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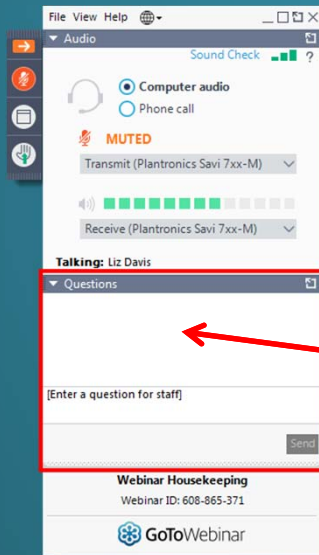
Don't Forget About People

Wednesday, March 9, 2022
2:00 – 3:00 PM ET

The Water Environment Federation logo and tagline are located in the bottom right corner of the teal background. The logo is a stylized white 'W', and the text 'Water Environment Federation' is on the top line, with 'the water quality people' on the bottom line.

2

How to Participate Today



- **Audio Modes**
 - Listen using Mic & Speakers
 - Or, select “Use Telephone” and dial the conference (please remember long distance phone charges apply).
- **Submit your questions using the Questions pane.**
- **A recording will be available for replay shortly after this webcast.**

3



WISE
Water Intrapreneurs
for Successful Enterprises

People. Process. Technology.

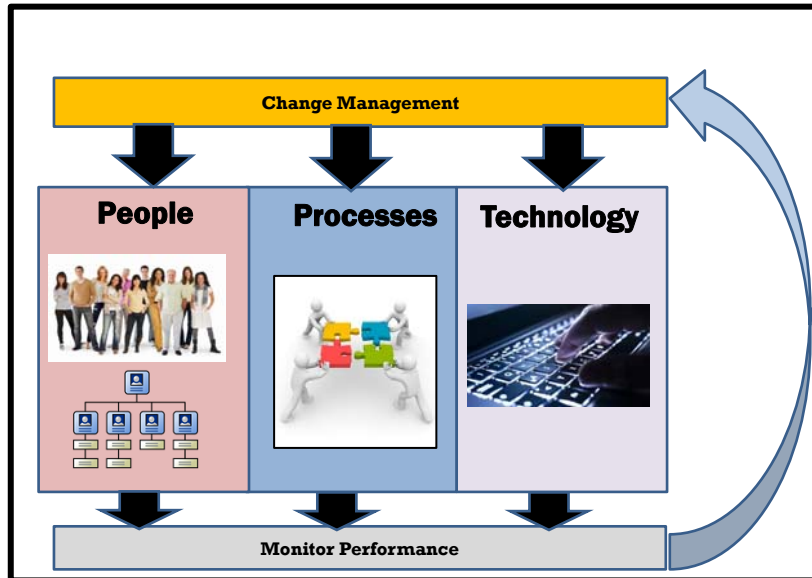
Welcome!

Don't Forget About People

**Jackie Jarrell
Charlotte Water
Deputy Director**

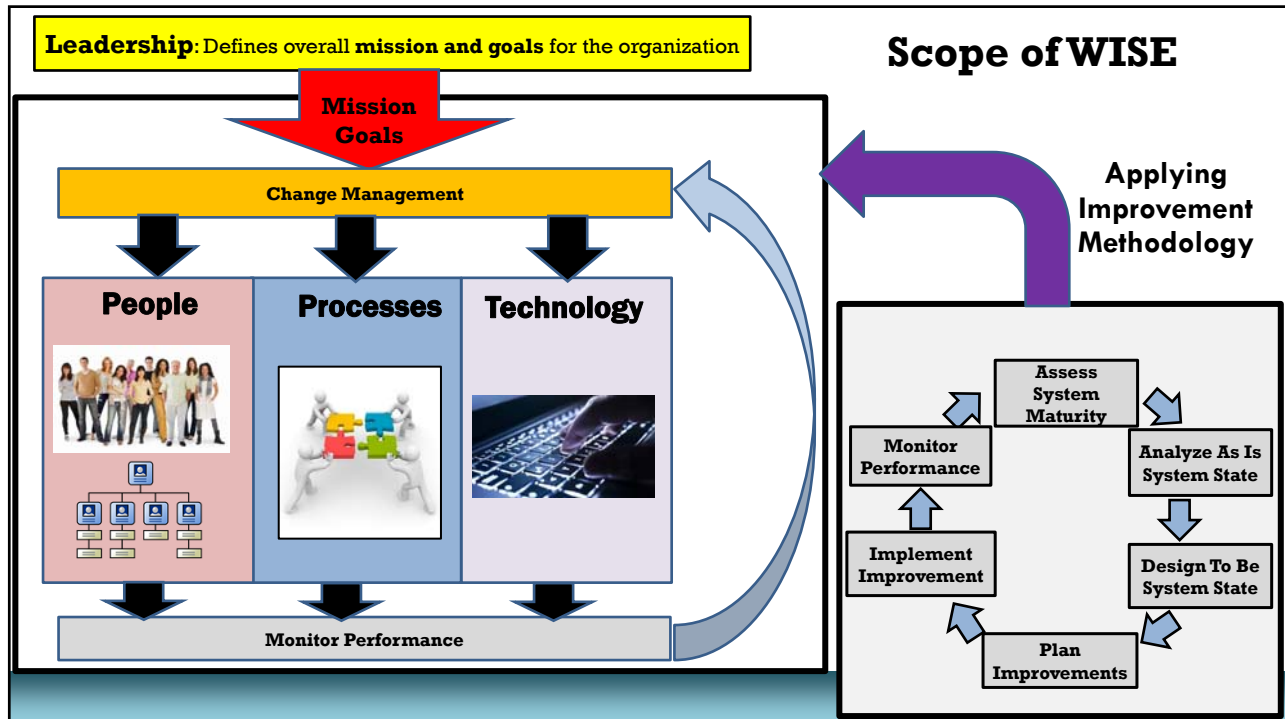
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WISE Framework Focuses on Creation of Value

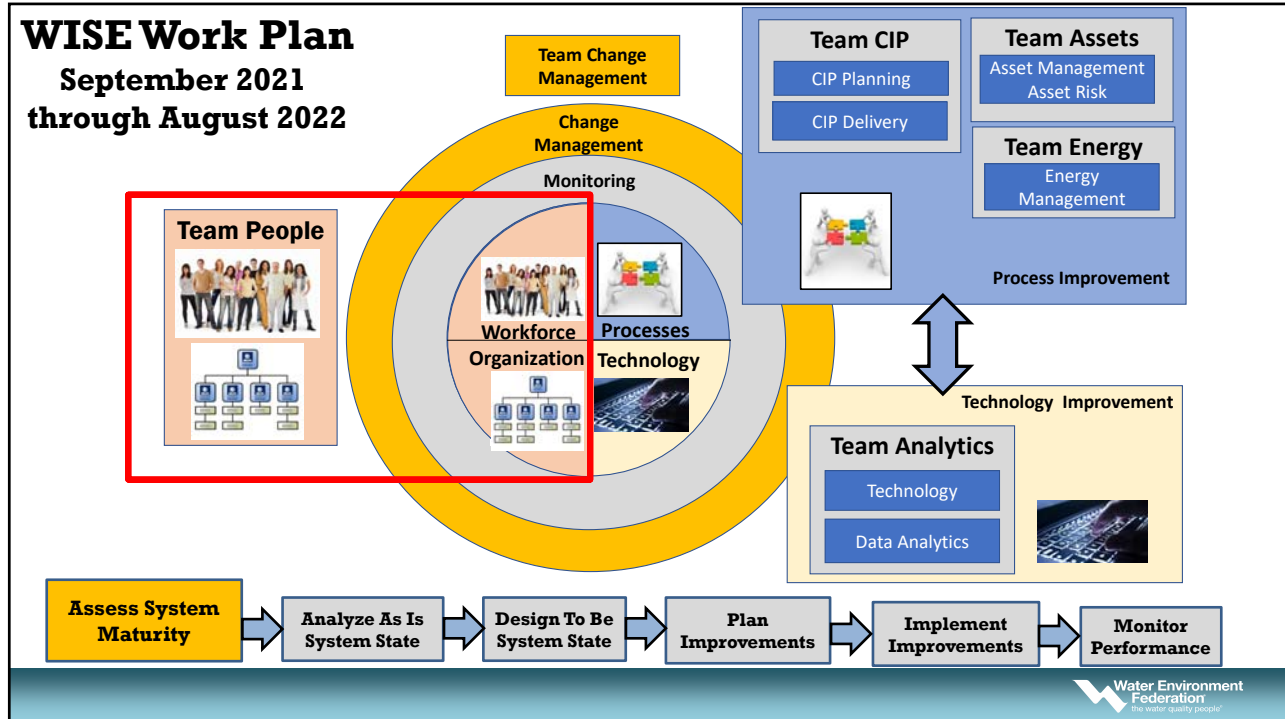


Water Environment Federation
The water quality people!

