

## **BUCKS COUNTY CONSORTIUM MEETING MINUTES**

### **Thursday, October 5, 2023**

#### **Call to Order:**

A meeting of the Bucks County Consortium was held at 9:30 a.m. at New Britain Township on October 5, 2023, and called to order by Consortium President Barry Lubber.

#### **President's Opening Remarks:**

Barry Lubber had the following open remarks:

- There is a vacancy of the 2<sup>nd</sup> Vice President position. He announced that letters of interest should be sent to Ashley Casey, Consortium Coordinator by Thursday, October 19, 2023.

#### **Roll Call, Introductions and Community Updates:**

The following Bucks County communities were represented at the meeting:

Jessica Ireland, Bristol Township  
Megan Abbott, Bristol Township  
Darrell Card, Chalfont Borough  
Colleen Pursell, Dublin Borough  
Ashley Casey, Middletown Township  
Christina Bernhardt, Middletown Township  
Nick Valla, Middletown Township  
Devan Ambron, Milford Township  
Mike Walsh, New Britain Township  
Katherine McGovern, Newton Township  
Bill Wert, Northampton Township  
Christopher Garges, Solebury Township  
Rich Pursell, Springfield Township  
Kyle Detweiler, Telford Borough  
John Ramey, Warminster Township  
Timothy Hagey, Warminster Township Municipal Authority  
Barry Lubber, Warrington Township  
Kyle Seckinger, Warwick Township  
Becki Marencik, Warwick Township  
Skye Sorresso, Warwick Township  
Lauri Halderson, Warwick Township Water & Sewer Authority  
John Regula, County of Bucks

#### **Sponsors:**

Mike Italia, Barry Isett & Associates  
Beth Kaufman, Equitable Advisors  
Steve Noll, TMA Bucks  
Jennifer Smith, Waste Management

## **Sponsors Spotlight:**

Beth Kaufman, Equitable Advisors

## **Presentations:**

Performance Excellence Presented by Dr. Michael Brenner

*Sponsored by the Delaware Valley Trusts*

Dr. Michael Brenner provided the attached presentation to the membership focusing on the following key points:

- CHORDS Model: Communication, Harmony, Ownership, Respect, Direction, and Support  
When the six “notes” of the Chords Model™ are in alignment, leaders and teams will perform at the highest possible level. But if even one is “out of tune,” performance—and results—can suffer.  
How does your organization stack up against the CHORDS Model™? From interpersonal communication and conflict management to employee engagement and emotional intelligence, Right Chord Leadership can help your people find their groove, get in sync, and work in harmony.
- Two of the most important things you can do as a leader is to establish clear expectations and goals for your employees. Don’t assume that just because they’re clear to you, they’re clear to your people.
- How can you clarify your expectations more effectively to get more of quadrant 1 and less of quadrant 3?
  1. What I receive
  2. What I receive and don’t expect
  3. What I expect and not receive
  4. What I don’t expect and don’t receive
- SMART
  - S**pecific: state what you’ll do, use action words
  - M**easurable: Provide a way to evaluate, use metrics or data targets
  - A**chievable: within your scope, possible to accomplish, attainable
  - R**elevant: makes sense within your job function, improve the business in some way
  - T**ime-bound: state when you’ll get it done, be specific on date or timeframe.
- What the difference between Responsible and Accountable is. Taking accountability means: *Making a personal choice to answer for, i.e., own, the outcomes resulting from your decisions, behaviors, and actions (or those of others).*

- Psychological Safety: *Create a work climate where people know they will not be punished or humiliated for speaking up, asking questions, sharing opinions or admitting honest mistakes.* Over a two-year study involving 200+ interviews and 180+ teams, Google found that “psychological safety” was the #1 factor in determining team effectiveness.
- The Andon Cord: *“The Andon gives workers the ability, and moreover the empowerment, to stop production when a defect is found and immediately call for assistance.”*
- How to Have a Coaching Conversation:
  - Listen carefully, respond thoughtfully, and resist imposing your own solution.

### **Treasurer’s Report and Payment of Bills:**

Upon motion by Nick Valla, seconded by John Ramey, the Treasurer’s Report for May 2023 through September 2023, was unanimously approved.

### **Approval of Minutes:**

Upon motion by John Ramey, seconded by Michael Walsh the May 4, 2023, meeting minutes were unanimously approved.

