

# THE EXTRA POINT

BY JERRY ROBERTS



## # 1707 When New Management Takes Over — Part 3

Today we end our short series about the way to approach management changes when taking over an existing operation. Our first example was using fast action and making big changes, while yesterday we discussed going slow and observing the operation for a period of time, then putting our program and ideas in place. Today, with both of those concepts on the table, let's look at what the Trump Administration is doing through Elon Musk's push with D.O.G.E., the Department of Government Efficiency. I'm Jerry Roberts, and that's coming next on the Extra Point.

With D.O.G.E., every action and indeed every word that comes from the Trump Administration about it is politically and emotionally charged.

The media picks up on all of it, applies their slant and narrative, then feeds it out to their followers. Social media chimes in, posts from supporters are aimed to show Trump and Musk as heroic and all-conquering; and those from detractors essentially position them as Hitler 1 and Hitler 2.

There is very little middle ground to occupy on this, but let's see if we find some. I'm going to start with the premise that what is happening now is in reality a campaign promise Trump made, to attack corruption in the federal government. He's fulfilling that commitment.

Next, he brought in Elon Musk, who has wasted no time finding what DOGE claims are billions of dollars in waste and corruption. He did not employ the slow approach, he went all in, and nobody should be surprised. This is what he did when he bought Twitter.

The company was losing millions, the staff was bloated, and the majority of workers went on the record opposing his ownership bid. When you have that facing you, the slow method is not what you need.

Unnecessary expenses had to be eliminated, payroll cut, especially those who were a threat to undermine your efforts. He fired half the

team, offered 30% of the remaining workers a buyout package, and then began to build on those who remained. This isn't being mean spirited, this is basic business.

In the private sector, jobs aren't guaranteed. Many people feel this ought to be the way government operates as well.

Now, to the points raised in the past two episodes of The Extra Point. First, from the fast methodology.

1. You want to address systemic issues. The U.S. operates government at a deficit, a big one. It can't continue like that. The way our politicians spend and why they spend is a huge problem, and nobody has ever really challenged this. Everybody complains about it, but nothing has been done. This requires the fast approach, and then continuous followup.
2. Musk created momentum, and has shown early results. You can check off that box. DC is energized. Some of that energy is positive and some of it is negative, but energized it is.
3. They established authority and vision. The Democrats are challenging some of these actions in court, and we'll see how all that shakes out. The vision is clear, get rid of the wasteful spending and expose those who have misdirected money. Who in their right mind can disagree with that? A bonus is that employees who have believed in protecting taxpayer dollars are finally hopeful.
4. They have sent a positive signal to the market. In this case, that means the promises Trump made in his campaign. He's followed the words with action.
5. Moving fast facilitates early wins. In my opinion, this is why he chose USAID to be the first agency investigated. They knew there was plenty of low-hanging fruit to be had.

(Con't.)

You need the early wins because when you get to education, health, and the military — all with money in the trillions over the years, you're going to face a lot more resistance.

Quick wins boost morale and demonstrate the effectiveness of the new leadership.

So, they've checked off all the boxes so far for going fast. Now, let's factor in some parts of the going slow method.

1. Understanding the culture. The cultures in all government agencies are likely to change. Trump's idea is to reset those cultures, with a different view on managing money. This is a key facet of the plan as they move forward.
2. They probably don't understand all of the core issues in each department. Right now, it's about cutting waste and fraud. The directors and managers who actually run day-to-day operations must follow D.O.G.E. to address important issues with employees.
3. This will include taking time to build relationships. Whatever happens in these agencies, when the dust clears you need to establish trust with workers, and give them the support they need. This is where you get the long-term buy-in from staff.
4. Disruption must be followed by emphasis on stability. You're establishing a new normal for your team.
5. Resetting this culture must be based on continuous improvement. This has to include skill building and personal growth. Cost-cutting and waste elimination is not an event, it absolutely has to be a part of every organization's DNA. Employees must filter their actions by spending money appropriately, and calling out efforts to violate standards.

So, Trump and Musk chose the right method to start, going fast and furious to curb the wrongful spending. However, they also must take into consideration the benefits of the slower and more deliberate process in creating the new culture of financial responsibility.

It's not doing one or the other. It's using the best principles of both to achieve the goals

that we the people, regardless of political affiliation, want to see.

That's the Extra Point. Be responsible and make something good happen today. For 93.3FM, the Ray Gibson Show, and First Hawaiian Bank, I'm Jerry Roberts.

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