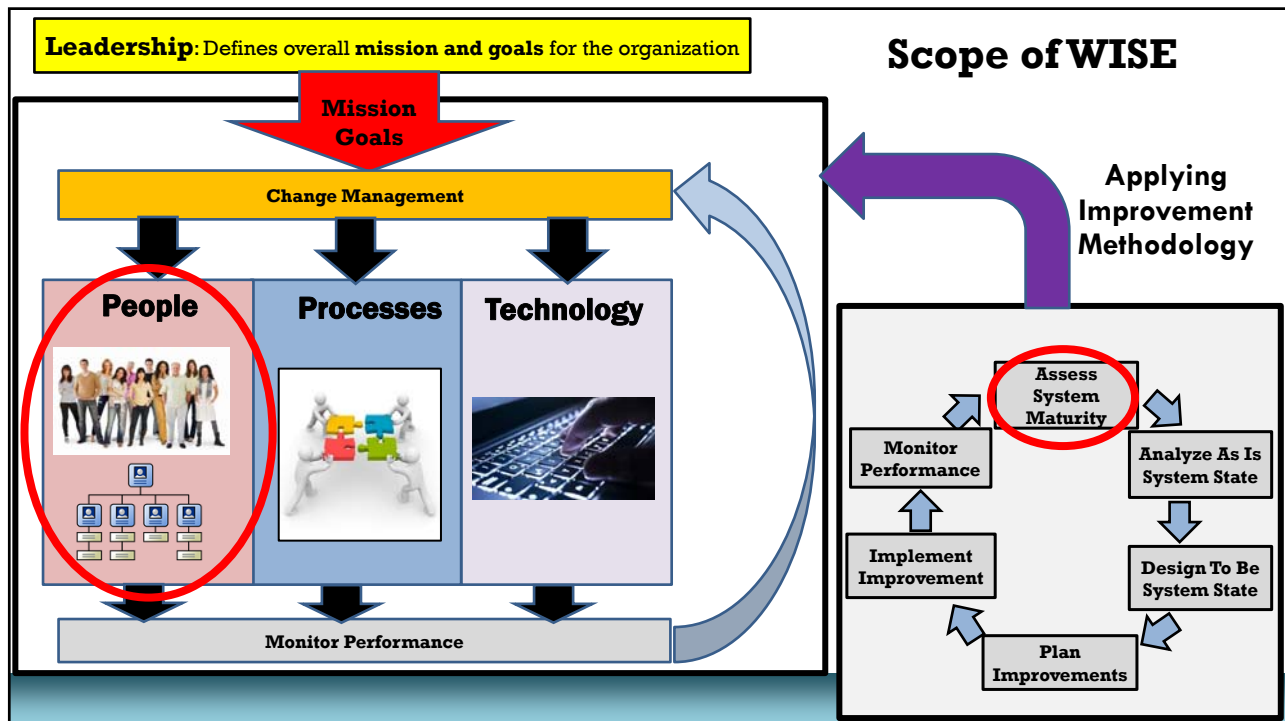
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People First

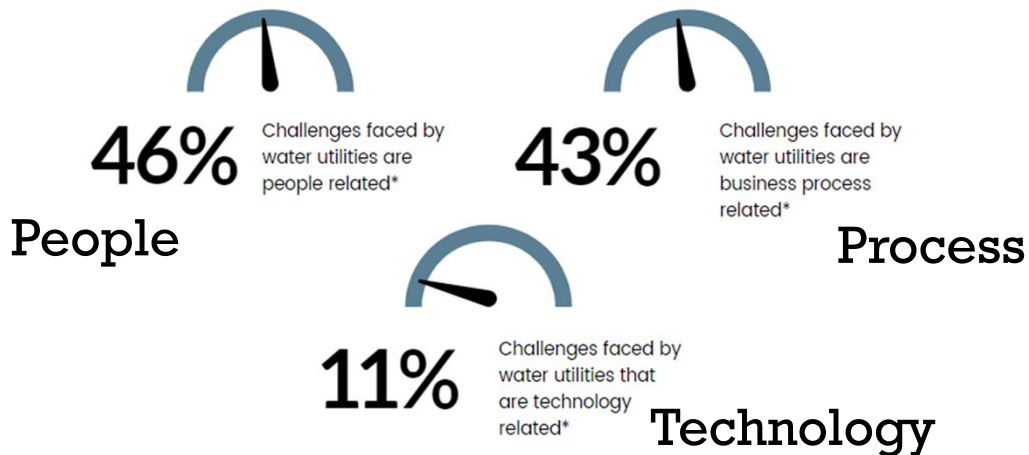


Leisa Thompson
General Manager
Metropolitan Council
Environmental Services



9

People Related Challenges



*Data gathered from participating water utility representatives at a weeklong 2019 Portland workshop



10

We Need to Change

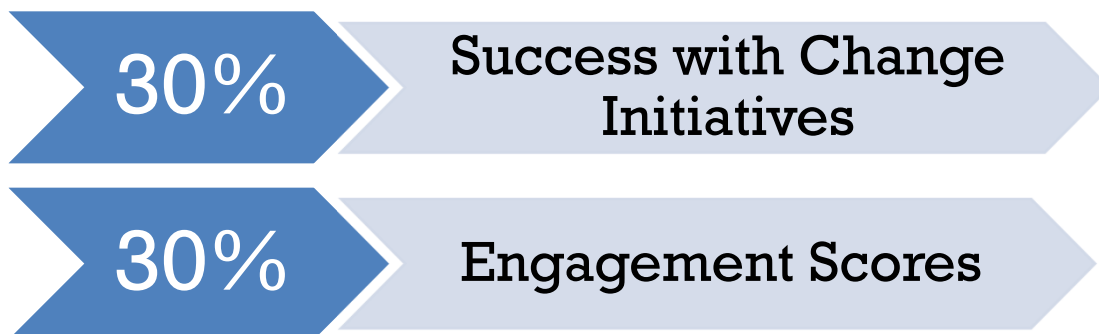


**You can't solve today's problems with the same thinking that created them
Einstein**

Progress is impossible without change and those who cannot change their minds cannot change anything

11

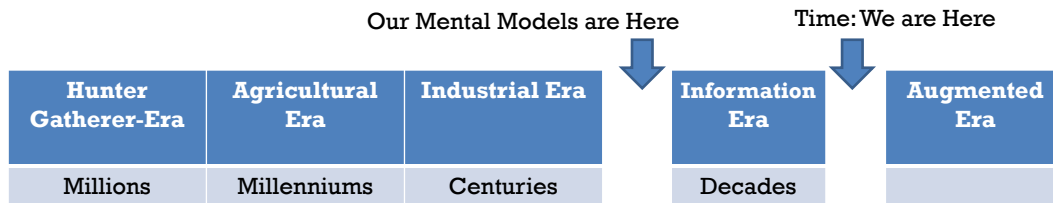
Are We Asking the Right Questions?



