

Session title: You Recruited the Best! How to Get and Keep Stars on Your Winning Team

Moderator/Panelists: Craig C. Dilger, Chairman, Kentucky Registry of Election Finance

Kathleen M. Allen, Ethics Administrator, Louisiana Board of Ethics

Greg Essensa, 2013 COGEL President, Chief Electoral Officer, Elections Ontario

Date and time: Monday December 9 2013, 1:45 pm

Rapporteur: Joël Bégin

Session Summary

Utilizing sports themed presentations each of the three panel members discussed in some detail managing and coaching an organization and unique practices for recruiting and retaining the best team members!

Greg Essensa first drew an explicit parallel between the position of director of an organization and the coach of a sports team. For him, team work comes down to creating and sharing a vision of the goals of the organization in question. Each element of a team has a specific role that must be played, but must also understand what position he or she holds within the organization. The role of leader or captain of the team is to communicate this vision to his or her teammates effectively and with a personalized touch. He or she should also unify the team, build trust, and chart a detailed roadmap so as to gradually achieve established goals.

As for Kathleen M. Allen, her talk gravitated around communication, which she considers to be the key to inspiring and efficient management. She also included a sports analogy: the leader of the organization must be more of a coach than a boss. While a boss, who is product-oriented, talks, orders and declares, the coach suggests, explores and is people-oriented. The coach encourages players to ask questions and suggest ideas; he or she must likewise foster their sense of belonging to the organization and ensure that they are involved in running it properly. For this to transpire, each element of the team must know what to do, and more importantly, why it must be done. This means that the different units should not work in isolation.

Lastly, Craig C. Dilger proposed a similar vision of organizational management. Whether it's a structural problem, an occasional annoyance or a recruitment issue, Mr. Dilger is of the opinion that the case in question must be brought to the attention of all employees, whatever their position in the hierarchical structure of the organization. This allows them to express themselves and be involved. Also using a sports analogy, the speaker formulated some principles in order to optimize this sort of organizational management. First, a good coach must know who the star players of his or her team are and what roles they must play. Also, it's important to know their substitutes and assistants and what they contribute to

the team. Finally, the coach must deal with a team dynamic powered by influences of various types (professional, personal, etc.).

Concerning recruitment, the three speakers concluded by converging around the idea that the definition of prescribed duties must be subject to an informed examination. As a last note, Mr. Essensa recalled the importance of taking attitude into account during the recruitment process: whereas a good attitude may not guarantee team success, a bad one ensures failure.