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Date: August 15, 2023 at 3:06:21 PM PDT
To: directormacedonio@ekhcd.org
Cc: Kelly Forster <kforster@turningwest.com>
Subject: Thoughts on Annexation Process
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Karen

Thank you for your call today. I am thrilled that you continue to be of immense public service in making this a better world.

Here are my thoughts on the value that TurningWest would bring to this type of project:

- **Our Distinctive** - Almost all management consulting firms do strategic planning. Our distinctive, and one that is of unique value to East Kern Health Care District, is that we bring an Organization Development and Culture perspective to that planning. As you are bringing two existing cultures together, we are uniquely prepared to do so with vast experience in merging culture to create minimal friction while optimizing outcomes.
- **TransOrganization Development (TOD)** - we are specialists in this subfield of Organization Development which entails the interactions of two organizational systems so as to create optimal collaborative experiences. We employ the Wilder Collaborations Factors Inventory to this end which delineates the most important elements to cross organizational collaboration.
- **Strategic Planning Approach** - as you will note from the attached diagram, our approach to Strategic Planning is deeply grounded in Organizational Culture, namely the Values, Mission, and Vision and how those foundational elements are expressed directly via the eventual Strategic Plan.
- **Stakeholder Engagement** - another distinctive of our firm and its consultants lies in our expertise in human and team dynamics. We are studied "people experts" and we will deploy this skill throughout such a project as you are entertaining. We utilize superior stakeholder engagement strategies to build the broadest coalition possible in support of the final Strategic Plan.
- **Conflict** - invariably you are going to experience defensiveness, resistance, stonewalling, and outright conflict in the project you are entertaining. We prepare for this from the beginning, seeking to head off as much of this as possibly and by dealing with any such obstacles forthrightly in the moment using the best conflict utilization strategies available.
- **Results** - we recently delivered to Los Angeles County an extensive Management Analysis of the Dept of Children and Family Services. This report was widely acclaimed for its uncanny analysis of culture and its prescriptive recommendations for the future of the Dept. Additionally, we are just commencing a large scale Strategic Planning process for Los Angeles County's Registrar-Recorder/County Clerk department. This was a competitive bid process that we won after submitting our response to their Request for Proposal (RFP).

Peace,

Steven



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