12

Why Do Leaders Need to Get Comfortable with Adaptation?

- *The slowest rate of change is happening now*



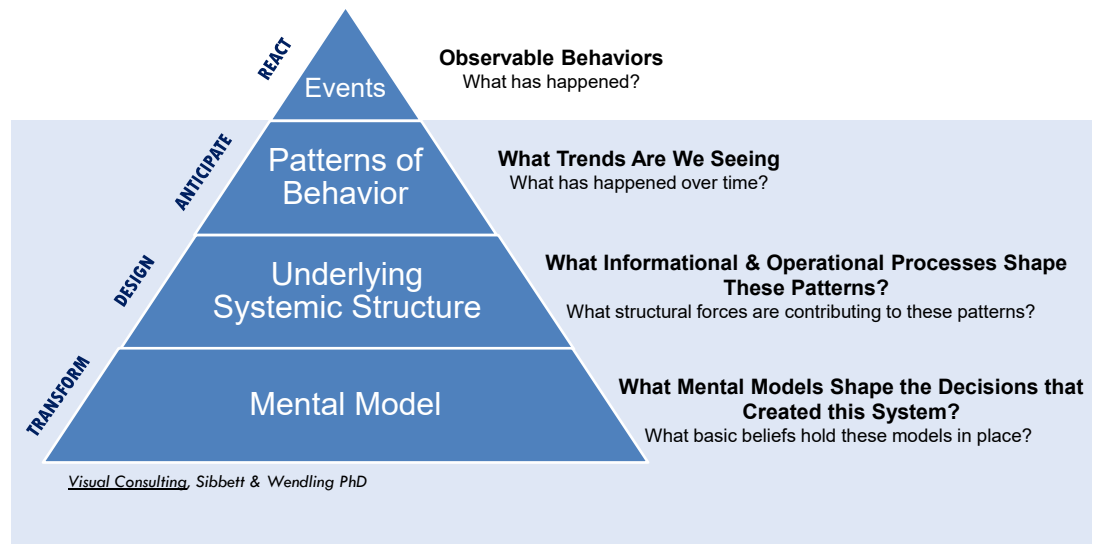
- *Our mental models are already behind*
- *What mental models are we carrying that need to be unlearned?*
- *What leader habits reflect an outdated mental model?*

The Adaptation Advantage by McGowen, Shipley



13

The Iceberg Model For Organizations



14

Culture = Shared Everyday Habits

Organizational culture is shown in:

- **How** we do our work
- How we **treat** our employees and customers
- How we **make decisions**
- The **degree of freedom** for personal expression
- How **power and information** flow through the hierarchy

Culture is the lingering effect of every interaction.
– Torben Rick

15

Psychological Safety and Performance

Amy Edmonson, Fearless Organizations

Psychological safety refers to the experience of feeling able to speak up with relevant ideas, questions or concerns

	Low Standards	High Standards
High Psychological Safety	Comfort Zone	Learning & High Performance Zone
Low Psychological Safety	Apathy Zone	Anxiety Zone

16

Neuroimage of Brain Responses to Social and Physical Threats

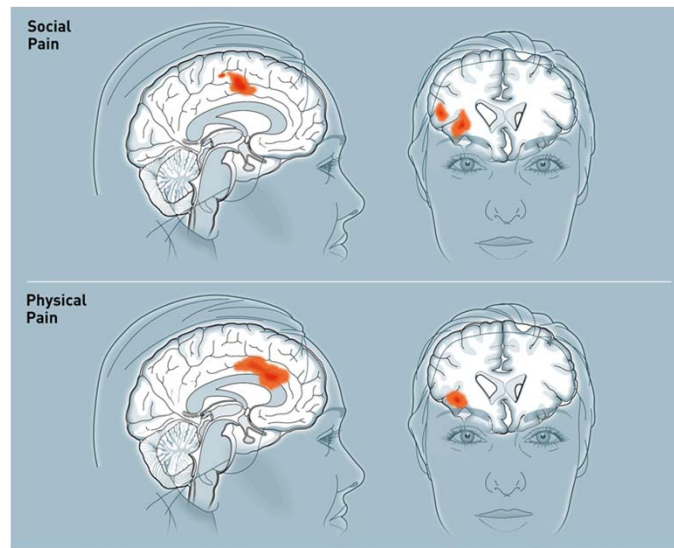


Illustration: Samuel Valasco
Source: Eisenberger, Lieberman, and Williams, Science, 2003 (social pain images); Lieberman et al., "The Neural Correlates of Placebo Effects: A Disruption Account," Neuroimage, May 2004 (physical pain images)

