

Adapting To Change



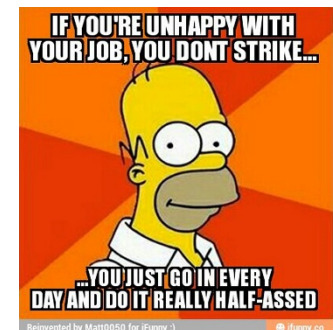
What to Expect

- My background experiences
- Stories
- You may experience some “discomfort”
- Trigger some thought



Your Agency/Culture

- You are unique
- What is your current culture?
- What culture are you striving for?
- Can be a slow process
- Management impact
- Are “You” in the right place?



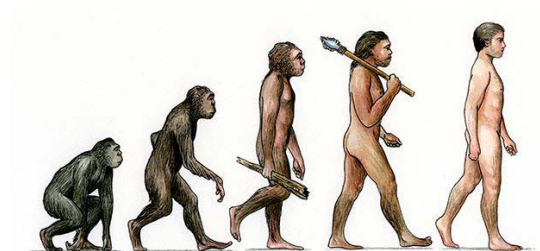
My Organization

- We are somewhat “different”
- Successes and failures
- It took us a long time to get here
- Learned along the way from others
- Had commitment from the “top”
- Still striving for improvement



Where I have been!

- Poor labor relations
- Lack of communication
- “Top-down” management philosophy
- Discipline as the “motivator”
- “Always done it this way” syndrome



What I Have Seen!

- Egos
- Fear of subordinate skills/knowledge - Bob
- Lack of commitment from the “top”
- Managers not “pushing” change
- Poor work culture



“I get paid to do the thinking – you get paid to do what
you are told”
(Former Jerk of a Boss – 1989)



Change



Manager Resistance to Change

- Lack of awareness of the need for change
- Loss of control or negative impact on job role
- Increased workload and lack of time
- Culture of change resistance and past failures

“Prosci’s 2012 Edition Best Practices in Change Management Benchmarking Report

Employee Resistance to Change

- Lack of awareness of the need for change
- Impact on current job role
- Organizations past performance with change
- Lack of visible support and commitment from managers
- Fear of job loss



"Prosci's 2012 Edition Best Practices in Change Management Benchmarking Report"

What Motivates Employees?

- Achievement
- Recognition
- The Work
- Responsibility
- Advancement



What Has Not!

- Supervision received
- Policy and administration
- Benefits
- Salary



Being “Stupid”

- Morale Busting – Fox Lawson example
- Pay inequities – major “blunder”
- Poor leaders – Dave SC story
- Mouth engaging before brain - SG
- Encourage ideas – not following through (me)



Recruitment of Staff

- Who are you targeting?
- Experienced/entry level/PT?
- Where do you advertise?
- HR can create “roadblocks”
- Pay barriers/environment



Demographic Trends

- Retirement of “baby boom” cohort
- Pay attention to Y and Z
- Trend toward more diverse workforce

Talking a different language					
Formative experiences	Maturists (pre-1945) Wartime rationing Rock'n'roll Nuclear families Defined gender roles - particularly for women	Baby boomers (1945-1960) Cold War 'Swinging Sixties' Moon landings Youth culture Woodstock Family-orientated	Generation X (1961-1980) Fall of Berlin Wall Reagan/Gorbachev/ Thatcherism Live Aid Early mobile technology Divorce rate rises	Generation Y (1981-1995) 9/11 terrorists attacks Social media Invasion of Iraq Reality TV Google Earth	Generation Z (Born after 1995) Economic downturn Global warming Mobile devices Cloud computing Wiki-leaks
Percentage in UK workforce	3%	33%	35%	29%	Employed in either part-time jobs or apprenticeships
Attitude toward career	Jobs for life	Organisational - careers are defined by employees	"Portfolio" careers - loyal to profession, not to employer	Digital entrepreneurs - work "with" organisations	Multitaskers - will move seamlessly between organisations and "pop-up" businesses
Signature product	Automobile	Television	Personal computer	Tablet/smartphone	Google glass, 3-D printing
Communication media	Formal letter	Telephone	E-mail and text message	Text or social media	Hand-held communication devices
Preference when making financial decisions	Face-to-face meetings	Face-to-face ideally but increasingly will go online	Online - would prefer face-to-face if time permitting	Face-to-face	Solutions will be digitally crowd-sourced

Source: Barclays, University of Liverpool

Generation Y and Z

- Mission – want to be part of something bigger
- Want an inclusive atmosphere
- Will require managerial change
- May not be “long-haul” employees



The “New” Employee

- Increased quality time with family
- Looking for flexibility
- More technologically astute
- Wants a ‘stake in the game’
- Not afraid to “move-on”



Buy-In/Ownership

- Get employees involved
- Encourage them to participate
- Communication is critical
- Define the mission/goals (LOS)
- Feedback and follow through





“Example”

Budget preparation is quickly approaching. If you have equipment needs or ideas for the next 1-3 year please let your supervisor or managers know. Not only do we need to be planning for the 2018/2019 budget year but "placeholders" for ideas as well. Why is this important? Because for long term planning processes Finance and the Elected Body like to see what the future needs are as well. It is also much harder for me to justify "knee jerk" needs and we can appear to be "non-vision" oriented by City leaders.

As managers we are going to be discussing strategy with regards to staffing needs. We are going to be looking at costs, part-time hiring issues, contractor costs, etc. etc.

We need to figure out from both the operational and political side how we continue to grow. This has been and always will be an on-going challenge. If I asked 10 people how we should do it - I would get 10 different answers.