### **Adjournment:**

Mr. Luber announced that the Bucks County Consortium Luncheon is scheduled for Thursday, November 2, 2023, at the Northampton Valley Country Club.

The meeting was adjourned at 10:30 a.m.

Respectfully Submitted,

Ashley Casey  
Consortium Coordinator

# Performance Excellence

Presented by Dr. Michael Brenner

Sponsored by







“When I hear the phrase  
“performance management,”  
the first thing I think of is...”






***“Performance Excellence”***

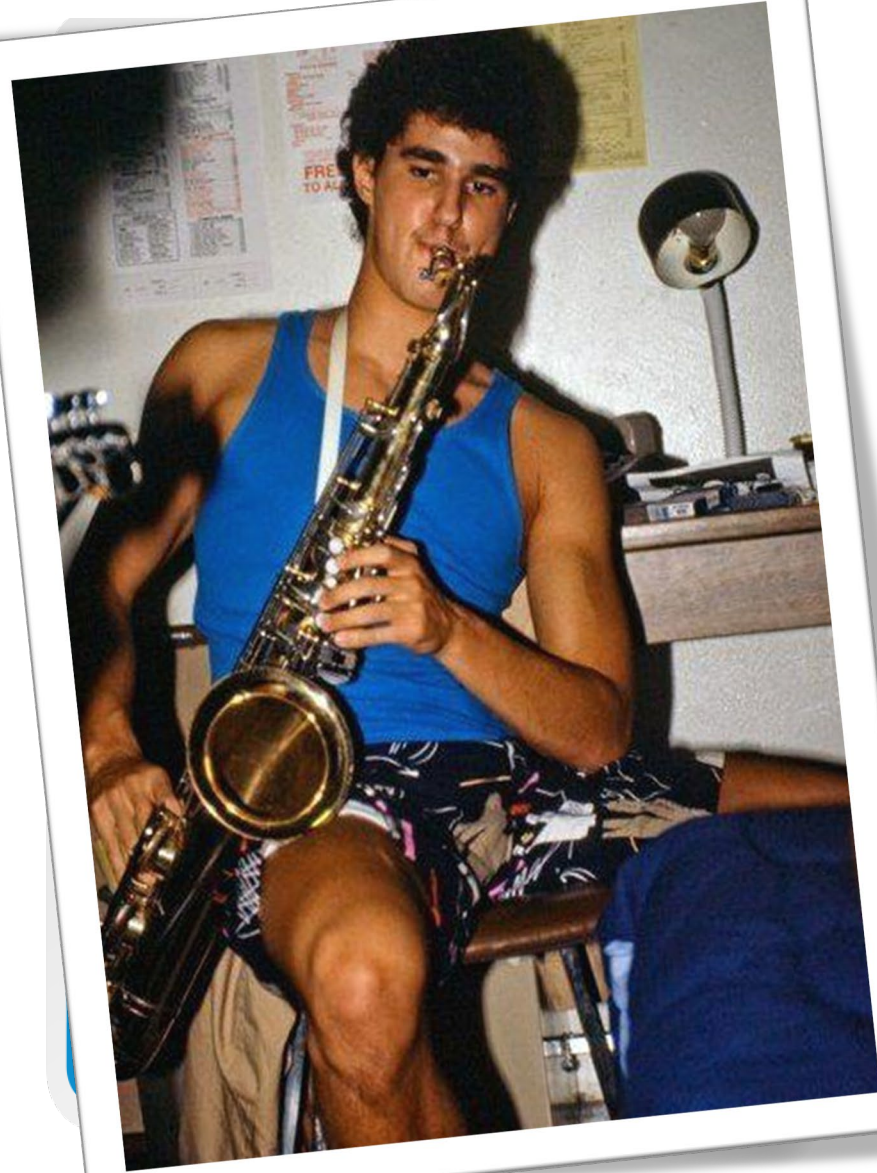
fundamentally changes

the game.