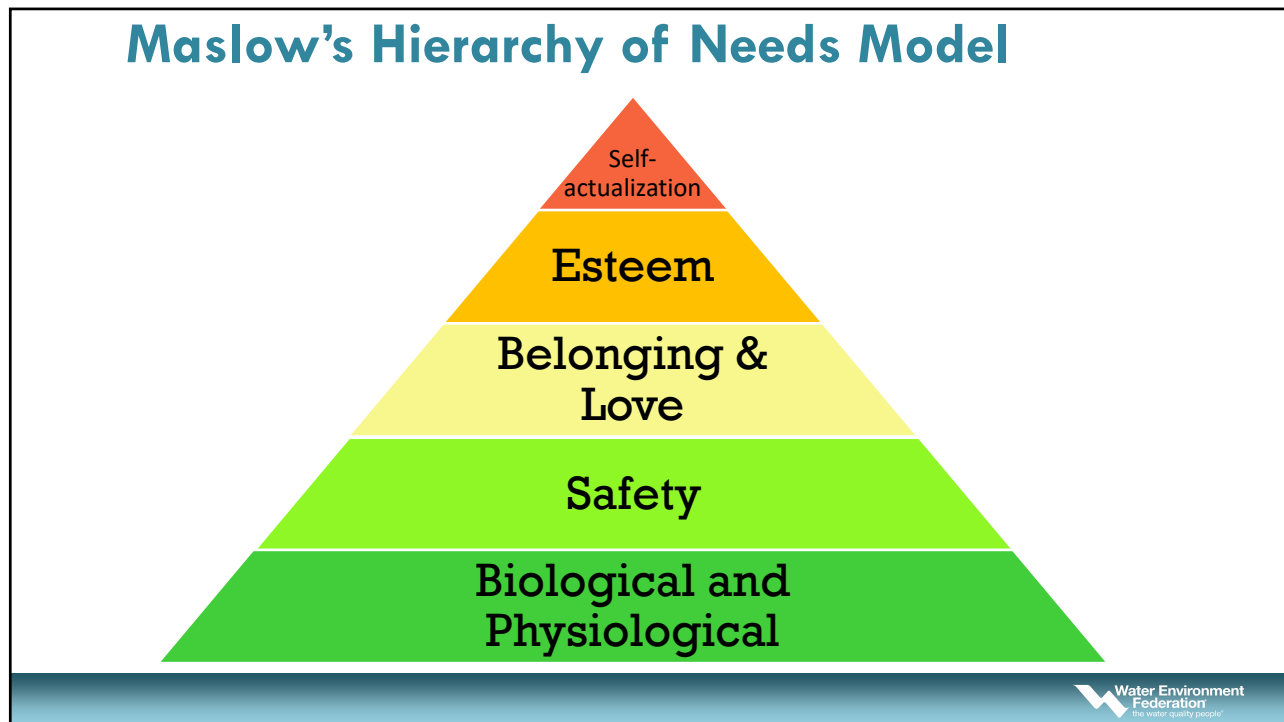
17

SCARF Model by Neuroleadership Institute

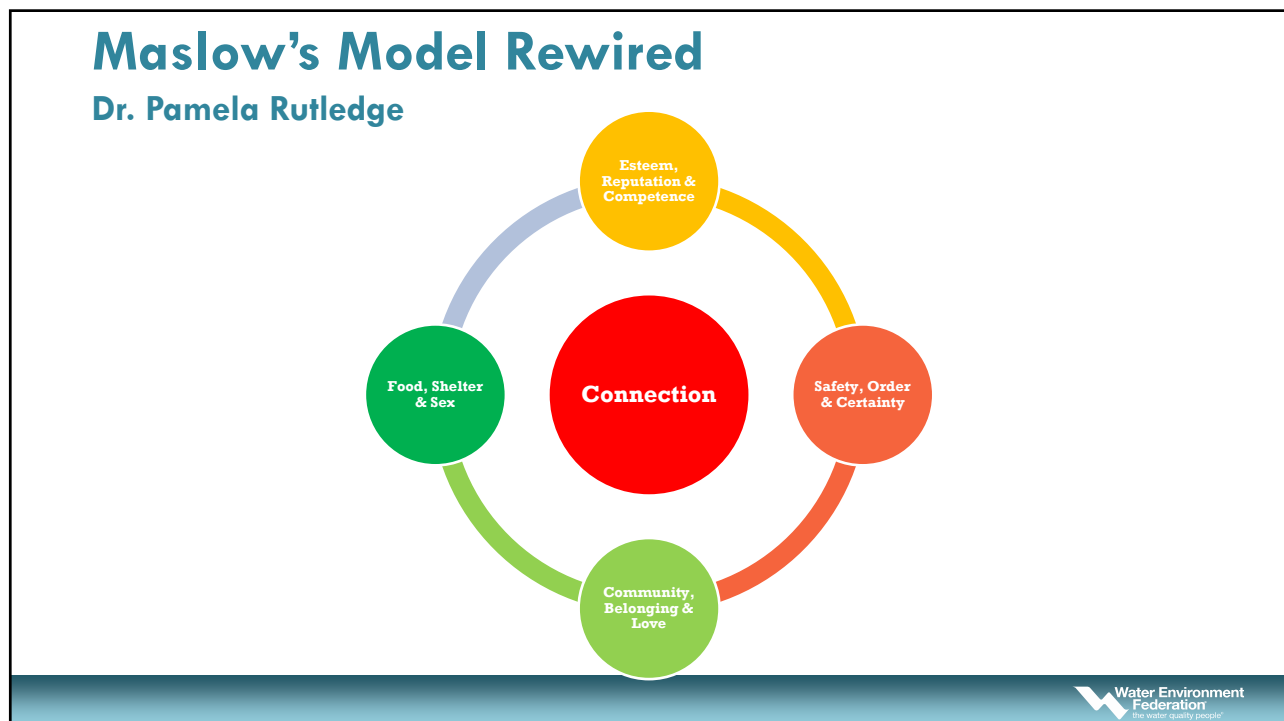


Status	Am I Respected and Valued?
Certainty	Am I in the Loop?
Autonomy	Am I Given Choices and Control?
Relatedness	Do I Belong?
Fairness	Do I Get the Credit and Opportunities That Others Do?

18



19



20

Generative Interactions Leads to Systemic Change

With Psychological Safety

- Authentic Conversations
- Connection
- Holding the Whole and the Parts at the Same Time

Without Psychological Safety

- Uncommunicated Thoughts
- Unshared Feelings
- Unexpressed Observations

21

Why is it So Hard to Change Our Behaviors Even When We Want To?

Thinking Behaviors

- 20% of brain energy
- conscious brain
- creative and deliberate
- What do I know?

Processing Speed

- 40 bits info/second

Habit Behaviors

- 80% of brain energy
- subconscious brain
- reflex behaviors and habits
- What I think I know

Processing Speed

- 40 million bits info/second

Blood Flow Decreases

When triggered by physical or

Blood Flow Increases

5%

What part of the brain is driving behaviors daily?

95%

22

Greatest Invention of All Time?



People Working
Together Toward a
Common Goal



23



Kaisra Osman
Asset Management Professional
Greatlakes Water Authority



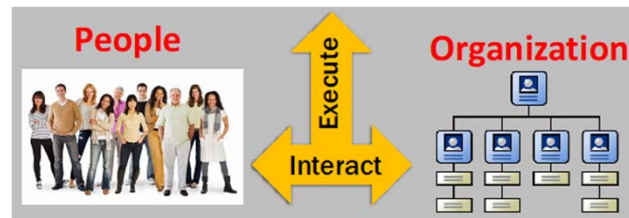
Organizational Culture & Workforce Maturity Assessment Model Development Process



24

Overview

- The Framework
- Collaboration Process
- Maturity Model



The Framework



The Framework - Goal

Gather, manage and interpret feedback and information efficiently and develop an assessment tool that is versatile and usable across a spectrum of water utilities.



The Framework - Development

1. Team Membership/development
 - Workforce
 - Organizational Culture
2. Established a Core Team
3. Multiple Workshops focus
 - Develop level 5 maturity statements
 - Identify actions needed to reach maturity
4. Assessment of actions/statements collected during workshops
5. Combined the two teams and collated statements
6. Collaboration on survey questions to build the assessment model



The Framework – Maturity Model

Daniel H. Pink
Drive: The Surprising Truth about What Motivates Us

Motivation – how do we do it?

Workforce Maturity Model

- Mastery
- Autonomy
- Purpose
- Fairness and Inclusion

Patrick Lencioni
The Five Dysfunctions of a Team

The 5 Dysfunctions of a Team

Organization Maturity Model

- Results Oriented
- Accountability
- Control/Authority
- Values & Purpose
- Trust and Collaboration

Org. Culture modeled based on key functional elements and the direct impact on results

Workforce modeled based on motivational elements that impact results

Maturity Models Describe Capabilities (How well we could be doing)

Workforce Team

Organizational Culture Team

Organizational Culture & Workforce Maturity Assessment Model Development Process

29

Collaborative Approach

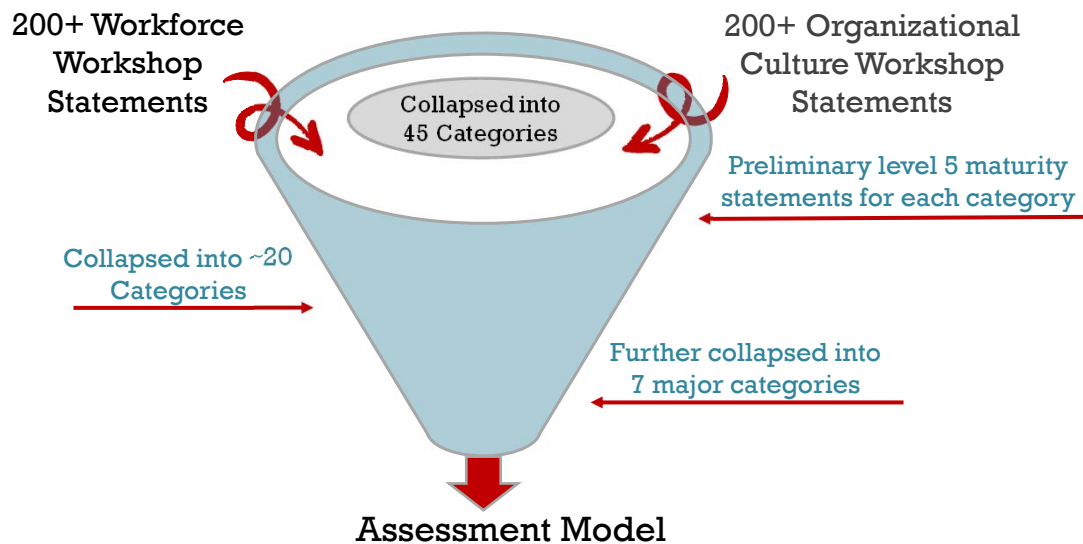


Organizational Culture & Workforce Maturity Assessment Model Development Process



30

Collecting and Consolidating Input



Organizational Culture & Workforce Maturity Assessment Model Development Process



31

Final Seven Categories

1. Organizational Strategy and Performance
2. Organizational values
3. Responsibility and Accountability
4. Employee Engagement
5. Teamwork and Collaboration
6. Reward and recognition
7. Communication and Feedback

*Further refined **level 5** Maturity statements for each category*

Organizational Culture & Workforce Maturity Assessment Model Development Process



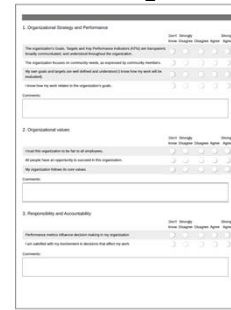
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Building the method

Reviewed several available surveys such as the Office of Personnel Management (OPM) & Society for Human Resource Management (SHRM) as reference documents to develop the assessment statements.

