

Create the Organization You Wish to Lead

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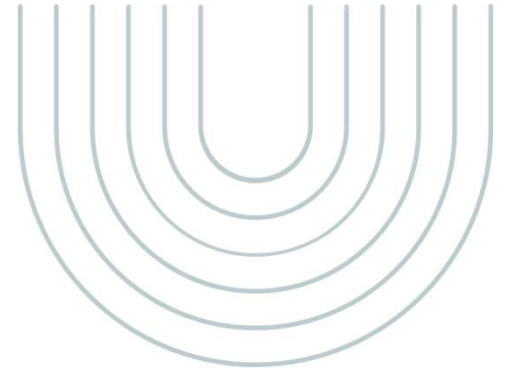
1. HISTORY

2. STRUCTURE

3. VALUES

4. BELIEF

5. DESTINY



WHERE WE
ARE GOING

History

Care

The legacy of hospitality



Care came before government

Local government did not invent care for the community. It inherited it.

- Church and guild era
- The rupture
- The state era

1536 • England

Dissolution of the monasteries: care infrastructure destroyed

1100s

Guilds: burial funds, widows' aid, almshouses

1601

Poor laws: parishes made legally responsible for the poor

c. 530

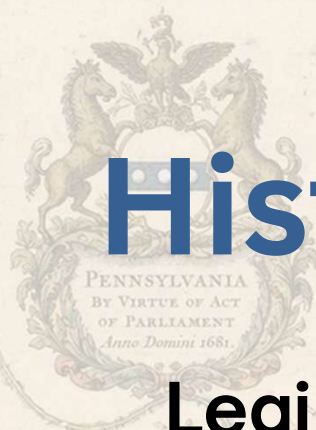
Rule of St. Benedict: every guest received as Christ

1870s

Municipal gospel: water, health, parks, libraries

Hospitality to the traveller and the stranger was doctrine a thousand years before it was a mission statement.

A MAP OF THE PART OF THE PROVINCE OF PENNSYLVANIA IN AMERICA. By I. Scull & G. Heap. Sculp.

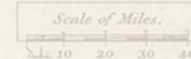
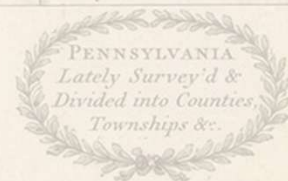


