

From: Jeff Scrima <jscrima@ci.waukesha.wi.us>
Date: April 22, 2011 12:58:01 PM CDT
To: Russell Jack <Rjack@ci.waukesha.wi.us>
Cc: _Dept Directors-Exec Leadership Team <DeptDirectors-ExecLeadershipTeam@ci.waukesha.wi.us>, "Dan S. Duchniak" <DDuchniak@waukesha-water.com>
Subject: RE: Sequencing

Chief Jack,

What should happen when you catch a thief? Is our justice system inappropriate?

This message is in response to your concerns about the book "Sequencing - Deciphering Your Company's DNA" introduced for the book study at our department directors meetings. The intended focus of the book study is to create dialogue and the conditions that engage everyone to achieve organizational goals. In today's economically challenged times, we can certainly all agree that achieving the City's goals is of vital importance.

To ease your suspicions, the "ought, is, can, will" code, which your reference, is simply the commonly known and full narrative structure of most fiction literature – introduction (ought), problem (is), development (can), resolution (will). This pattern is also found in real life, like in your department when you catch a thief – law (ought), people break the law (is), they are caught and fined (can), they learn their lesson and live orderly (will). Our justice system is appropriately designed around that pattern.

Anyone can carefully read this book for themselves and determine whether it speaks to religious bunk or the reality of organizational culture. Check out the reviews on [Amazon.com](http://www.amazon.com/Sequencing-Deciphering-Your-Company's-DNA/product-reviews/0982656602/ref=cm_cr_dp_all_summary?ie=UTF8&showViewpoints=1&sortBy=bySubmissionDateDescending):
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The reality is that our City government is all about people, both inside City Hall and our citizens, and working together to solve our City's biggest challenges.

As a city leadership team, we need to develop a creative environment of stability in motion to reach our goal of finding \$1.5 million in annual cost savings – it will require innovation and clear-eyed perspective from all department heads. This "Sequencing" book might just be a small step in helping us get there.

I look forward to continuing this discussion with you and others.

Warmly,

Jeff Scrima
Mayor, City of Waukesha
201 Delafield Street
Waukesha WI 53188
262.524.3700

From: Russell Jack
Sent: Tuesday, April 19, 2011 4:32 PM
To: Jeff Scrima
Cc: _Dept Directors-Exec Leadership Team; Dan S. Duchniak
Subject: Sequencing

Mayor, I did additional research on the basic premise in the book Sequencing which you provided to each Director, which is "ought, is, can, will". This "code" is taken from the author's (Michael Metzger) work, "Living the Gospel in Culture". I am a devote WELS Lutheran but I don't believe it is legally appropriate to bring these ideas into a department director's meeting. Please click on the below link for the author's work describing his religious "code".

<http://www.qideas.org/essays/living-the-gospel-in-culture.aspx?page=3>

Also, below is a section from Hearts and Minds books website talking about his book Sequencing:

Sequencing: Deciphering Your Company's DNA Michael Metzger (Game Changer Books) \$17.95 You may know the name Mike Metzger because I've linked to his weekly Clapham Institutes articles, playfully called [DoggieHeadTilt](#), and have on occasion suggested his work on facebook and twitter. **I think, if I may say so, that Mr. Metzger is a genius, and his ability to "think Christianly" without using tons of spiritually-pushy lingo, is unparalleled.** This book is creatively designed with oodles of full-page b/w photos and super-graphics. The chapters are serious, and yet cleverly written, making it a breeze to read. In many ways Mike helps companies and organizations reconsider their overarching story, their worldview, if you will. If I dare say it without spilling the beans, **he is subtly using the full gospel Biblical narrative (creation, fall, redemption, consummation) to provide a framework or interpretive grid to have deeper conversations about what drives (and what could drive) corporate culture.** By assessing human nature itself, leaders can push creative innovations that are wise and sustainable (and true to the deepest realities of the real world!)

Russell P. Jack
Chief of Police
1901 Delafield St.
Waukesha, WI 53188
(262) 524-3761
Rjack@ci.waukesha.wi.us