance of being loving and compassionate.

Michelle's early training was gained at McDonald's initially to earn the money necessary to cover the expenses of playing sports. Quickly her part time job became full time to cover the expenses of her car leading to the role of Manager. She became eligible for tuition reimbursement resulting in McDonalds contributing both financially and developmentally to her advanced education and her leadership style. Michelle married, became a mother and finished her degree on-line in 2001 from the University of Phoenix with a B.S. in Accounting.

Prior to graduating Michelle joined the office of the Geauga County Auditor in 1999 as Deputy Auditor. She remained in that role for five years. In 2004 she joined GPD as an Accountant. Michelle attained the role of CFO in the Fall of 2010 after seven years of mentoring by Sherry Bosworth, Business Affairs Director. Today Michelle is a single mom of 4 with her two older girls active in extracurricular interests – one in horses and the other in cheerleading. She credits her "partner"/Accountant, Gloria Freno, with providing the highly valued support that enables her to meet the demands of both her job and her role of mother.

Michelle assessed herself as an Expressive/Analytical which is a reserved and somewhat yielding style. Her assessors perceive her as being much more social and placed her in the Expressive/Amiable role – very social and somewhat yielding. The Assessor experienced the very emotional and expressive behavior that Michelle displays when communicating which clearly places her in the bottom half of the

Michelle Pennell, Chief Financial Officer continued

Matrix. She also displayed tendencies of competitiveness and strong negative opinions of others' failure to meet expectations therefore the Assessor places Michelle in the Expressive/Expressive role – very dominant and very social/emotive. This Style prefers to take charge, focus on high visibility tasks, form a team to achieve results and will be highly critical of others who don't measure up and who cause performance issues.

As much as Michelle relies on and enjoys data and research to achieve accuracy this mental preference may be driven more by her education than her Style traits. She is definitely project oriented and will become stressed with an unrealistic number of projects and/or unrealistic deadlines. Michelle will respond best to leadership that is mentoring, provides recognition and appreciates the demands of her job/life. Having work which she is passionate about is important to her and makes her employment enjoyable.

Robin Pilarczyk, Human Resources Director

Robin has been a resident of Huntsburg her entire life. As the youngest of three children she states that she was “very shy yet funny” as a young girl. Her dad was a WWII vet and later worked for the U.S. Post Office until his heart attack when Robin was 5. Even though he lost his postal job and health issues plagued him the rest of his days, he worked until he passed when Robin was a senior in high school. Her dad's health struggles caused her mother to seek employment at the Geauga Industry Shop to supplement the household income. Local extended family members stood in the gap of parenting.

Robin was an A/B student and participated in various clubs, sports and cheerleading. Her work experiences started young. At 12 she answered phones for a local septic cleaning company and babysat. A few years later she helped as a nurse's aide at a local nursing home and worked summers at the ice cream shop. When it came time to consider college Robin “panicked” and decided to remain local attending Kent Geauga full time while working at a local bank part time. She was awarded a full ride and went on to obtain her B. S. in education and biology at Kent's main campus in 1975.

After one year of teaching biology and health at NDCL for grades 9 through 12 she left the workforce to become a fulltime mother of 3 boys. Ten years later she began to work part time at the Geauga Hospital lab. The job duties grew to include those of the HR clerk. In 1993 she joined the Geauga County Board MRDD as HR Coordinator at \$15/hour. In 1996 she was promoted to HR Manager for 300 employees. In 2001 Robin joined GPD as the HR/Volunteer Coordinator and was mentored by Sherry Bosworth for 3 years prior to her retirement. She was promoted to Human Resources Director in 2013. Looking forward, Robin plans on retiring in four years when she turns 65. She and her husband are working 57 acres to grow and harvest berries to supplement their retirement.