Responses on Likert scale
From Strongly Disagree to Strongly Agree

Tier 1: 18 Statements
Tier 2: follow-Up to Tier 1



Organizational Culture & Workforce Maturity Assessment Model Development Process



33

Mapping Input Into Categories

Layer	Categories	Input	Level 5 Maturity Examples	Level 3 Maturity Examples	Level 1 Maturity Examples	Related OPM Questions	Proposed Questions	
Teamwork and Collaboration	Decision Making	<ul style="list-style-type: none"> Collaborative Decision making must be ongoing. One time inclusion is an illusion Define Distributed Decision Making System standardize processes for decision making Distributed decision making is enabled by high level of information sharing and access. I struggle with the terms control and authority but of course understand the need. They just seem to push us backwards not allowing space for shared ownership/co-creation employees not identified/locked into decision evidence based decision making decision making to consider stakeholder input charter for decision making and authority clearly defined roles for teams and projects Continuous improvement - Once a decision is made, don't stop thinking about it clear/public governance calendar so everyone knows when decisions are being made clear goals and expected outcomes avoid decision-making to distrust trust between employees Alternately, once a decision is made all support it. All initiatives connected to strategic plan, all team members to participate in discussions leading to decisions, ideally consensus decisions for teams. survey to gather employees perceptions on decisions Develop a clear decision making model/means to avoid favoritism. 	<ul style="list-style-type: none"> Structured decision process Clearly tied to metrics, performance data and resource allocations 	<ul style="list-style-type: none"> The leader delegates the decision to a group and becomes one of them. The group discusses, discerns, and decides on behalf of the organization Utilizes available data 	<ul style="list-style-type: none"> The leader calls on an expert group or subcommittee that can work on behalf of the entire team or organization to provide recommendations Inconsistent use of data 	<ul style="list-style-type: none"> Decision making process is ad hoc and depends on decision maker The leader makes the decision as they have all the information and knowledge to make the decision Data utilized if available 	63	<ul style="list-style-type: none"> * I have the authority to make the decisions that are part of my responsibilities * I have an opportunity to participate in decision making within my work unit * Decision making processes in my work unit are transparent and in line with organization's mission and priorities * My manager communicates how the decision made will impact me and/or my team. * In my unit/team, the decisions are made in a timely manner * In my unit, the decisions are monitored and revisited based on the feedback * Leaders at my organization choose the right course of action when making key decisions * Leaders at my organization encourage input and constructive debate when making key decisions * Leaders at my organization show commitment and support for key decisions once they are made.
	Teamwork and Collaboration	<ul style="list-style-type: none"> Systems are established to encourage employee participation in leading the organization make sure culture so that employees who are trying into continuous improvement and lean changes are not discouraged by peers encourage innovative thinking Constant Messaging of encouragement to employees Listen to what is not being said encourage employees to speak up without ramifications. i.e. don't just say what your boss wants to hear Supervisors should not micromanage in this type of env. Yes Catherine, what is not being said and who is not at the table or proposing things Control, may use the word Empowerment every voice is heard and respected historically underrepresented voices in the organization are clearly at the table and contributing in meaningful change employee engagement to a meaningful way, value feedback and listen feedback seeking is lateral across - reduced need to go thru the hierarchical structure Executive Sponsorship for Employee lead initiatives Employee led initiatives ADDITION supported with training and hours allocation clear expectations with leadership support for initiatives A process and system for employee led initiatives Foster culture of collaboration across functional units, breaking the silos of excellence recognize that new ideas do not/should not necessarily come from "the top" make sure to have formal and informal feedback channels that align with the diversity of communication preferences among employees (including anonymity if possible) Make sure employees are protected from retaliation opportunity takes not problem solvers' lens don't mistake problem solvers with those who are genuinely raising issues that they don't know how to solve Problem solvers vs problem solvers - get the spirit of this, and I think there are times and places for concerns to be brought up where the concerned party does not have a solution or is a role to provide one. The naysayers are not always wrong. Listen to everyone. idea generation process and tracking 	<ul style="list-style-type: none"> Employees have greater levels of authority for managing day-to-day operations and for performing some of their own workforce practices 	<ul style="list-style-type: none"> Employees are encouraged to participate in decision making process 	<ul style="list-style-type: none"> Employees are reluctant to share their opinion 	3 43 48 32 30 29	<ul style="list-style-type: none"> * Staff has responsibility and authority over their work processes. * Staff takes ownership of improve processes/ productivity * Staff participate in setting goals to the unit. * Staff have the decision-making authority to do whatever it takes to serve our customer * Staff participate in hiring their peers/ team members 	
	Empowerment	<ul style="list-style-type: none"> Employees openly discuss performance issues and seek solutions to these issues. Employees are provided with all necessary resources to do their 	<ul style="list-style-type: none"> Employees openly discuss performance issues and seek solutions to these issues. Employees are provided with all necessary resources to do their 	<ul style="list-style-type: none"> Risk/audit approach for most people processes which return does not empower employees 				



34

Consolidating Comments Into Categories

Layer	Categories	Input
Teamwork and Collaboration	Decision Making	<ul style="list-style-type: none"> - Collaborative Decision making must be ongoing. One time inclusion is an illusion - Define Distributed Decision Making System - standardize processes for decision making - Distributed decision making is enabled by high level of information sharing and access. - I struggle with the terms control and authority but of course understand the need. They just seem to push us backwards not allowing space for shared ownership/co-creation - employees not identified/locked into decision - evidence-based decision making - decision making to consider stakeholder mgmt - charters for decision making and authority and clearly defined roles for teams and projects - Continuous improvement - Once a decision is made, don't stop thinking about it - clear/public governance calendar so everyone knows when decisions are being made - clear goals and expected outcomes avoid decision-making to disrupt trust between employees - Alternately, once a decision is made all support it. - All initiatives connected to strategic plan, all team members to participate in discussions leading to decisions, ideally consensus decisions for teams. - survey to gather employees perceptions on decisions - Develop a clear decision making model/matrix to avoid favoritism.
		<ul style="list-style-type: none"> - Systems are established to encourage employee participation in leading the organization. - make sure culture is so that employees who are buying into continuous improvement and lean changes are not discouraged by peers. - encourage innovative thinking - Consistent Messaging of encouragement to employees



