



Leadership Philosophy

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Demonstrating leadership skills and recognizing these skills in others is the most important part of my job as Director of the Public Works Department. I have served in many positions in the public works field, from entry-level maintenance worker to director. Therefore I have a unique understanding of the challenges, skills, and effort required by public works employees to accomplish our work. I strive to encourage employees to offer suggestions and provide input on departmental decisions, and work to implement employee input as much as possible.

not being verbalized for one reason or another. Listening to the citizen, documenting their concerns, and then repeating their concerns to them minimizes the chances for confusion and allows for a more efficient response by the department. The practice of effective listening skills within the Public Works operation is critical to providing superior service. I also do not allow predetermined bias to influence what I hear, which can be a fatal flaw to any organization.

Fostering the outbound communication from the department is imperative. It is important that the



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I feel that my leadership philosophy can best be described as empowering. Each of the employees in this department bring a wealth of experience, knowledge and ideas to their positions on a daily basis. It is my role to determine and implement the most appropriate method to blend these individual ingredients together in order to achieve a cohesive, trained, experienced and committed team to best serve the residents and customers of the City of Largo.

As a leader, I not only practice, but encourage all members of the department to employ excellent communication skills. It has been often said, and I concur, that communication is the backbone of an effective organization. I have an open door policy to listen to any employee’s concerns; but also depend on an effective chain of command to address daily operational issues. Management must be available to receive comments, questions, and suggestions of both the staff and community. Therefore, effective listening is crucial to understand the issues being raised by a resident and any underlying concerns

message being sent from all parts of the organization be both unified and coordinated. Little frustrates the public more than receiving conflicting information. I believe that all our employees strive to do their part in continuing to make the City of Largo a great place to live and work. A confusing, mixed message, however, will do more to dampen community enthusiasm than almost anything else. Keeping this message on track and coordinated requires the skills mentioned above, as well as communicating in a clear, concise, and meaningful way.

Trust and integrity are two ideals any leader must have and display in order to function in the public arena. When all else is laid aside, my integrity and the public’s trust in my words and actions are critical in accomplishing our job. Without the community’s trust, any public employee ceases to be heard, and without integrity the public employee loses the ability to act. It is my job and that of my staff to listen, learn, communicate with the community, and to accomplish our jobs consistent with policies, and vision provided by the Community through the City Commission.