



Massachusetts
Municipal
Association

July 8, 2026

STRATEGIC ORGANIZATIONAL ALIGNMENT

— WEBINAR —

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HOW IS “GOVERNMENT” DEFINED?



The leading organization representing the values and direction of a community



WHO DO WE SERVE?



Resident vs Visitor

Ages

Experiences

Identities

Languages

Abilities

Internal vs External



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REDEFINING SERVICE DELIVERY



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EVOLVING SERVICE WORLD

Improving customer experience can drive better critical outcomes for government agencies around the world.



Increase trust

Satisfied customers are

9x

more likely to trust the agency providing the service



Achieve stated missions

Satisfied customers are

9x

more likely to agree an agency is delivering on its mission

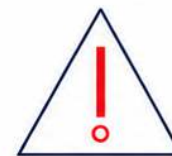


Meet or exceed budgetary goals

Dissatisfied customers are

2x

more likely to reach out for help 3+ times



Reduce risk

Dissatisfied customers are

2x

more likely to publicly express dissatisfaction



Boost employee morale

Long-term organizational success is

50%

driven by organizational health and is mutually reinforced by customer experience

Source: Global results from Canada, France, Germany, Mexico, United Kingdom, and United States, *McKinsey Public Sector Journey Benchmark Survey*, 2018

Poor CX erodes trust, putting democratic institutions at risk.

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EVOLVING SERVICE WORLD

December 2023 Article



Performance improvement is possible, even amid the constraints in government.

- 27-point spread persists between the highest and lowest CX scores for federal services, with some services setting the bar for others.

Experiences vary across communities.

- Despite satisfaction improvements, still significant inequities for people of color and low-income communities. This gap doubles for life experiences compared to individual services

Better customer experiences can help rebuild trust in government.

- Increased customer satisfaction correlates with both increased trust in government and decreased anxiety regarding government services. For leaders seeking to improve trust in institutions and help decrease anxiety, improving customer experience can be a practical place to start.

Customer burden is driven by information gathering.

- More than 50% of customer burden is associated with finding the right information and clear communication from the government. Providing redundant information also contributes to customer burden.

Digital self-service solutions can improve customer experience.

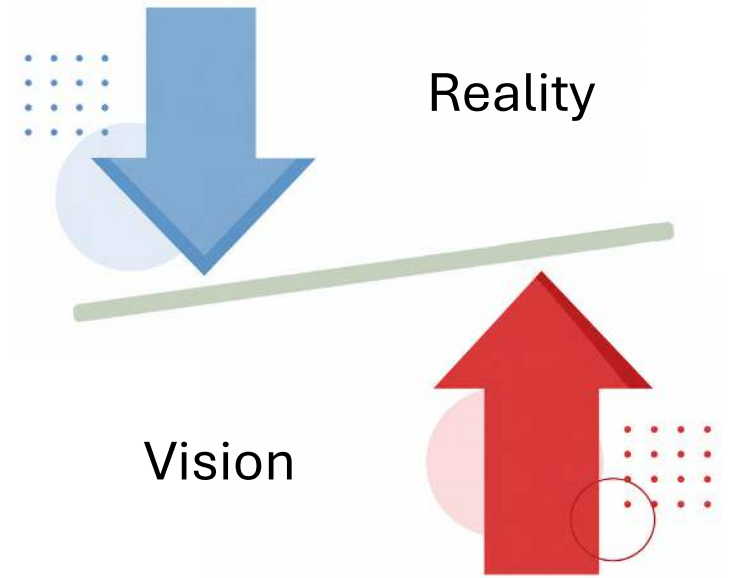
- While all channels (ways of engaging) need to work, survey participants overwhelmingly want easy and comprehensive digital solutions. 6 of the most preferred solutions are related to self-service, which digital technologies make much less expensive than call centers and in-person service.

REFLECTIVE REPRESENTATION?

“The system’s not broken.

It’s working exactly how it was designed”

~ Brene Brown



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Government = The **leading** organization **representing**
the values and direction of a community.



FIVE
PRACTICES OF
EXEMPLARY
LEADERSHIP

THE
LEADERSHIP
CHALLENGE

KOUZES &
POSNER

1

Model the Way



2

Inspire a Shared Vision



3

Challenge the Process



4

Enable Others to Act



5

Encourage the Heart



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ORGANIZATIONAL ALIGNMENT

PURPOSE

VALUES

RESPONSIBILITY



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How is Public
Service
defined
TODAY?