35

Defining Examples For Different Maturity Levels

Layer	Categories	Input	Level 5 Maturity Examples	Level 3 Maturity Examples	Level 1 Maturity Examples
Teamwork and Collaboration	Decision Making	<ul style="list-style-type: none"> - Collaborative Decision making must be ongoing. One time inclusion is an illusion - Define Distributed Decision Making System - standardize processes for decision making - Distributed decision making is enabled by high level of information sharing and access. - I struggle with the terms control and authority but of course understand the need. They just seem to push us backwards not allowing space for shared ownership/co-creation - employees not identified/locked into decision - evidence-based decision making - decision making to consider stakeholder mgmt - charters for decision making and authority and clearly defined roles for teams and projects - Continuous improvement - Once a decision is made, don't stop thinking about it - clear/public governance calendar so everyone knows when decisions are being made - clear goals and expected outcomes avoid decision-making to disrupt trust between employees - Alternately, once a decision is made all support it. - All initiatives connected to strategic plan, all team members to participate in discussions leading to decisions, ideally consensus decisions for teams. - survey to gather employees perceptions on decisions - Develop a clear decision making model/matrix to avoid favoritism. 	<p>Structured decision process clearly tied to metrics, performance data and resource allocations</p> <p>The leader delegates the decision to a group and becomes one of them. The group discusses, discerns, and decides on behalf of the organization</p> <p>Utilizes available data</p>	<p>Documented decision making process for transparency and future learning</p> <p>The leader calls on an expert group or subcommittee that can work on behalf of the entire team or organization to provide recommendations</p> <p>Inconsistent use of data</p>	<p>Decision making process is adhoc and depends on decision maker</p> <p>The leader makes the decision as they have all the information and knowledge to make the decision</p> <p>Data utilized if available</p>
		<ul style="list-style-type: none"> - Systems are established to encourage employee participation in leading the organization. - make sure culture is so that employees who are buying into continuous improvement and lean changes are not discouraged by peers. - encourage innovative thinking - Consistent Messaging of encouragement to employees 			



36

Mapping To OPM Questions

Layer	Categories	Input	Level 5 Maturity Examples	Level 3 Maturity Examples	Level 1 Maturity Examples	Related OPM Questions						
Teamwork and Collaboration	Decision Making	<ul style="list-style-type: none"> - Collaborative Decision making must be ongoing. One time inclusion is an illusion - Define Distributed Decision Making System - standardize processes for decision making - Distributed decision making is enabled by high level of information sharing and access. - I struggle with the terms control and authority but of course understand the need. They just seem to push us backwards not allowing space for shared ownership/co-creation - employees not identified/locked into decision - evidence-based decision making - decision making to consider stakeholder mgmt - charters for decision making and authority and clearly defined roles for teams and projects - Continuous improvement - Once a decision is made, don't stop thinking about it - clear/public governance calendar so everyone knows when decisions are being made - clear goals and expected outcomes avoid decision-making to disrupt trust between employees - Alternately, once a decision is made all support it. - All initiatives connected to strategic plan, all team members to participate in discussions leading to decisions, ideally consensus decisions for teams. - survey to gather employees perceptions on decisions - Develop a clear decision making model/matrix to avoid favoritism. 	<ul style="list-style-type: none"> Structured decision process clearly tied to metrics, performance data and resource allocations The leader delegates the decision to a group and becomes one of them. The group discusses, discerns, and decides on behalf of the organization Utilizes available data 	<ul style="list-style-type: none"> Documented decision making process for transparency and future learning The leader calls on an expert group or subcommittee that can work on behalf of the entire team or organization to provide recommendations Inconsistent use of data 	<ul style="list-style-type: none"> Decision making process is adhoc and depends on decision maker The leader makes the decision as they have all the information and knowledge to make the decision Data utilized if available 	63						
	Empowerment	<ul style="list-style-type: none"> - Systems are established to encourage employee participation in leading the organization. - make sure culture is so that employees who are buying into continuous improvement and lean changes are not discouraged by peers. - encourage innovative thinking - Consistent Messaging of encouragement to employees - Listen to what is not being said - encourage employees to speak up without ramifications. I.e. don't just say what your boss wants to hear - Supervisors should not micromanage in this type of env - Yes Catherine, what is not being said and who is not at the table or proposing things - Control, may use the word Empowerment - every voice is heard and respected - historically underrepresented voices in the organization are clearly at the table and contributing in meaningful change - employee engagement in a meaningful way, value feedback and listen - feedback seeking is lateral across - reduced need to go thru the hierarchical structure - Executive Sponsorship for Employee led Initiatives - Employee led initiatives ADDITION: supported with training and hours allocation - clear expectations with leadership support for initiatives - A process and system for employee led initiatives - Foster culture of collaboration across functional units, breaking the silos of excellence - recognize that new ideas do not/should not necessarily come from "the top" - make sure to have formal and informal, feedback channels that align with the diversity of communication preferences among employees (including anonymity if possible) Make sure employees are protected from retaliation - opportunity takers not problem solvers? (wink) - don't mistake problem advisers with those who are genuinely raising issues that they don't know how to solve - Problem solvers vs problem advisers - I get the spirit of this, and I think there are times and places for concerns to be brought up where the concerned party does not have a solution or is in a role to provide one. - The responders are not always wrong. Listen to everyone. - Idea generation process and tracking. 	<ul style="list-style-type: none"> Employees have greater levels of authority for managing day-to-day operations and for performing some of their own workforce practices Employees openly discuss performance issues and seek solutions to these issues. 	<ul style="list-style-type: none"> Employees are encouraged to participate in decision making process Employees are provided with all necessary resources to do their 	<ul style="list-style-type: none"> Employees are reluctant to share their opinion Ritualistic approach for most people processes which return does not empower employees 	3	43	48	32	30	29	



37

Fine Tuning The Questions To Meet Our Needs

Related OPM Questions						Proposed Questions
63						<ul style="list-style-type: none"> * I have the authority to make the decisions that are part of my responsibilities * I have an opportunity to participate in decision making within my work unit * Decision making processes in my work unit are transparent and in line with organization's mission and priorities * My manager communicates how the decision made will impact me and/or my team. * In my unit/team, the decisions are made in a timely manner * In my unit, the decisions are monitored and revisited based on the feedback * Leaders at my organization chose the right course of action when making key decisions * Leaders at my organization encourage input and constructive debate when making key decision * Leaders at my organization show commitment and support for key decisions once they are made.
3	43	48	32	30	29	<ul style="list-style-type: none"> * Staff has responsibility and authority over their work processes. * Staff takes ownership of improve processes/ productivity * Staff participates in setting goals for the unit * Staff have the decision-making authority to do whatever it takes to serve our customer * Staff participates in hiring their peers/ team members

Questions were proposed by the Core Team and discussed by the entire team.



