Preparing for Tomorrows Employee Today

Daniel Rick Pfleiderer
Days Gone By
Miami Dolphins
Don Shula
COACH

• Conviction-Driven: Never compromise your beliefs.
• Overlearning: Practice until it's perfect.
• Audible-Ready: Know when to change.
• Consistency: Respond predictably to performance.
• Honesty-Based: Walk your talk.
Shula's Strategy

• Change as personnel change
• Determine your players talents and support them to get the most from those talents.

“SUCCESS IS NOT FOREVER AND FAILURE ISN'T FATAL.”
DON SHULA
Shula team names

• Nicknames
  – Killer B’s
  – No Name defense
  – Marks Brothers
  – The Fins
Which QB won the most games during the perfect season?

- Don Storck
- Bob Griese
- Earl Morrall
Which QB won the most games during the perfect season?

• Don Stock
• Bob Griese
• Earl Morrall
Since Shula

• In 20 Years
  – 10 coaches
  – 16 different Quarterbacks
Colin Kaepernick
HOW TO SAY ANYTHING TO ANYONE
A GUIDE TO BUILDING BUSINESS RELATIONSHIPS THAT REALLY WORK
SHARI HARLEY
Retirements

• Todays workforce is different
• Employers need to value employees
• Managers need to adapt

Based on my calculations, I can retire about 5 years after I die.
Entry level Advantage

- Want connection (Millennials)
- Eager to learn
- Train them
Entry level Disadvantage

• Supervisors are used to the old ways
  – Employee till retirement

• After training coveted by other utilities
Licensed Operator

• Can take up to 10 years to obtain top license
• Top licensee sought

“We can't stop employees from leaving unless we have a plan to make them stay!”
Operator

- All plants are different
- Training is plant specific
- Breakdowns can’t be taught
- Emergency response
Engaged Workforce

• 87% of C-level executives recognize disengagement to be one of the biggest threats to their businesses
• 44% higher staff retention
• Engaged workforces deliver 33% higher profits
• ??? of companies have an employee engagement strategy

A) 50%  B) 33%  C) 25%  D) 15%
Engaged Workforce

• 87% of C-level executives recognize disengagement to be one of the biggest threats to their businesses
• 44% higher staff retention
• Engaged workforces deliver 33% higher profits
• **25%** of companies have an employee engagement strategy
How to retain employees

- Family atmosphere
- Survey

WORK HARDER
We can always get monkeys to do your job.
Survey

• Everything has a survey
• GW second year
• Ensure results aren’t tracked
Survey

- Respond to survey
- Show data
- Town hall meetings

87% of the 56% who completed more than 23% of the survey thought it was a waste of time.
Results of survey

- Career ladders
- Review changes
- Communication
- Honest feedback
- Engaged workforce
Career ladders

• Important
• Shows growth
• Encourages employee to continue to grow within organization
• Sets training requirements
Reviews

- Used to be 5 basic heading
- Expanded to 20
- Added section for training
- Reward high performers
Training

- Employee has to be responsible
- Part of process
- Identify what is needed to advance

What if we invest to train the employees and they leave?

What if we don’t invest to train them and they stay?
Communication

- Monthly meetings
- Agenda
- Bullet points
- Relevant
Changes

• Picnic area
• Safety discussions
• Financial discussions
• Improved benefits
• Better understanding of strategic vision and goals
Supervisors

• Need to be more engaged
• Can’t supervise remotely
• Responsible for setting expectations

“We asked the employees for more feedback, but after reprimanding those who spoke up, none was forthcoming.”
Results that matter

• Employees are passing exams
  – Without schooling
• Communication
• See their career path
• Opportunities
Work force

- More cohesive
- Not us against them
- CEO involved

“My responsibility is leadership, and the minute I get negative, that is going to have an influence on my team.”

-Don Shula

LeanLeader.org
Promotions

• Internal candidates
• Sets expectations
• Employees stay with company
Results

- 76% participation rate in survey - 64% last year
- 71% Overall engagement - 59% last year
- Good place to work unsatisfied dropped 11% (20-9)
- WR increased approval from 46% to 75%!!
Make solid plans for improvement, or nothing will change

• Engagement begins at the local level
  – managers’ initiatives
  – manager-to-manager support
  – organized classes led by human resources.
• Managers need to focus on local actions
  – Commit to obtain materials and equipment employees are missing
Best In Class

• A company's purpose is evident through its culture and brand
  – Millennials are better able to connect it to their role.

• Leaders strategically align the company's purpose, brand and culture to create an environment in which employees experience daily.

• By integrating purpose company-wide, leaders give employees the opportunity to own the company's mission and transform it into enhanced performance.
• Unlike other businesses the water and wastewater field takes years to fully understand the mechanics of treatment plants. This is due to changes and breakdowns that occur infrequently and operators have to know how to react to these situations. The success of an employee is usually based on how many licensing exams they pass and companies promote accordingly. Unfortunately once an employee reaches the top license they are being coveted by other utilities and your utility becomes a training ground unless you can provide opportunities and have a high job satisfaction.

• Over the last two years Water Resources has replaced five supervisors and twelve employees mainly due to retirements. Greenville Water utilizes internal candidates for promotion opportunities prior to looking for any external candidates. This creates a chain effect until the opening is an entry level position.

• We prefer an entry level to be someone who has not worked in the field previously. Our challenge is to keep new employees engaged and prepare them for a career with Greenville Water.

• We have started surveys to gauge what employees like and dislike. Based on these findings we have responded by improving communications, changing our annual review rewards, not accepting the status quo, career ladders, and monthly documented talks with each employee. These monthly talks have brought changes in the way we manage. We continue to adapt to ensure our employees stay motivated and want to work for Greenville Water. This has been successful as only one employee has left.