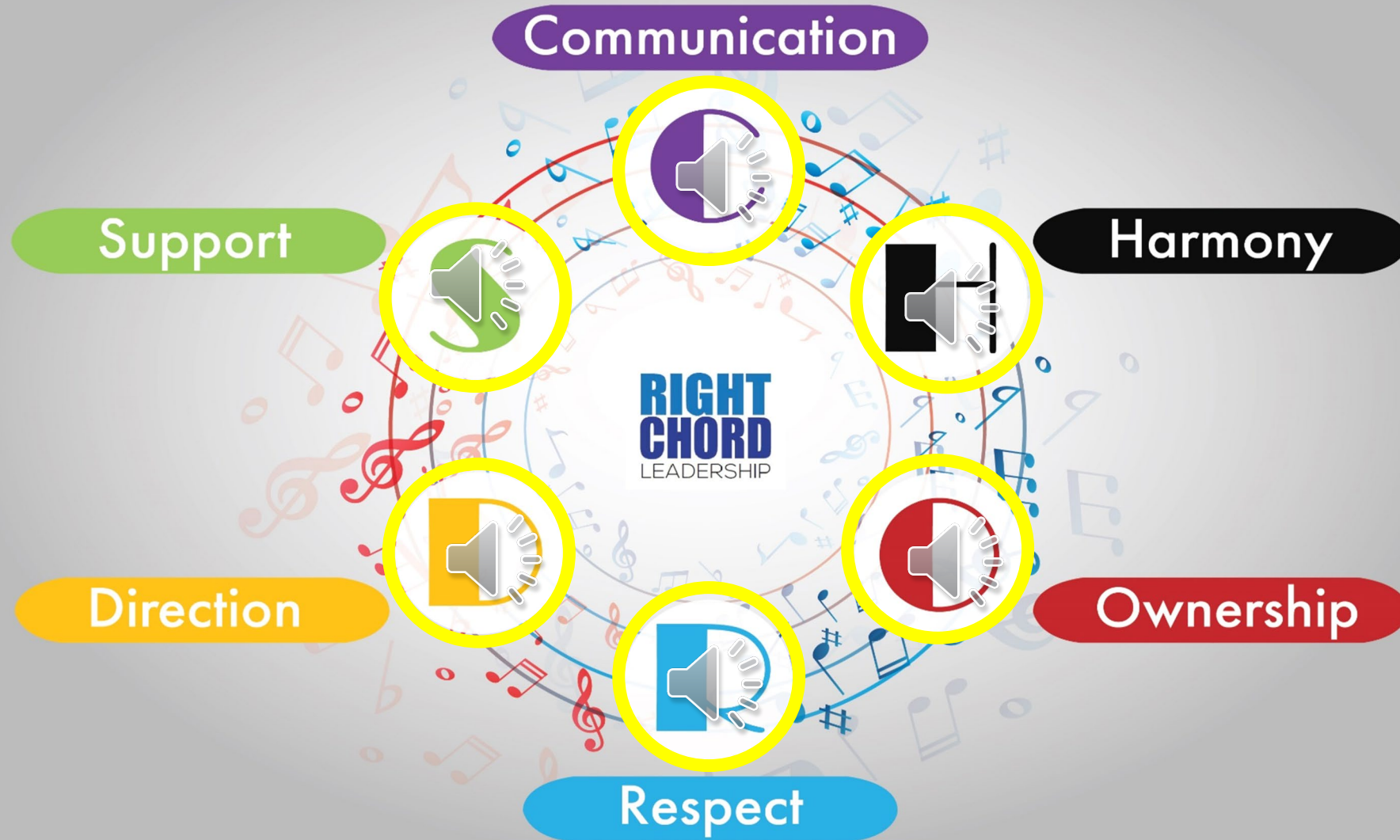
A woman with long brown hair and wide eyes, wearing a yellow sweater, is holding a white rectangular sign in front of her face. The sign contains text in a dark blue font. The background is a solid light blue color.

Optimizing human capital  
is just as important as  
optimizing financial  
capital and should be  
accorded the same  
priority, *if not more.*





# CHORDS Model™



**Command**

**Clarity**

**And**



**Accountability**

**Control**

**Coaching**



**You don't lead by hitting  
people over the head —  
that's assault, not leadership.**

**— Dwight D. Eisenhower**





# Clarity



"That's okay, I don't know what the chart means either."