38

This Was Done For Each Category

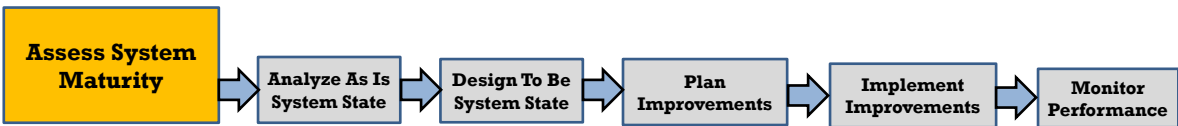
Layer	Categories	Input	Level 5 Maturity Examples	Level 3 Maturity Examples	Level 1 Maturity Examples	Related OPM Questions										Proposed Questions		
Accountability	Roles & Responsibilities	<ul style="list-style-type: none"> Clear roles and responsibilities defined and understood Defined Leadership system that is understood by all employees with role maps that contribute to the organization strategy and Key Objectives Periodic meetings with actions including dates and responsibilities against them Ensure everyone understands their unique purpose 	<ul style="list-style-type: none"> Staff has clear understanding of their task, responsibilities and how they align with organizational goals 	<ul style="list-style-type: none"> Clearly defined job descriptions and but are not practiced consistently through out the organization 	<ul style="list-style-type: none"> Ambiguous roles 	6												<ul style="list-style-type: none"> * Roles and responsibilities are clearly defined, transparent, and understood
	Performance Management	<ul style="list-style-type: none"> Performance is shared with Organization's Governance on a routine basis Feedback received throughout the year from supervisor as well as peer-to-peer in place of the traditional 1x per year evaluation, every voice is heard and requested Agree with Plans, feedback and accountability process should be 365 a year. Periodic review utilizing employee surveys for Departmental and Division roles Institutionalize "Team/learned" after action debrief process as part of all projects and initiatives Clear communication of expectations Feedback received throughout the year from supervisor as well as peer-to-peer in place of the traditional 1x per year evaluation. Agree with Plans, feedback and accountability process should be 365 a year. Periodic review utilizing employee surveys for Departmental and Division roles Institutionalize "Team/learned" after action debrief process as part of all projects and initiatives Offering opportunities to staff to meet accountability expectations and goals Start with safety, make it motivating, remove barriers, stay focused and flexible Not meeting targets are cause for working together to improve, not for blame There must be consequences for unacceptable behavior, even at the leadership level Make sure credit is given where credit is due A system for employees to clearly define their initiatives - connecting their initiative with the Strategy and Organizational Objectives and Goals - Organizational Goals and Objectives need to be well understood by all employees. 360 degree reviews for ALL management. Request feedback in their "comfort zone". For example, a meeting does not need to occur in a conference room. It can sitting around a truck bay, etc. 	<ul style="list-style-type: none"> Performance Management practices are institutionalized Staff and unit owns the process Realtime receiving and giving feedback part of organizational culture 	<ul style="list-style-type: none"> Performance problems are managed Leaders own the process Continuous multirater feedback 	<ul style="list-style-type: none"> Unit and individual goals are documented HR owns and drives the process Ineffective and sporadic feedback 	16	15	19	24	25	44	46	50	<ul style="list-style-type: none"> * My Manager initiates meetings to discuss the team's progress. * My manager is available for consultation on problems. * My manager is an ongoing "presence" in this team someone who is readily available (Source Administrative Science Quarterly, Vol. 44, No. 2 (Jun., 1999), pp. 350-383, Amy Edmondson) 				
	Embedded culture of accountability	<ul style="list-style-type: none"> shared definitions of responsibility, accountability, ownership and success opportunities for employees to view / participate in stakeholder & board meetings so that they understand org accountability community is clearly engaged in setting accountability and performance Leadership must be held accountable as well as employees at lower levels Leadership is clearly accountable in partnership with all managers Staff holds leaders accountable. "Results focus" should mean lack of gossip. Trust amongst employees Accountability is desired not avoided. employees are entrusted to hold themselves accountable, developing metrics that are understood by peers and leadership to achieve objectives Culture of follow-up Supervisors role is to teach, lead and coach staff, not to manage. Work should be managed, not people. Leaders are humans and can make mistakes. Take responsibility and ownership. Lead by example 	<ul style="list-style-type: none"> Employees hold self and peers accountable for meetin organizational goals 	<ul style="list-style-type: none"> Leaders generate enthusiasm among staff for accomplishing shared goals that elevates the team and ensures the organizational success. 	<ul style="list-style-type: none"> Dismisses the importance of connection between individual's role and organizational goals 	23	24	56	57									

39

Maturity Model

Assessment Categories

- Organizational Strategy and Performance
- Organizational Values
- Responsibility & Accountability
- Reward & Recognition
- Communication & Feedback
- Employee Engagement
- Teamwork & Collaboration



40

What is unique about this model?

- Developed collaboratively by a cross spectrum of water utilities
- Focused on primary challenges faced by water utilities
- Versatile use for leadership and non-leadership workforce
- Versatile use across the organization or specific departments
- Tier 2 Questions for deeper dive in areas with unfavorable responses to Tier 1 categories
- Includes Glossary of Terms for consistent understanding and interpretation of results



41

Thank
you!

Kaisra Osman
Asset Management Professional
Greatlakes Water Authority
kaisra.osman@glwater.org
313.296.5450



42

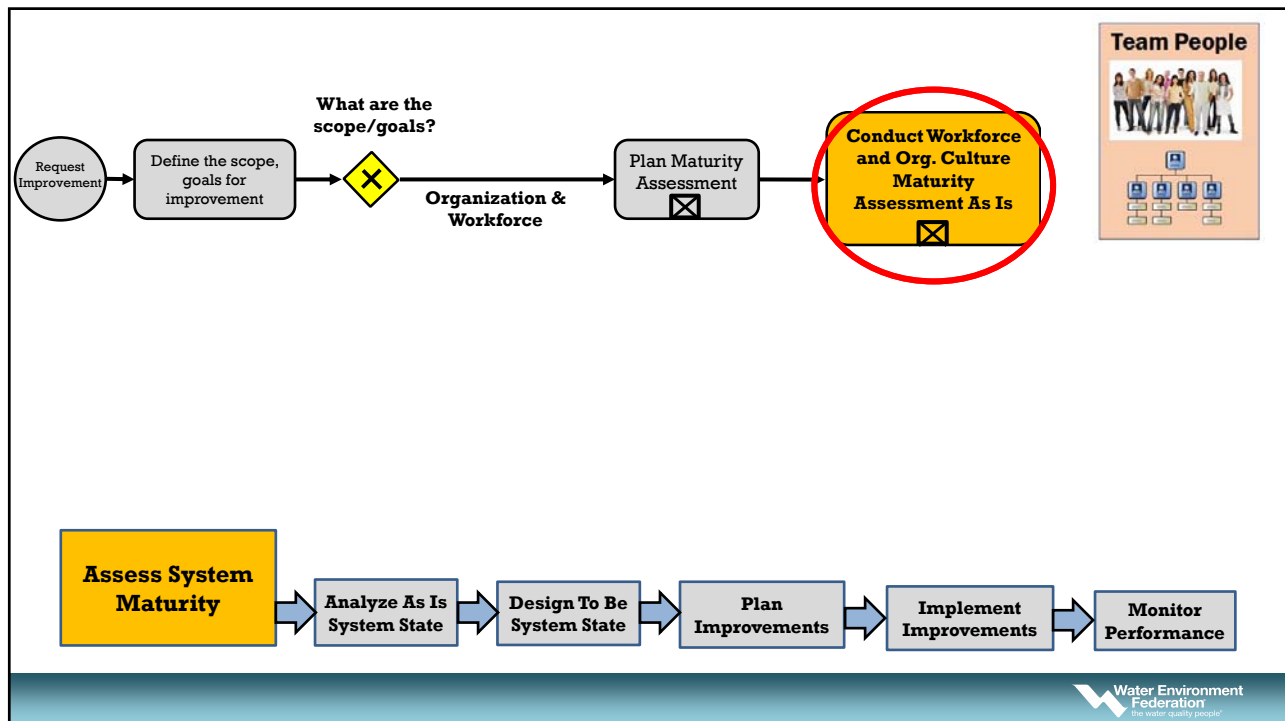


Alice Brawley-Chesworth
 Portland Bureau of
 Environmental Services
 Policy Analyst & Employee
 Support Lead

