Artifact 5

The artifact has been selected from OL646: Organizational Development. The OL646: Organizational Development course outcome that relates to this assignment is “analyze challenges and opportunities of an internal/external consultant.” (St. Mary's University of MN, 2019, p. 3) The course was completed in the second session in the spring of 2019. In reviewing the Organization Leadership Program Learning Outcomes, this assignment relates to 1A. The Organization Leadership Program Learning Outcome for 1A is, “interpret the contexts and environments in which organizations operate and manage decision affected by changing and diverse external and internal environments and economies.” (St. Mary's University of MN, 2014, p. 1 or 2)

The core objective of the assignment was to introduce your organization, providing a brief overview of salient internal systems (such as size, industry, age, leadership, structure, internal forces for change) and external systems (such as market, competition, demographics, and other external forces) for change. The assignment provided an opportunity to analyze my organizations and to discuss the need enhancing the records system. As organization continue to adapt to the changing society, they need to focus on building a successful business based on current operations.
Introduction

The County is a government organization that serves its residents in many ways. According to the XXXX County (2018), "The programs and services provided by county government are broad and benefit all residents, from the youngest infant to the eldest adult. While the state mandates much of what we do, all of what we do is directly for people." A few critical duties performed by county employees include managing county parks, collecting and disposing of trash, assuring water quality, administering courts and jails, and collecting property and sales taxes.

The County was established in 1849. According to the XXXX County (2018), “In 1849, the Minnesota Territory legislature created nine original counties.” As of 2018, XXXX County was ranked third largest County in the State of Minnesota with a population of 414,655. The County promotes a positive working atmosphere that provides the employees with the resources needed to perform their roles and responsibilities.

Department

The experience I have working with the County is in the Property Taxation Department. To provide a little background, the County is responsible for property tax administration, which means the county determines property values and classifications, calculates property tax totals, and collects and distributes property taxes for more than 155,000 parcels of land. In the Taxation Department, the employees are responsible for calculating property taxes, mailing tax statement, and collecting property taxes for the County. The Property Tax Statements are sent to County residents in March of every year. The statement provides an overview of what each resident owes for their property taxes. The property taxes are due twice a year, May and October. The
collection of the property taxes can be done in person, by mail, automatic direct payment, over the phone, or online. The over the phone and online payment collection method is done through a Third-Party Vendor. The Third-Party vendor is a company called Paymentus.

Paymentus provides the County residents with additional options when paying their taxes. According to the Paymentus website (2019), “Vision, innovation and exemplary service have propelled Paymentus to become the leading paperless electronic billing and payment solution on the market, resulting in 1,300 clients including some of the largest billers in North America.” As I mentioned above the payments can be received over the phone or through online payment. The online payment option can be made with a credit/debit card payment or through an electronic bank transfer.

As an internal consultant for the County, my role is testing the Paymentus payment system. Paymentus provides the County with a user-friendly, interactive system that allows residents to review their property information through the Paymentus website. As mentioned above, the Paymentus system is required to store the property tax information for the 155,000 parcels of land in the County. My job was to ensure the name, address, tax amount, phone number, etc. was correct. There were weeks of testing the data for the Paymentus system to ensure all the data was transferred correctly. When the system goes live, it will require a nightly update which provides us with an accurate read on the parcels that have been paid.

Use of Self

In using the Leadership Wheel, my normal conditions rating is the "bear" leadership style. According to Napier et al. (2005), the bear "weighs all sides of issues, works well with existing resources, and uses data analysis and logic to make decisions." As an internal
consultant, it is essential to use your skills and abilities to your advantage. When we understand our capabilities, then we can continue to grow and advance in the workplace. As defined in the leadership wheel, my ability to make logical decisions when creating a project plan has been a great asset to the team. A project requires you to develop a project plan that documents the testing and implementing of the system.

In using the Leadership Wheel, my working under pressure rating is the "buffalo" leadership style. According to Napier et al. (2005), the buffalo is "assertive, active, decisive, quick to action, and likes quick pace and fast track." These factors accurately portray my working style when working under pressure. As an internal consultant, my ability to work under pressure has been critical in upholding the deadline. There need to be more leaders in the workplace who will take charge and ensure the jobs gets done. The leadership wheel has provided me with additional strengths and abilities that I can utilize in the workplace.

**Conclusion**

Conclusion, when an individual understands their strengths, then they can continue to grow and advance in the workplace. Knowledge is key to the success of an employee. When a leader continues to educate themselves on the different leadership styles, then they can better understand their strengths, weakness, and areas of overuse behaviors. In the workplace, there is always an opportunity to continue to develop your current skills and to learn new skills. Advancement can be done through continuing education or attending more training seminars.
References