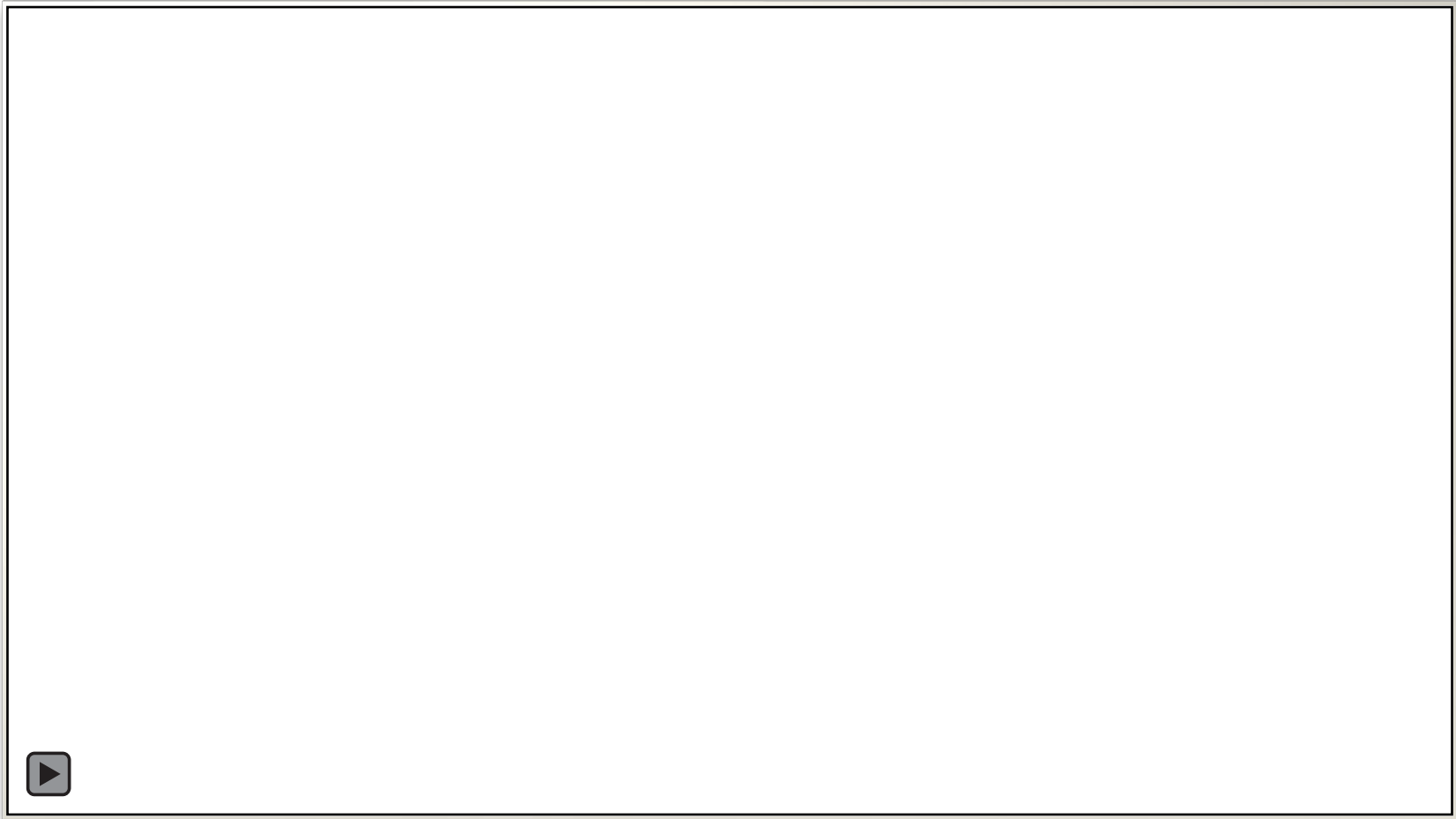
**Two of the most important things you can do as a leader is to establish clear expectations and goals for your employees.**