Robin, her coworker assessors and the Assessor all agree that she is an Amiable/Amiable Style – very yielding and very emotive/social. She describes her greatest asset as “listening” which is a critical skill yet contributes negatively when used to listen to gossip without halting the problem and holding others accountable to a higher standard. Robin's maxed out scores on the accepting/supporting scale combined with her absence of behavior that is challenging/confronting is a significant weakness for an HR professional. With so little mentoring Robin falls victim to not knowing what she doesn't know which

Robin Pilarczyk, Human Resources Director continued

translates into exposure for the GPD. One such example is the massive “employee handbook” which is really an HR policy and procedures manual yet it is distributed to every employee. Another example is that vulgar language is not addressed as creating exposure for GPD.

Robin is stressed by the practice of bringing HR in on the backside of discussions and decisions causing her to “clean up the mess on the back side”. She will respond best to leadership that has vision, is decisive, gentle and humorous. She will be best at dealing with present day issues requiring minimal assertiveness. She enjoys the event coordination part of her position the most. The Assessor believes that Robin uses what she refers to as her style - “feelings” - as an excuse for negative emotional interaction with other Directors.

Emilie Gottsegen, Development Director

Emilie grew up in a suburban community, Evansville, Indiana, where her dad was a research pharmacist for Bristol Myers. Mom stayed at home caring for the 3 children of which Emilie was the oldest. She performed as an above average student in all subjects other than in math. Her interests were in music, arts and swimming in which she competed and worked as a lifeguard and swim coach. Her dad influenced her to attend Purdue University where she majored in education and home economics. She graduated in 1979 and taught for one year at a middle school.

Emilie next taught GED candidates for CETA for one year which led her to an opportunity that she enjoyed with the local Gas & Electric Company. As a home economist she created educational programs and taught 6th grade students for four years. Emilie next pursued a Masters degree in Home Economics and Family Studies at the University of North Carolina. In 1987 she joined the Family Life Council and became the Assistant Director. This position exposed her to fund raising which became her passion. During this time she was married and had two children. In 2008 the family moved to Cleveland. In November of 2008 she joined GPD as the Development Officer.

Emilie assessed herself as a Driver/Amiable – somewhat yielding and somewhat social/people oriented. Her coworkers assessed her as an Analytical/Amiable which is very yielding and somewhat people oriented. The Assessor perceives Emilie as an Expressive/Amiable – somewhat yielding and very people oriented. This Style tends to be agreeable, flexible and sociable. The Amiable quadrant in general struggles with change and often generates feelings of insecurity due to the associated uncertainty and risk. The Expressive aspect of Emilie’s Style thrives on variety in the job which her Development role provides. The job also adds the extra degree of sociability that matches her style preference.

Emilie has a strong preference for decisions to be made in a “democratic” (team) manner. She prefers making decisions by majority or consensus rather than take an independent stand. The Amiable prefers not to confront and will tend to avoid issues until the frustration level is too high resulting in emotional and unproductive communication – she is described as “needing a verbal filter”. Emilie’s communication can be challenged by her tendency to be easily distracted and her lack of attention to detail. These communication issues are behavior weaknesses of an unmanaged Expressive trait.

Emilie Gottsegen, Development Director continued

Emilie will respond best to leadership that is encouraging, coaching and oriented to solving problems. Clarifying priorities and providing realistic time lines will be beneficial. She will recoil when receiving strong criticism yet when delivered in a constructive, caring manner she should respond well. Her “green living” and sensitivity to the environment is a good match to the Park’s mission. She clearly loves what she does. The issue of “where she belongs – GPD or Foundation” is keeping her “awake at night” and should be resolved as quickly as possible. The unanswered question is ‘who would she report to at the Foundation since there is no infrastructure?’ The Foundation is a volunteer operation with a bank account. It is recommended that her daily activities be measured and that her job description be reviewed, and rewritten if necessary, to determine appropriate alignment. Unless an organizational structure is created for the Foundation it would be beneficial to design the Development position to legally align to GPD. The Assessor recommends that Emilie report to Paige Orvis and that her title returns to Development Officer.