● Needs

● Wants

● Emotions

● Stereotypes/Barriers

Needs

Infrastructure
Public Safety
Drinking Water
Education
Communication
Public Trust
Housing
Quality of Life
Fiscal Responsibility

Wants

Lower Taxes
Affordable Housing
Stability
Aging in Place
New Schools
Improved Services
Clear Roads

Emotions

Frustration
Anger
Urgency
Fear
Gratitude
Pride

MODEL THE WAY

Barriers

"Red Tape"
Work only for a Pay- Check
Not Business Friendly
Lazy
Summer Community Only
Problem Solvers and
Problem Creators

PURPOSE ALIGNMENT

Comments submitted by attendees at July 8th Webinar.

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MISSION STATEMENT

MODEL THE WAY



“To **protect** the Town of Barnstable’s quality of life and unique character, **engage** our citizens, and **enact** policies that respond to and anticipate the needs of our community”

PURPOSE ALIGNMENT

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STRATEGIC PRIORITIES

MODEL THE WAY



PURPOSE ALIGNMENT

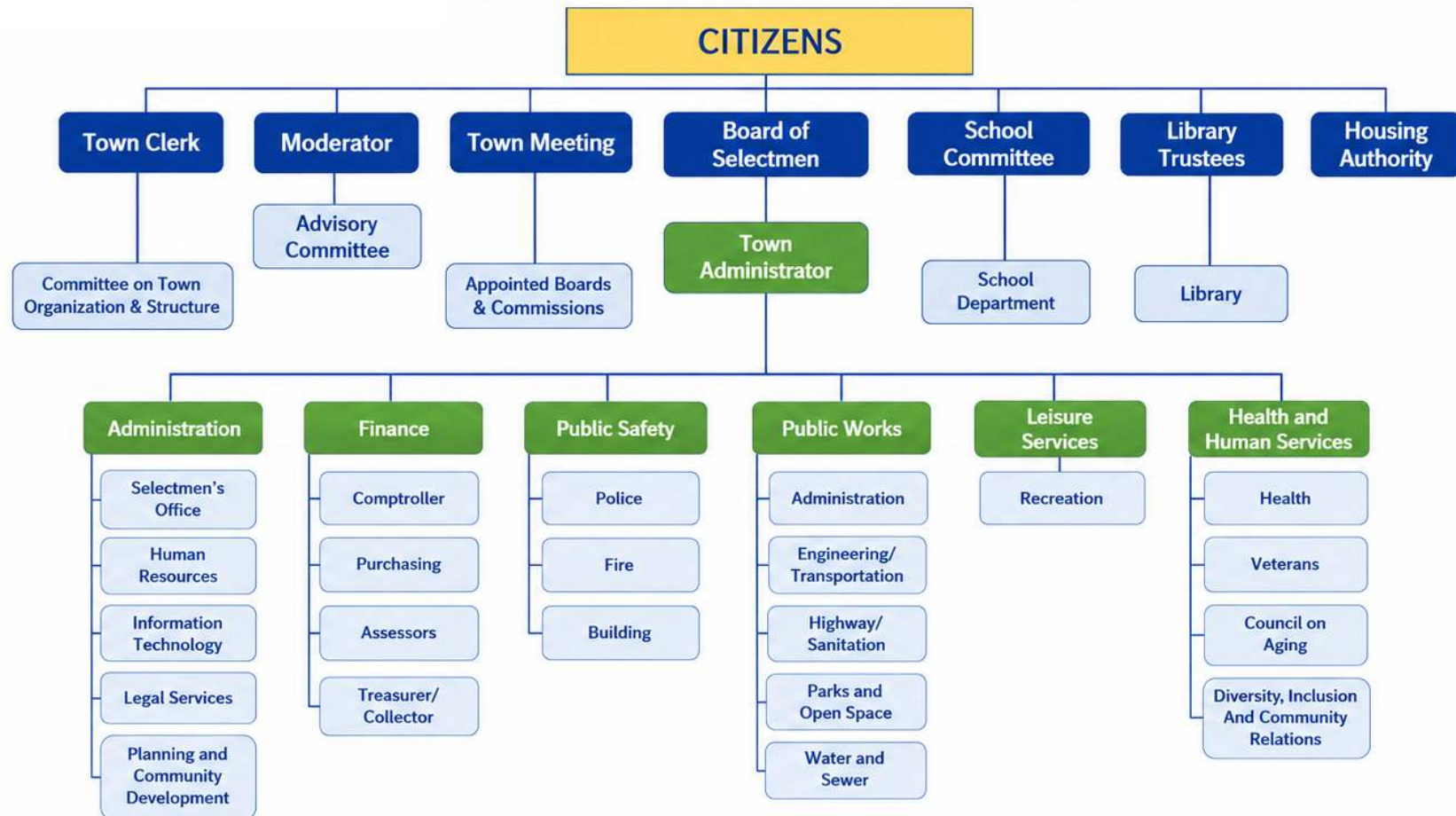
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PURPOSE ALIGNMENT