**Don't assume that just because they're clear to you, they're clear to your people.**

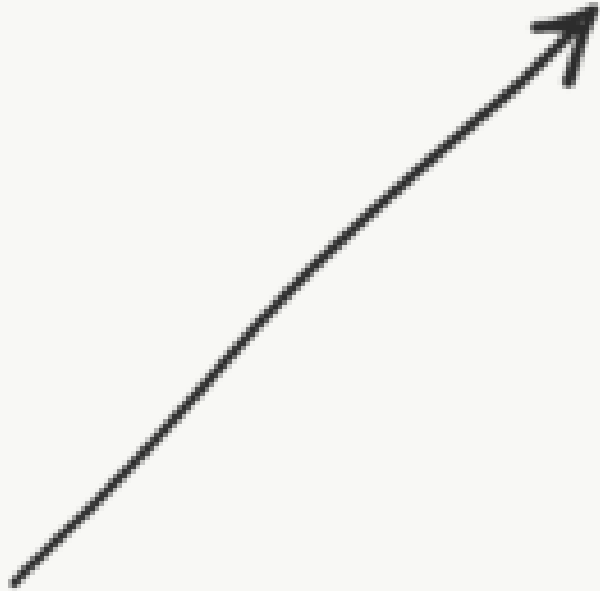








What we *think* we're giving



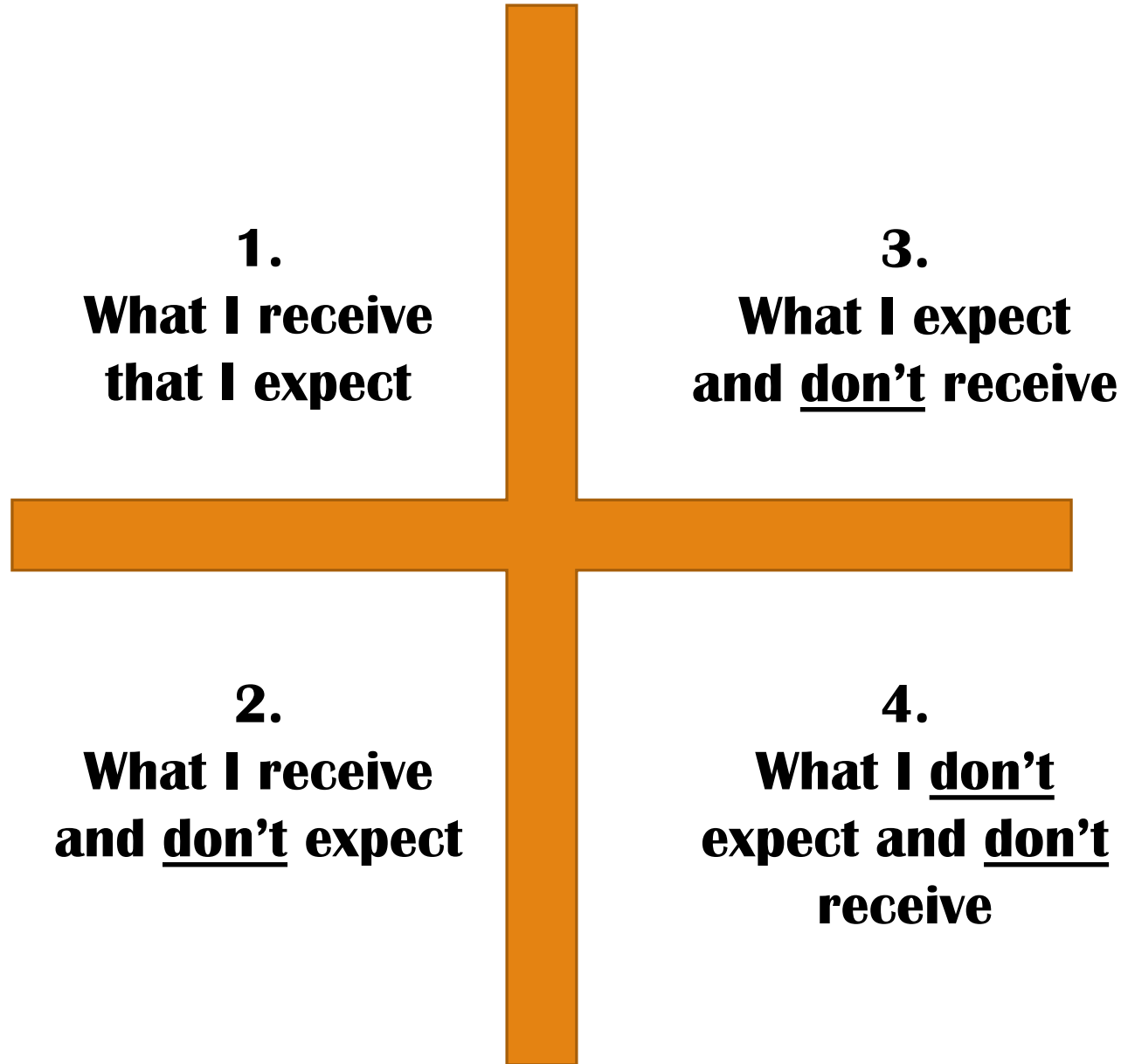
What we're *really* giving



**EXCUSES**

**EXCUSES EVERYWHERE**





**How can you clarify  
your expectations more  
effectively to get more  
of quadrant 1 and less  
of quadrant 3?**



**“Cascading goals” = translating goals from one level of the organization to the next to ensure alignment**

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**S**

**Specific**

- State what you'll do
- Use action words



**M**

**Measurable**

- Provide a way to evaluate
- Use metrics or data targets



**A**

**Achievable**

- Within your scope
- Possible to accomplish, attainable



**R**

**Relevant**

- Makes sense within your job function
- Improves the business in some way



**T**

**Time-bound**

- State when you'll get it done
- Be specific on date or timeframe