Scott Wilson, Chief Ranger

Scott grew up in the Akron area with parents who were both attorneys. His dad was with the FBI initially in his career. As the youngest of three being reared in a “strict Scottish” household that stressed education his poor performance as a C/D student was an issue. Scott blames his learning challenges on learning disabilities which he did not elaborate on and the Assessor did not explore so as to avoid gaining knowledge that could create exposure. He developed a good work ethic working to earn his own money starting at twelve years old. He also pursued the competitive sports of wrestling and swimming. He attended Akron University while working in the police department as a dispatcher and later as an officer. In 1979 he obtained his Associate degree and became a full time police officer. He continued his educations and in 1982 he graduated with a B.S. in Political Science.

In 1990 he was accepted into the FBI which fulfilled a life goal. He worked in the inner City of Detroit focusing on violent crimes. He stated that as his responsibilities grew and he oversaw 320 employees and became a spokesperson for the FBI. In 2012 Scott retired and left a salary of \$142,000. Scott stated that after the Chardon school shooting he wanted to contribute to the betterment and healing of the County which motivated him to accept the role with the GPD at approximately 50% of his prior salary.

Throughout the initial conversation it was evident that Scott was tense and not on board with the process. Finally he stated that he was “offended” by the requirement of having to participate in the process insinuating that he was above the exercise. The Assessor informed him that the same process had been conducted on CEOs, members of the Defense Department and the CIA and that he was expected to participate with a positive attitude. From that point on Scott complied and was more engaged.

Scott assessed himself as an Expressive/Driver – somewhat reserved and very dominant. His coworkers assessed him as an Analytical/Amiable which is very yielding and relationship oriented. Additionally an Analytical/Amiable would be oriented to detail and defined tasks. Based on the Assessor’s perception and experience with Scott he would be a Driver/Analytical – very reserved and somewhat yielding. This style tends to be quiet, reserved and controlling. This Style relies on technical expertise and will strive for logical solutions. This perception is in question due to Scott’s attitude toward the process. Clearly the process and the high potential for change in the near future did not sit well with Scott.

Scott Wilson, Chief Ranger continued

Scott's resignation within a few days of the meeting may reflect his discomfort with change and realization that the new culture might not be the best fit for him. Whether that was the only influence or not the Assessor believes that his choice is a positive one for both parties.

Matt McCue, Strategic Planning Director

Matt grew up in Concord Township and was the younger of two children. His dad worked for AT&T in telephone repair and his mom managed the home until he was in junior high. She then went back to school and subsequently taught at Kenston plus a reading specialist at St. Mary's. Matt earned above average grades while participating in nearly every possible sport. Matt's high energy level created numerous additional interests that kept him busy including exploring the woods, working in various environments from warehouses to retail and caddying. He became successful as a caddy that he earned the opportunity to work with pro-golfers at Kirtland Country Club.

He graduated from Ohio State in 1997 with a degree in landscape architecture. He completed the program in 5 years paying 50% of the costs. He joined DTR landscaping, a highly recognized firm in the Chagrin Valley area, focusing on design. He remained with DTR for nine years and expanded his knowledge to all aspects of the industry including estimating, sales and the overall business operations. In January of 2006 Matt and his wife, who is also a landscape architect, formed McCue Design providing landscape design for home builders such as Pulte.

In September of 2008 he left the family business, which his wife still operates, to join GPD as a Senior Park Planner. This move was motivated by a desire for the security of a regular paycheck for the family and healthcare benefits. Matt still contributes to the family business in the evenings and on weekends. In January of this year Matt assumed the role of Strategic Planning Director. He has a good understanding of the needs for a big picture vision, the importance of having a land-use plan and the value of projecting a realistic budget. Matt stated that he still supports Aaron with projects which is he enjoys based on his preference to be "hands on", to be outside and to be kept busy. Matt "likes GPD" yet he would like there to be more of a team culture.

Matt assessed himself as an Amiable/Expressive – somewhat dominant and very sensitive to relationships. His coworker assessors see him as much more yielding and equally sensitive to people placing him in the Amiable/Amiable Style. The Assessor agrees with Matt's self-assessment which reflects the ability to deal tactfully with differences in a group setting. This Style is team oriented and achieves results through team efforts. Matt's initiative to start his own business demonstrates his openness to taking risks. And his decision to join GPD reflects his willingness to make changes to achieve important goals.