History

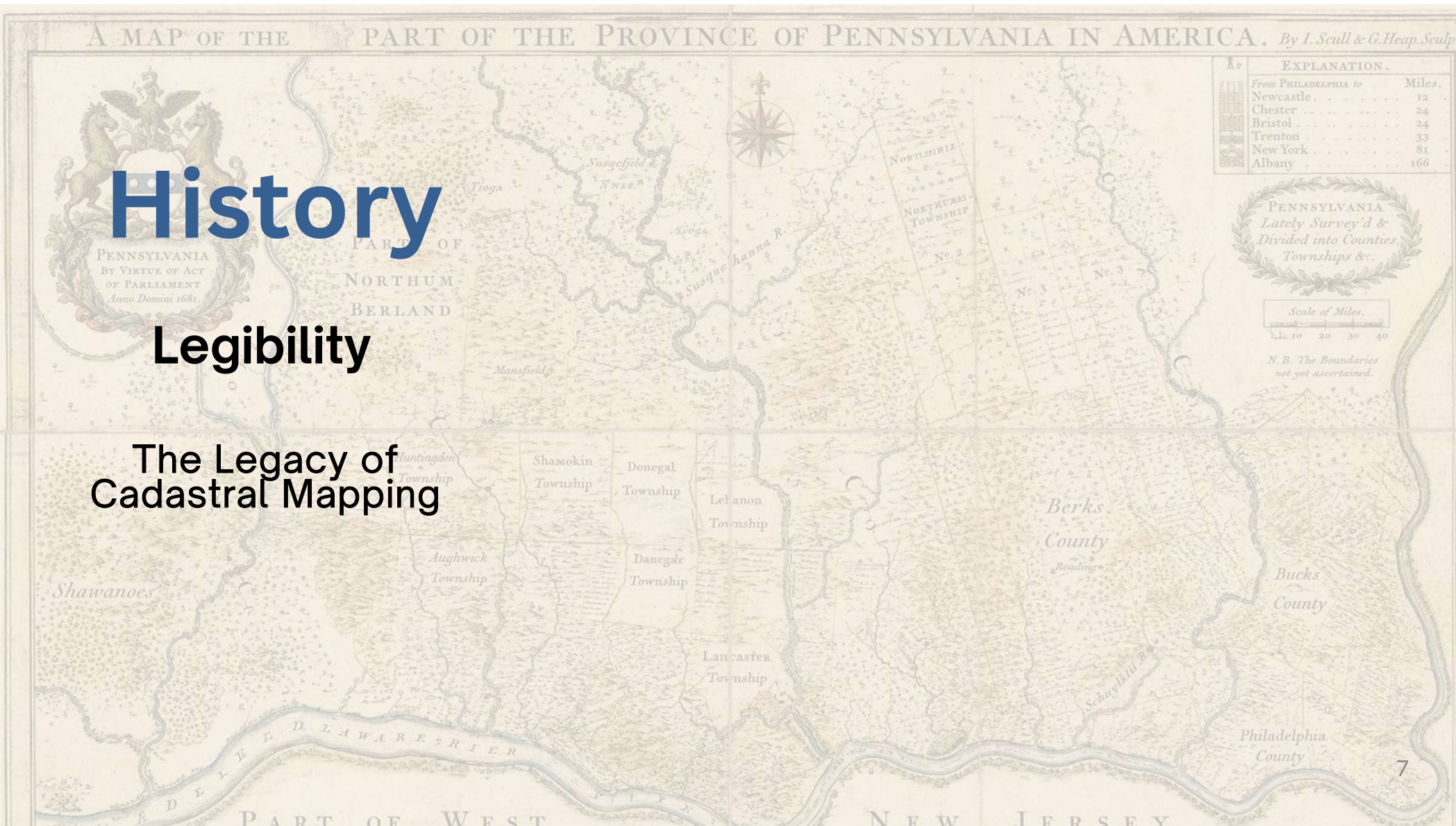
Legibility

The Legacy of Cadastral Mapping

From PHILADELPHIA to	Miles.
Newcastle	12
Chester	24
Bristol	24
Trenton	33
New York	81
Albany	166



N.B. The Boundaries not yet ascertained.



Culture



What you see it without having to explain it.

“Power with not
power over...”

-Mary Parker Follett (1868-1933)

*The most essential
work of the leader is
to create more
leaders.*





"The American Dream is not
just a goal to be grasped,
but a society to be built."

— Walter Reuther

Relational/Networked

- Participation
- Collective Decision-making
- Coordination
- Mutual responsibility

*Different ways of
resolving conflict*

*Different
possibilities*

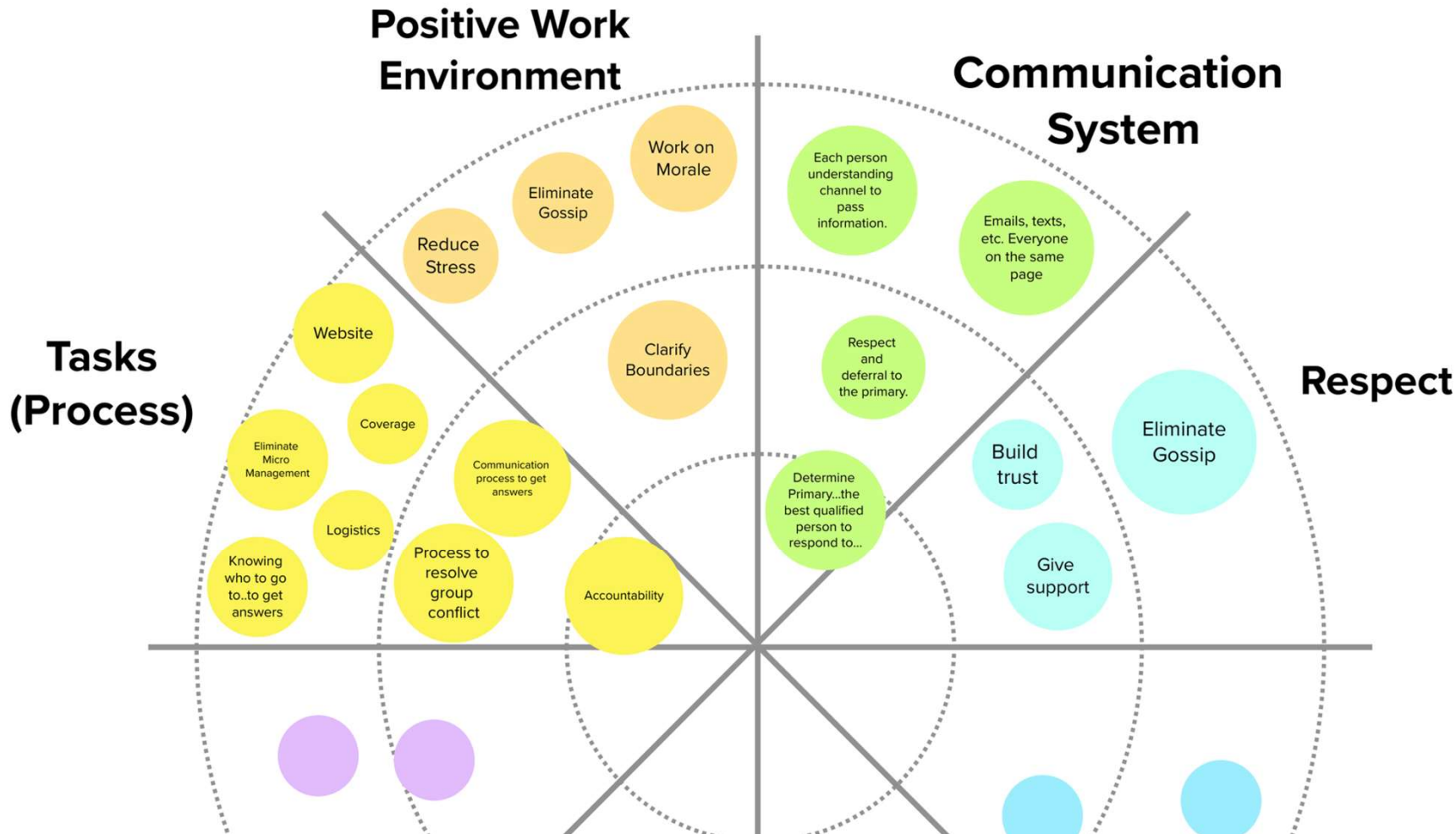
AND...