A CULTURE OF  
ACCOUNTABILITY  
MAKES A GOOD  
ORGANIZATION  
GREAT, AND A  
GREAT  
ORGANIZATION  
UNSTOPPABLE

- HENRY EVANS

[THEGROWTHEFFECT.COM](http://THEGROWTHEFFECT.COM)

# Responsible

**Vs.**

# Accountable

*What's the difference?*



A billboard with a white rectangular sign is mounted on a black metal pole against a blue sky with white clouds. The sign contains text about responsibility.

# **Taking responsibility means:**

*Agreeing to complete the tasks and duties associated with your role*

# Responsibility







**Responsible**

# Taking accountability means:

*Making a personal choice to answer for, i.e., own, the outcomes resulting from your decisions, behaviors, and actions (or those of others)*



# Accountability





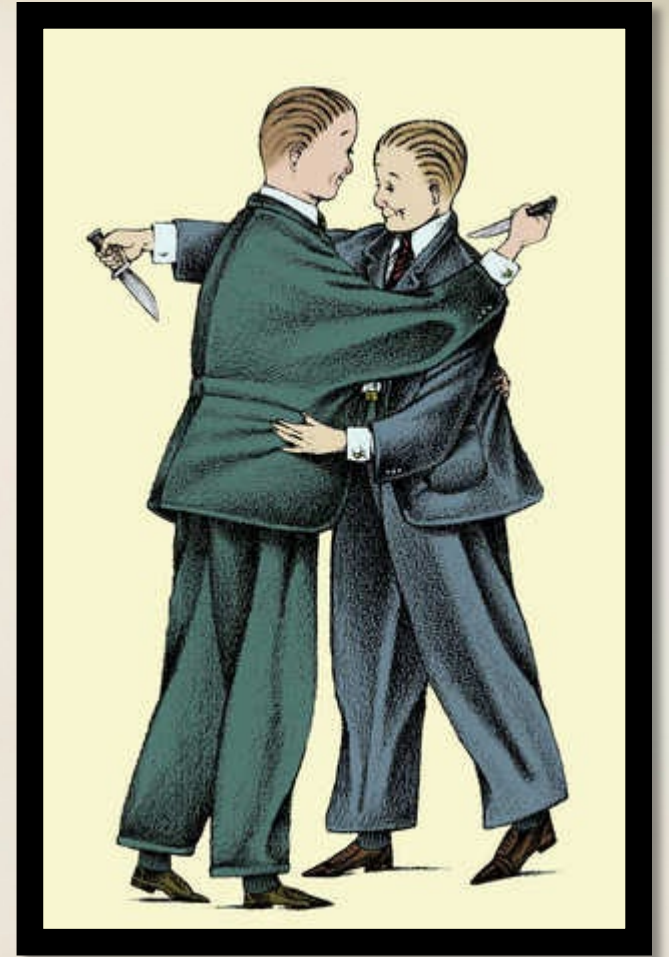
**Accountable**





The best leaders know that if they  
want their people to be accountable,  
they must create a culture in which  
their people want to be accountable.