Matt will be frustrated by a lack of clear communication and constantly changing direction. He will work best with a boss who mentors, is direct – not requiring reading between the lines, emotionally balanced and empowering. An environment that is participative rather than top down, which fosters open discussion with differing opinions, is desired by Matt so that the Park can better meet the needs of the tax payers and maximize usage of Park land.

Don Lombardy, IT Director

Don grew up in Painesville and was raised primarily by his mother who was a strong influence on him. He is the oldest of 3 children. He openly talked about a number of health issues that he struggles with, some which are limiting. The Assessor listened and did not ask questions regarding his health related statements. Don was born premature and some of the issues he faces were not known until he started playing contact sports. Once that awareness was gained he traded contact sports for fishing and camping. He took advance classes and excelled becoming an A student. He graduated in the top 10% of his class.

Don started working at 13 in a local nursery to earn money for his “desires”. It was understood in his home that “if you want it you have to pay for it.” He also worked cutting grass, as a bus boy and as a shelf stocker for Revco. He had an inquisitive mind and was always taking things apart. That fascination influenced him to enroll at ETI where he earned his Associate degree in electrical engineering. He was immediately employed in the Instruments Division of Gould where he remained for 22 years. He gained a significant depth of knowledge working with engineers on component boards. In 1999 he was laid off after surviving extensive workforce reductions resulting in downsizing from 1200 to 40 employees.

His last position in electronics was during 2000-2001 with Tri Delta Industry in Mentor where he worked in the engineering department. When TDI was bought out by Honeywell he left to enter the computer industry. In 2002 Don joined the Geauga County Library as a technician in IT. He earned a number of IT certifications and became knowledgeable in the hardware side of the industry - network and repair. In 2007 he applied for the Info Systems Coordinator position that GPD posted in the newspaper that would provide advancement and an opportunity to be more hands on. He stated that he set up the IT department “from the ground up” and advanced to the IT Manager. Currently the IT budget is approximately \$200 K.

Don is slated to have a P/T employee added to provide additional support this year. He has added value in capabilities that he has created such as the weather station, planetarium system and photo transferring. Don stated that he “loves this job and that it is very rewarding” and that he “likes to fix problems for people”. In the past he reported to Paige and he now reports to John which he believes is the right alignment.

Don and all his coworker assessors rated him as an Amiable/Amiable – very yielding and very people oriented/social. Don claims to be an introvert whose job “forces him to be an extrovert”. An Amiable/Amiable tends to rely more on feelings than facts for making decisions due to the high value placed on relationships. The Assessor rates Don as an Analytical/Amiable – data driven, still very yielding and caring but not to the point of enabling. Don becomes impatient with people who have poor work ethics. Office politics and personal agendas by anyone in the chain of command are not acceptable to him. Although he is sensitive to people issues, i.e. how Mr. Curtain was released in public, he is more measurement and results focused. He will be stressed by unrealistic timelines for goal completion and being micro managed. He shows respect to others and expects the same in return. Leadership that is decisive, empowering and leads by example are all important to Don. He clearly wants the Park to successfully serve the tax payer.

Paul Pira, Natural Resource Management Director

Paul grew up with a love for the outdoors fostered by his dad. His dad was a high school science teacher whose career required the family to move from Chardon to Shaker Heights when Paul was in grade school. He attended Catholic schools which he stated was a “big influence”. His mother stayed at home caring for the four children and taught art in the home. His dad had the summers off allowing for a lot of time fishing and exploring the outdoors. He participated in baseball and football and overall was a B student with the exception of science in which he earned an A average. He worked in a hardware store and at the bait shop “to make money for the family and pay for expenses”.

Paul followed the lead of a friend and attended Mercyhurst College for one year but desired to be closer to home. He then attended John Carroll majoring in biology and completed his under graduate degree in five years. He worked as an intern at the Ohio Division of Wildlife and shared in covering the cost of his education. Paul then joined an environmental consulting firm, BSA, as the Supervisor of the Aquatic Lab. He also pursued his graduate degree at John Carroll and worked as a biology teacher.