I am a true believer in the fact that the people doing the work have the best ideas on what is needed. You need to be engaged in this process or many good suggestions may go unnoticed. Not that we will get everything we need, but we need to get ideas on the table. I will try my best to make sure you are provided with the tools and equipment you need to do your jobs effectively and safely.

We are going to have a meeting on Tuesday at 3:00PM with the management team at Public Services to review ideas. I know I have mentioned this again in previous meetings but it is getting to be "crunch time".

Let me know if you have any questions or concerns. Thanks!

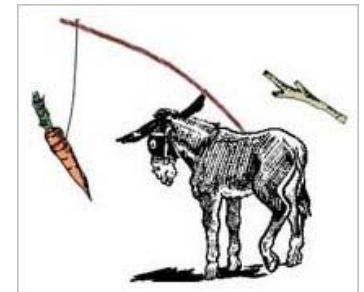
Bret

Employee Input

- Frequently overlooked
- You don't have all the answers
- Ownership/pride
- Specification/purchasing input (backhoe)
- Share in both successes/failures

Performance Evaluations

- They are typically non-beneficial
- Tend to be an annual surprise party!
- Trend - moving away from them
- Focus should be on future goals
- “Continual communication”



Common Mistakes

- Lack of “open dialogue”
- Inconsistency between managers
- “Rear view mirror vs. windshield”
- Lack of periodic “updates”



“360” Reviews

- Do your homework
- Is your organization “ready?”
- Effective if done correctly
- Talk to experienced agencies
- Can be “tricky” in our environment



Trends

- Annual reviews will continue to decline
- Personal development a key aspect
- Employee autonomy – (independent in one's thoughts and actions)
- More software based performance management tools

Hiring Practices



The Process

- Extremely important
- Look for the “right” people
- Do your “homework”
- Be thorough
- Look at a team approach

Trends

- Offers will include more perks and benefits
- More “boomerangs”
- Offers will include flexibility
- More lucrative employee referral programs
- Social media for finding candidates!!

“5 Hiring Trends to Watch in 2016”
Vicki Salemi

Career Advancement



Houston, We Have a PROBLEM!



What's the Problem?

Employee Turnover:

- Vacancies in leadership positions
- Challenges faced with filling positions
- Leadership voids created
- Loss of experienced personnel
- Detrimental impacts to continuity of processes.



WDM “Issues”

- Our “screw-ups”
- Developed a plan
- “Half-assed” implementation
- Didn’t “walk-the-walk” – (Gary)
- Finally waking up



Succession Planning VS Replacement Planning



- Replacement Planning is about finding backups to fill vacancies on and organization chart.
- Succession Planning is about grooming the talent needed for the future.

The Succession Planning Process

Includes:

- Performing Department Gap Analysis
- Completing employee Career Development Plan's
- Establishing Leadership Development Plan
- Mentoring Support



Cross Training

- Rewarding for some/not for others
- What is your organizational structure?
- Safety/proficiency/productivity
- Stakeholder involvement
- Succession planning tool



Retaining Staff



Some Thoughts

- Make them feel part of something
- Let them take ownership in what they do
- Get their input (Ideas Theory)
- Proper recognition
- “Have their back”

“More”

- Identify and address your “weak spots”
- Foster open and honest dialogue
- Let them fail – that right – “fail”
- Effective disciplinary process
- Don’t use union issues as a “crutch”
- Egos – “Get over yourself”

WDM - What's Worked

- Public Works Quality Team
- Daytime social events
- Getting employees “involved”
- IDEAS program
- Leadership training (Tier 1 & 2)



What Hasn't

- After hour social events
- Annual recognition dinner/party
- City Wide Quality Team
- Department's not participating
- Lack of leadership from the "top"

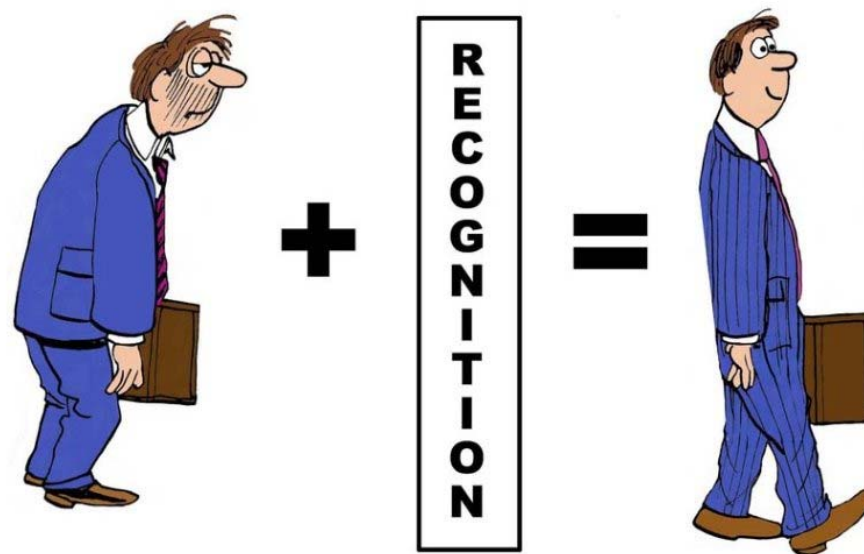


What “Might”

- Transition to “Affinity Groups”
- WDM “101” program
- Leadership training “upgrades”
- Quarterly Breakfast Updates for managers
- More interaction – “Walk in Your Shoes”



Recognition/Culture



Examples



National Public Works Week



Career Celebrations



Annual Chile Contest



Quarterly Breakfasts



School Outreach



Conclusions

- Times – they are changing
- Maintain flexibility and openness to change
- Changing culture takes time
- Have some fun at work
- Most important – Involve Your Staff



Is this You?



Things Could Change!



Questions?





THANK YOU!

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