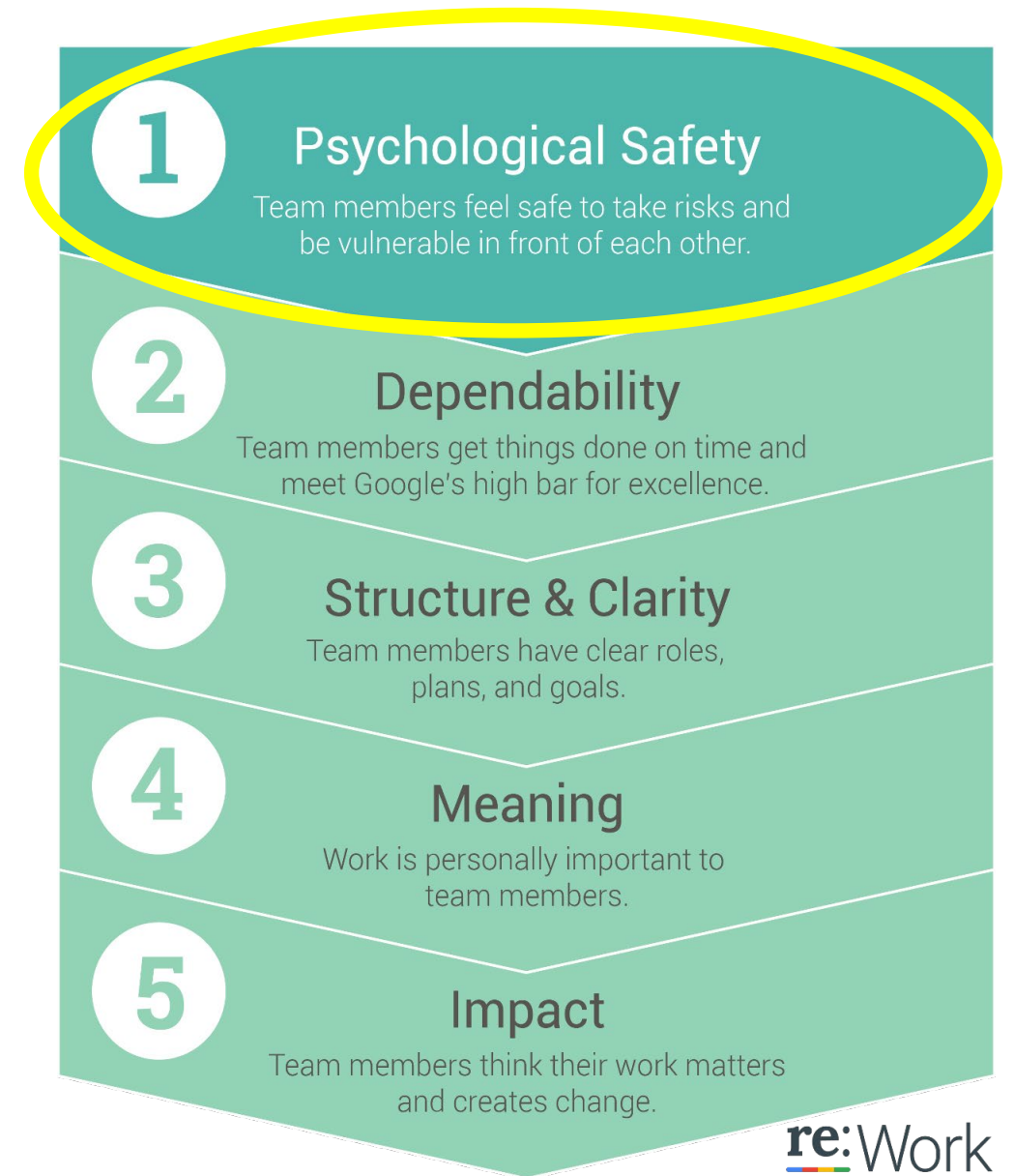




# Psychological Safety

*Create a work climate where people know they will not be punished or humiliated for speaking up, asking questions, sharing opinions or admitting honest mistakes.*

Over a two-year study involving 200+ interviews and 180+ teams, Google found that “psychological safety” was the #1 factor in determining team effectiveness.





# The Andon Cord







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“The andon gives workers the ability, *and moreover the empowerment*, to stop production when a defect is found and immediately call for assistance.”



“Coaching is unlocking a person’s potential to maximize their own performance.

*It is helping them to learn rather than teaching them.”*

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~ John Witmore,  
“Coaching for Performance”



Unlocking Our Potential



In a “teaching/telling culture” the assumption is the manager knows all the answers.



**Some leaders think  
this is how you give  
feedback.**



**Or this.**

**Or this.**




**MY BOSS TOLD ME TO BE MORE  
PRODUCTIVE IN THE OFFICE.**



**SO I'M WORKING ON MY RESUME.**

# HOW TO HAVE A COACHING CONVERSATION

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A dramatic seascape with a dark, cloudy sky and a bird in flight. The ocean is dark and choppy, with white foam visible on the right side. A single bird is silhouetted against the sky in the upper center. The quote is displayed in three stacked dark rectangular boxes with white text.