In 2004 Paul joined GPD as a Land Steward and advanced to Biologist, Natural Resource Manager and in 2012 became the Natural Resource Management Director. Paul’s staff differs from what is shown on the organizational chart - he has 2 FTEs, 3 PTEs and 3 Seasonal employees reporting to him. He stated that he loves working for GPD – “this is my dream job”. He would like to have the opportunity to do more public speaking and to publish his findings. The department compiles numerous thick binders on their findings and efforts to maintain park property.

Paul assessed himself as an Expressive/Amiable which tends to be sociable/very people oriented with an “entertaining” aspect to the personality and is somewhat yielding. Paul shared that he plays in a band where he is a “wild man”. From his persona in the assessment and again in a team meeting he is far from a wild man at work – he is reserved to the point of being very quiet yet he expresses his opinions strongly after listening well to others. His coworker assessors rated him as an Analytical/Amiable which is more reserved and data oriented yet somewhat social and caring about people. The Assessor observed Paul as an Amiable/Analytical – self-controlled/reserved and equally yielding with less emphasis on people and more emphasis on data. This Style is cooperative yet is comfortable working alone. The Amiable/Analytical influences through data (thick binders of information) and reason. The Amiable secondary aspect generates sensitivity to people – listening to others – and the Analytical Primary Style trait keeps emotions under control.

Paul will respond best to one clear line of reporting to an individual who expresses appreciation for thoroughness with accuracy and shows respect. Paul highly values the environment and places great importance on preserving park land for future generations. Leaders with poor a work ethic who are not trustworthy are issues for Paul. His value for data heightens his desire to have a strategic plan with clear goals for the next couple of years. Paul is positive about the future and resilient. He accepts change which may indicate that his self-perception including a secondary Expressive Style is a real part of his personality that the Assessor is not seeing.

III. INTERPERSONAL STYLES MATRIX

		RESERVED					
		D	C	B	A		
YIELDING	1	John Oros - S	Scott Wilson - A		Aaron Young - S, O	DOMINANT	
	ANALYTICAL		DRIVER				
	2	Paul Pira - A	Michelle Pennell - S		Scott Wilson - S		
	AMIABLE		EXPRESSIVE				
3	John Oros - O Emilie Gottsegen - O Scott Wilson - O Don Lombardy - A Paul Pira - O	John Oros - A Emilie Gottsegen - S		Aaron Young - A			
4	Paige Orvis - S, O Robin Pilarczyk - S, O, A Don Lombardy - S, O Matt McCue - O	Michelle Pennell - O Paige Orvis - A Emilie Gottsegen - A Paul Pira - S	Matt McCue - S, A	Michelle Pennell - A			
		OUTGOING					

S = Self
A = Assessors
O = Others

IV. TEAM DYNAMICS

This team is disproportionately weighted toward yielding behavior with six (6) of the current nine (9) members possessing either Analytical (1) or Amiable (5) primary Styles. Both Styles prefer to avoid issues. Three of the 6 have both primary and secondary yielding traits. There is a limited group of three (3) who provide counterbalance with the primary dominant Style of Expressive. The three in the Expressive quadrant plus the five (5) in the Amiable quadrant all possess emotive/social preferences which create a huge redundancy in weaknesses such as emotional outbursts and verbal attack and possible competition for use of strengths. There is one (1) member of the group in the Analytical quadrant and that individual has a secondary Style of Amiable – possibly Expressive. The Driver quadrant is totally empty however two individuals possess Driver secondary traits. This lack of balance contributes greatly to what the group members experience and why they describe the culture as “dysfunctional”.

Contributing to the cultural issues is that past leadership reinforced and valued “follower” behavior and did not halt bad behavior in the workplace. Gossip about anything from salaries to personal life choices eats away at productivity. Additionally, some group members cannot and will not “play nice” with each other resulting in publically “dumping” emotionally on each other when stressed. This is demonstrating a lack of understanding of EI (Emotional Intelligence) and/or an unwillingness to demonstrate mature, professional conduct in the workplace. To become a team this group must stop tackling their own teammates

Paul Pira, an Analytical, is the one member who is in the top half of the Matrix as a reserved primary Style. He can team with John Oros and Aaron Young, who have secondary Driver (reserved) Styles to bring a more controlled, task oriented and businesslike behavior to the group. Before that can happen Aaron needs to stop his verbal “tackling” and get on board as a purposeful team player. Paige Orvis and Emilie Gottsegen can also add support to generate a team culture through their secondary Expressive traits.

