

EXTRA INFO. 5/10/07

FDH DRAFT 5/9/07 ("walks on water" portion of existing TM Annual Assessment form)

Profile of Ideal Acton Town Manager Candidate

1. Consistently exceptional preparation. Always looking beyond immediate events or problems. Skillfully balances competing demands. Develops strategies with contingency plans. Assesses all aspects of problems, including underlying issues and impact; and
2. Unusually skilled at bringing scarce resources to bear on the most critical of competing demands. Optimizes productivity through effective delegation, empowerment, and follow-up control. Finds ways to systematically reduce cost, eliminate waste, and improve efficiency; and
3. Maintains optimal balance among quality, quantity, and timeliness of work. Quality of own and subordinates work surpasses expectations. Results have a significantly positive impact on Town. Establishes clearly effective systems of continuous improvement; and
4. Rapidly assesses and adjusts to changing conditions, new information and technology. Very skilled at using and responding to measurement indicators. Champions organizational improvements. Effectively deals with extremely complex situations. Turns pressure and ambiguity into constructive forces for change.
5. Superior professional competence; advice and actions showed great breadth and depth of knowledge. Remarkable grasp of complex issues, concepts and situations. Rapidly developed professional growth beyond expectations. Vigorously conveyed knowledge directly resulting in increased staff productivity. Insightful knowledge of own role, Selectmen/citizen needs, and value of work.
6. Clearly articulated and promoted ideas; accomplished speaker in both formal and extemporaneous situations. Adept at presenting complex or sensitive issues. Active listener, remarkable ability to listen with open mind and identify key issues.
7. Clearly and persuasively expressed complex or controversial material directly contributing to stated objectives. Actively educated subordinates in effective writing.
8. Always accessible. Enhanced overall quality of life. Actively contributed to achieving balance among Town requirements, professional and personal responsibilities. Strong advocate for subordinates; ensured appropriate and timely recognition, both formal and informal.
9. Created challenging situations which optimized professional development and maximized opportunity for success. Guided, coached and encouraged others to reach new levels of performance. Adeptly counseled others; identified professional potential, strengths and areas for improvement.
10. A leader who earned others' support and commitment. Set high work standards; clearly articulated job requirements, expectations and measurement criteria; held subordinates accountable. When appropriate, delegated authority to those directly responsible for the task.
11. An inspirational leader who motivated others to achieve results not normally attainable. Won people over rather than imposing will. Clearly articulated vision; empowered subordinates to set goals and objectives to accomplish tasks. Modified leadership styles to best meet changing situations.

12. Insightful use of teams raised staff productivity beyond expectations. Inspired high level of esprit de corps, even in difficult situations. Major contributor to team effort. Established relationships and networks across a broad range of people and groups, raising accomplishments of mutual goals to a remarkable lever.

13. Aggressively sought out additional responsibility. A self-learner. Made worthwhile ideas and practices work when others might have given up. Extremely innovative. Optimized use of new ideas and methods to improve work processes, decision-making, and service delivery.

14. Combined keen analytical thought and insight to make appropriate decisions. Focused on the key issues and most relevant information, even in complex situations. Did the right thing at the right time. Actions indicated awareness of impact and implications of decisions on others.

15. Integrity and ethics beyond reproach. Always held self and subordinates to highest standards of personal and professional accountability. Did the right thing even when it was difficult. Succeeded in making even unpopular policies or decisions work. Actions demonstrated unwavering commitment to achievement of Town goals.