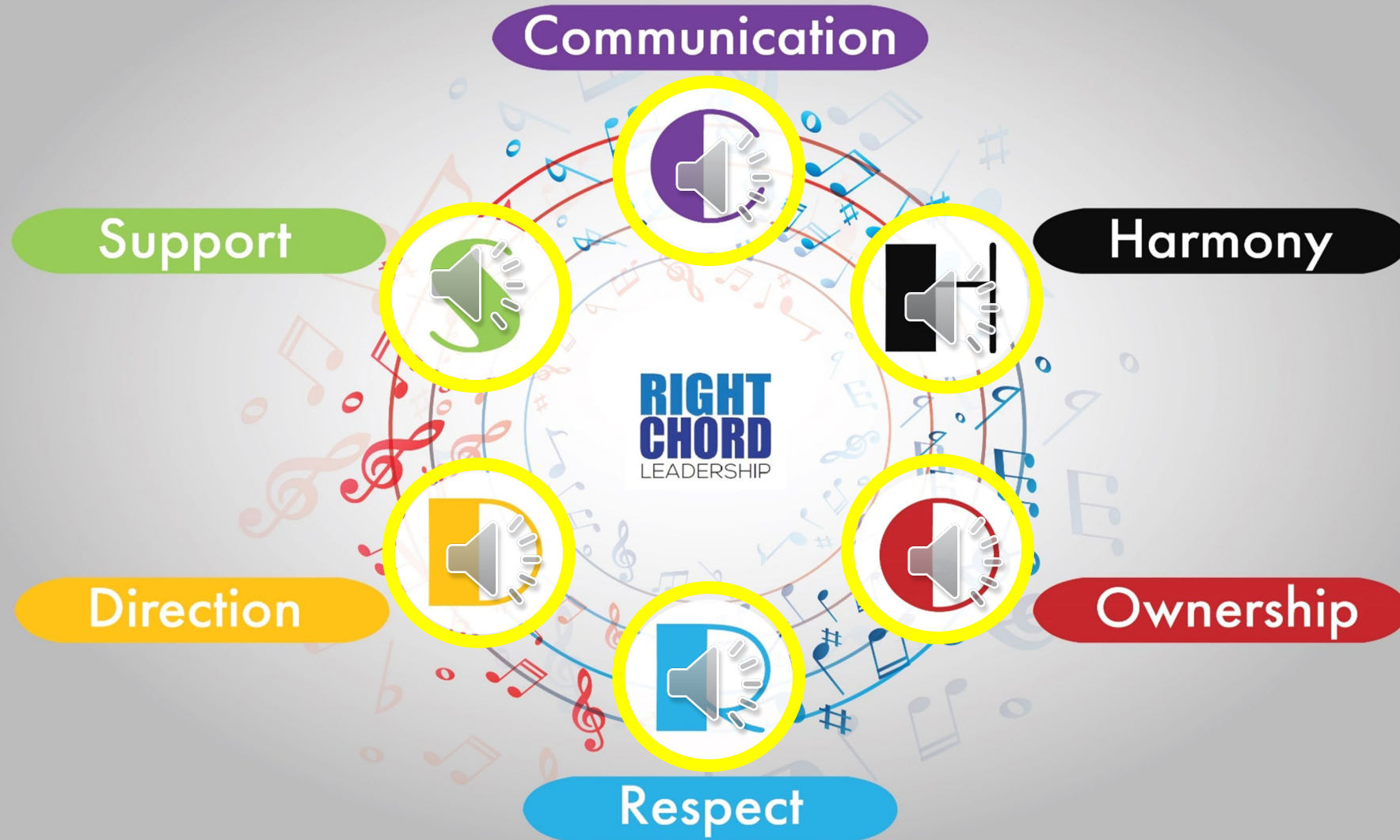
A good coach will make his  
players see what they can be  
rather than what they are.

Ara Parseghian

“ quote fancy



# CHORDS Model™



The background features a dark gray gradient. In the center, there is a faint, stylized magnifying glass. Scattered around and overlapping the magnifying glass are numerous question marks of varying sizes and opacities, some in a lighter gray and others in a slightly darker shade. The overall theme is one of inquiry and decision-making.

What are you willing to  
commit to?

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# **RIGHT CHORD** LEADERSHIP



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