TOWN OF BROOKLINE

Organizational Chart

MODEL THE WAY :



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AREAS SERVICES ARE DELIVERED

MODEL THE WAY

People

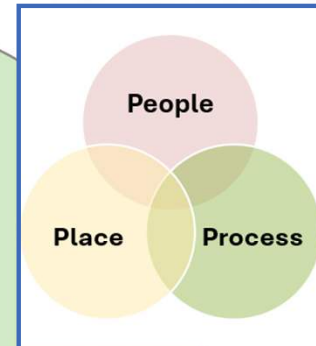
- Elected/Appointed
- Employees
- Volunteers
- Vendors

Place

- Buildings/Offices
- Streets, Public Places
- Vehicles
- Uniforms (or lack of)
- Produced reports, materials, correspondence, forms
- Virtual (webpages, Social)

Process

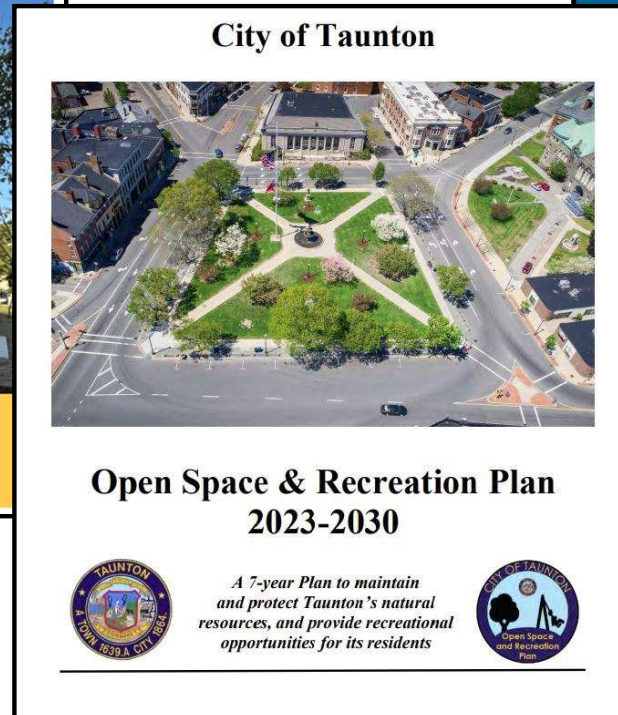
- Bylaws
- Policies
- Procedures
- Applications/Forms
- Contracts
- Training



VALUES ALIGNMENT

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VALUES ALIGNMENT



INSPIRE A SHARED VISION



Funding for the project is provided by:

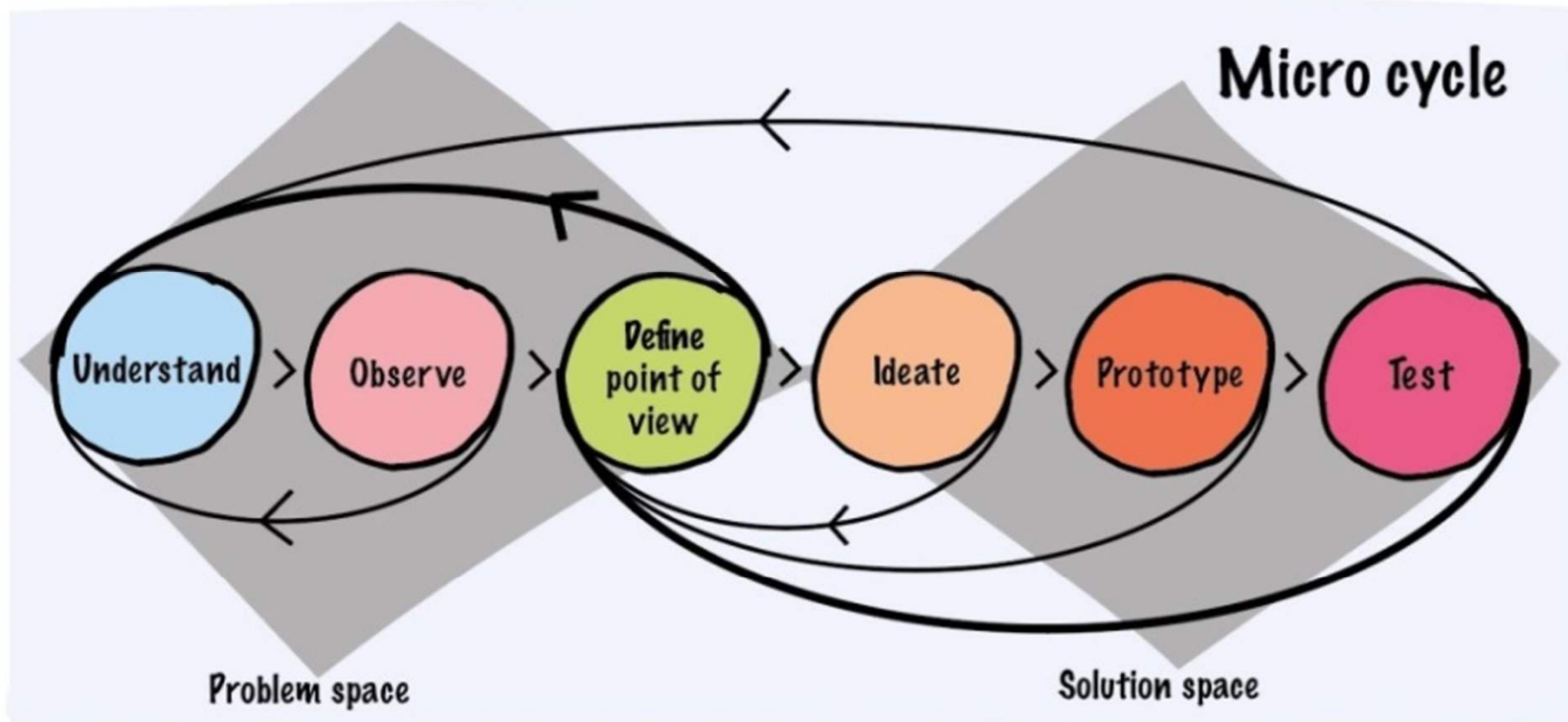
- The Commonwealth of Massachusetts Executive Office of Housing and Livable Communities' District Local Technical Assistance program through the Cape Cod Commission
- Mashpee Community Preservation Committee
- Barnstable County via its Shared Regional Housing Services Pilot Program

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**“Culture = (Values + Behavior) x
Consistency”**

Garry Ridge, WD-40 CEO

DEVELOP PROCESS AWARENESS



The Design Thinking Toolbox.
M. Lewrick, P. Link & L. Leifer. (2020)

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ORGANIZATIONAL CULTURE SWAB



1

SHARED VALUES



What beliefs and principles are truly shared across the organization?

2

WAYS OF WORKING



How do teams collaborate, communicate, and make decisions day to day?

3

ATTITUDES



What mindsets or emotional climates exist within teams?

4

BEHAVIORS



What observable actions reflect (or contradict) the stated culture?

VALUES ALIGNMENT

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ORGANIZATIONAL CULTURE SWAB

Shared Values
Duties/Responsibilities
Transparency/Accountability
Mission Statement
Environmental Awareness
Caring/Compassion
Growth/Change/Improvement
Clear Communication
Desire to Serve Others

Ways of Working
Face to Face/Talking
Team Mtgs/Collab
Team/Interdept Support
Org-wide Collab/Support
Everyone is Equal
Training/Education
Respect/Care/Life each other
Clear Standards/Goals