Formal/Jurisdictional

- Discrete Boundaries
- Dillon's Rule
- Legibility
- Clear lines of authority

*Not mutually
exclusive*

Build Relational Capacity



WHAT'S ON
YOUR
RADAR?



Design for Conflict

WHAT KIND OF CONFLICT ARE WE DEALING WITH?

CONTENT

We have different information or understandings.

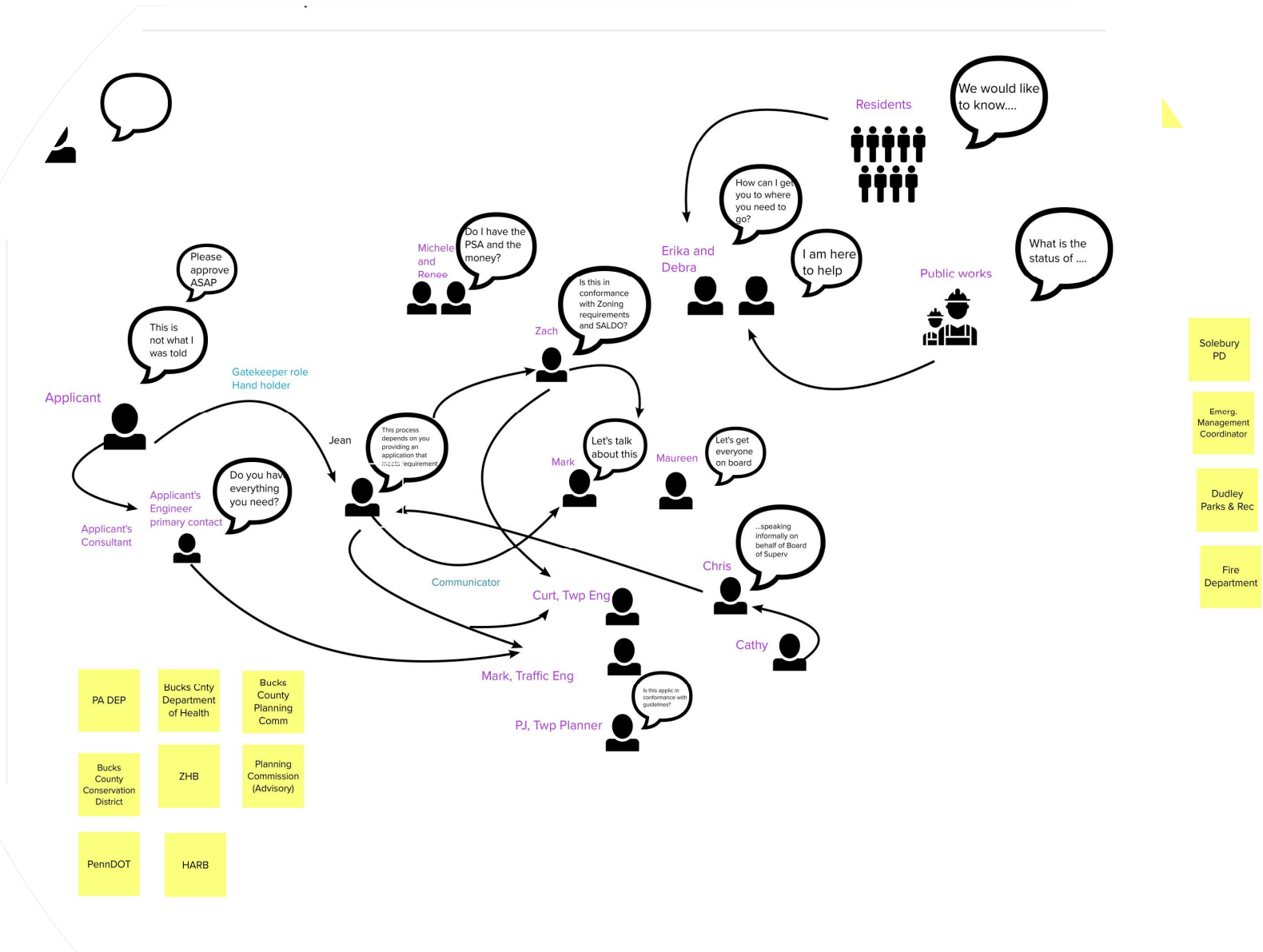
CONCERN

Our needs or interests appear to compete, including resources, time, power, respect or other needs.

CULTURE

We are interpreting the situation through different values, backgrounds or perspectives.





DESTINY

is the choice we make about
what to do with our
inheritance.