The Amiable style members of the group, both with primary and secondary influence, will need to curb their emotions and focus on the goal not their “feelings”. They must demonstrate the traits of their Style that benefit team building including flexibility, cooperating, supporting, caring and being diplomatic. They need to be reminded that there is no “I” in team – only when they make the shared goal as their personal objective will they evolve from a group into a team.

Amiables can add value by conducting damage control rather than adding to the drama. This group must also reach across the cubicle and tear down the walls that are being retained for “protection” that generate the “silo” mentality that plagues the group. Finding ways to support each other to create success and then celebrate the win is critical to uniting the forces. Currently there is an absence of uniting to share vision, discuss successes and failures and to celebrate wins. There were glimpses of a willingness to build off of each other to perform synergistically in a recent leadership meeting. Unfortunately immediately after the session some of the team members chose to publically attack the process and players. Confronting bad behavior must begin to take place to shut down the dysfunction and those unwilling to play to win should be released.

This group is bright, hardworking and committed to adding to the sustainability of the environment and parkland. They need support in understanding the need for change starting with their personal conduct and they need help in managing the change process within the organization. It will be their willingness to work through the process and make the hard decisions, shoulder a greater part of the workload and be there for each other that will build sustainability within the organization and create a more secure future.

V. RECOMMENDATIONS

- Heighten the awareness of the group to their perceived Styles and educate them regarding their strengths and weaknesses both individually and as a group.
- Meet with individuals to discuss their ability to impact the group in a positive way to become a team and what they must change for maximum success. Self-management will be key to better meeting the needs of others and creating a unified team working together to achieve shared goals.
- Begin on-going team building meetings to generate the commitment to and strategy for positive change while tearing down walls of separation thereby eliminating silos.
- Formulate a plan to reduce the budget to begin operating in a manner that has greater opportunity to achieve sustainability for the organization going forward. Included in this plan should be a workforce reduction plan for each major functional area.
- Until the budget is finalized, implement a hiring freeze.
- Finalize the reporting relationship of the Development function and create a job description that supports the decision. This should take into consideration the data compiled by the two individuals in the department regarding how their time is spent.
- Change the reporting relationship of the Development Department to Paige Orvis if it remains in GPD.
- Change the reporting relationship of Human Resources to Paige Orvis. Provide HR training and consulting support to add knowledge and fix known issues of exposure.
- GPD Rangers should report to the Interim Deputy Director.
- Finalize the reporting relationship of the Development function and create a job description that supports the decision. This should take into consideration the data compiled by the two individuals in the department regarding how their time is spent.
- Eliminate the Director title for: Human Resources, IT, Natural Resource Management, Development and Strategic Planning.
- Provide ongoing support and counsel to the Interim Deputy Director as support through the learning curve, to gain knowledge on how to manage the change process and for methods to handle issues with minimal legal exposure.
- Share the Assessor's full text of perceived strength and weaknesses collected during the interviews with John Oros to foster his awareness and growth.
- Conduct regular "all hands meetings" to share what has occurred, what is planned in the short term, the direction/major goals for the year and to recognize individuals and/or events for exceptional performance with the ultimate goals of squelching the need for gossip and to strengthen the team.
- Communicate ground rules and major issues that will not be tolerated i.e. no discussion of compensation, no name calling, no out of control behavior – screaming, etc.
- Conduct all hands training on harassment free workplace, hostility free workplace, electronic communication usage and cell phone usage/liability.
- Conduct an HR Audit to determine what the related exposure is and generate a plan to address the gap. One example is that the At Will Policy refers to employment status as "permanent".
- Determine what tax payers really "want" from the Parks and how to meet the needs within budget. Communicate outcomes to the tax payer.
- This report does not address salary matters as the Assessor was denied access to the information by Chris Bells.