INSPIRE A SHARED VISION

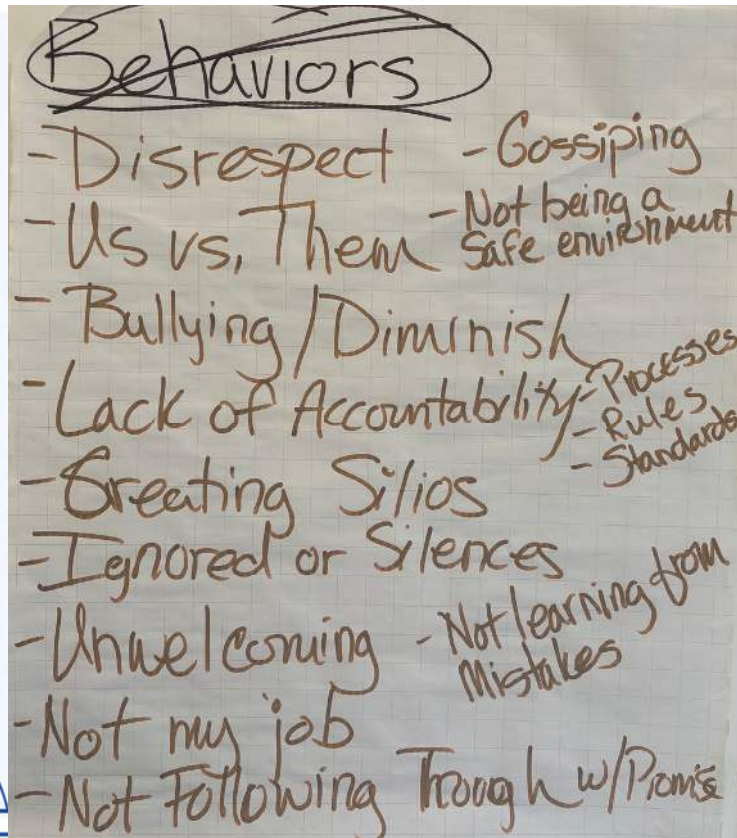
Attitudes
Positivity/Neg. is contagious
Social/Emotional Awareness
Gratitude/Respectful
-Experience/Contributions
Open Minded/Humor
Problem Solving "We Can"
All Human "I can"
Empathy to Day-to-Day Demands

VALUES ALIGNMENT

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ORGANIZATIONAL CULTURE SWAB

INSPIRE A SHARED VISION



VALUES ALIGNMENT



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Organizational Shared Commitments

Date Affirmed: November 26, 2025

To ensure we remain aligned and intentional in how we work together, this document reflects the collection of our team's shared practices and commitments. These serve as our collective ground zero — the baseline for how we communicate, make decisions, and uphold the values that define Great Barrington's leadership culture.

They emphasize our shared responsibility, consistency, integrity, accountability, and commitment to excellence. Just as importantly, they clarify what we can expect from one another — collaboration, trust, and mutual respect.

Building upon the SWAB Analysis (Shared Values, Ways of Working, Attitudes, and Behaviors) we completed together on my first day as Town Manager (November 3, 2025), the list below will help us continually reflect honestly on who we are as a team in real time and what kind of culture we aspire to strengthen moving forward. Our practices that follow will aim to capture the essence of this "reset" conversation where we are dedicated on transforming reflection into action, setting a clear foundation for how we'll continue to grow, lead, and support one another.

Culture = (Values + Behavior) x Consistency



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INSPIRE A SHARED VISION



COMMITMENT TO SHARED VALUES

The Principles That Ground Us



COMMITMENT TO THE WAY WE WORK

The Practices That Bring Our Values to Life



COMMITMENT TO OUR ATTITUDE

The Mindset That Shapes Our Culture



COMMITMENT TO OUR STANDARDS OF BEHAVIOR

What We Uphold and What We Reject

VALUES ALIGNMENT



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OPERATIONAL STANDARDS

INSPIRE A SHARED VISION

Safety

Self
Team
Community

Courtesy

Building Trust
Building Relationships
Building Experiences

Presentation

1-1
Interactions
Surroundings
Work
Produced

Efficiency

Accuracy
Anticipate
Eliminate

Teamwork

Be Aware
Be Reliable
Go Beyond

RESPONSIBILITY ALIGNMENT

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PURPOSE INTEGRATION

INSPIRE A SHARED VISION

	People	Place	Process
Safety			
Courtesy			
Presentation			
Efficiency			
Teamwork			

RESPONSIBILITY ALIGNMENT

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STAY TUNED!

PART TWO COMING SOON