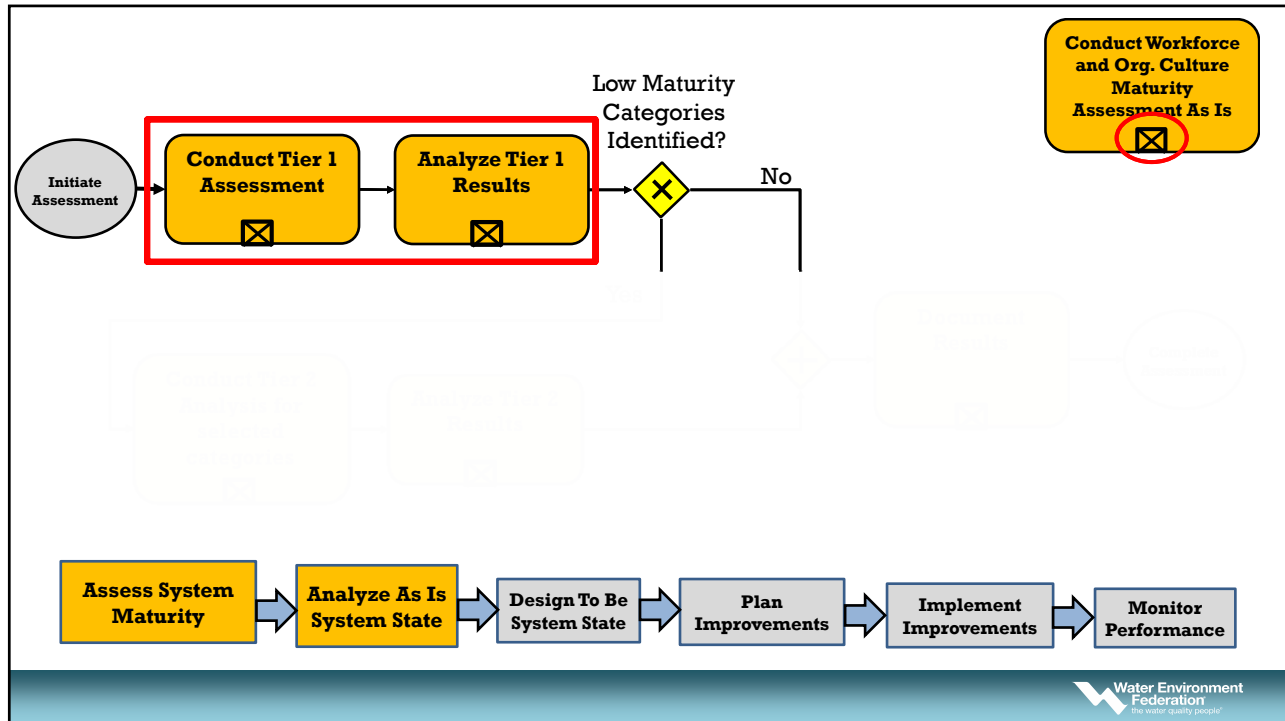
Workforce and Organizational Culture Assessment



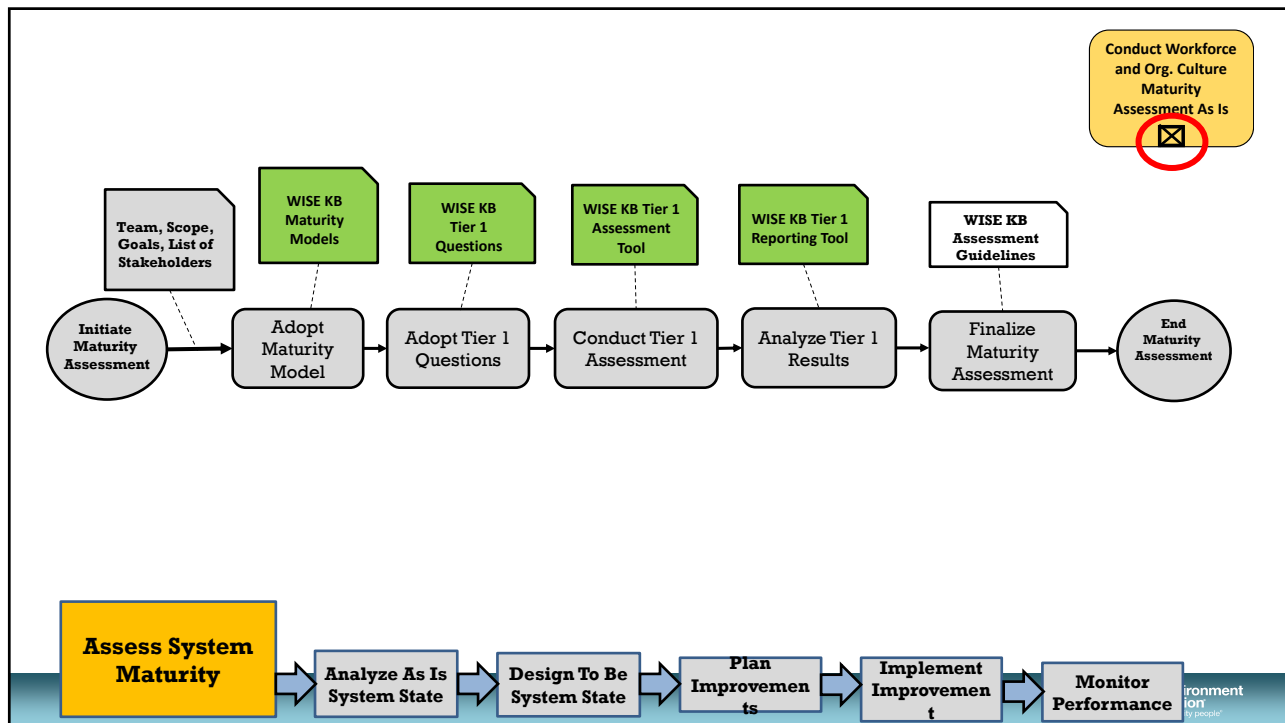
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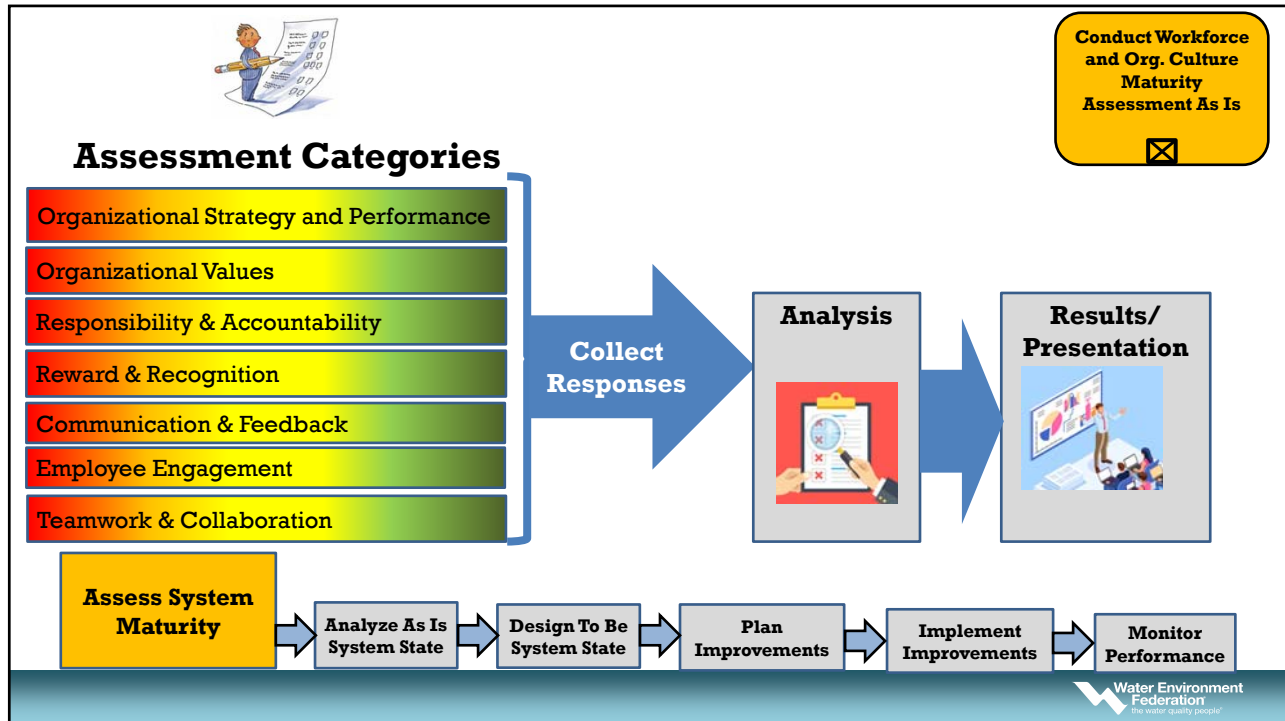
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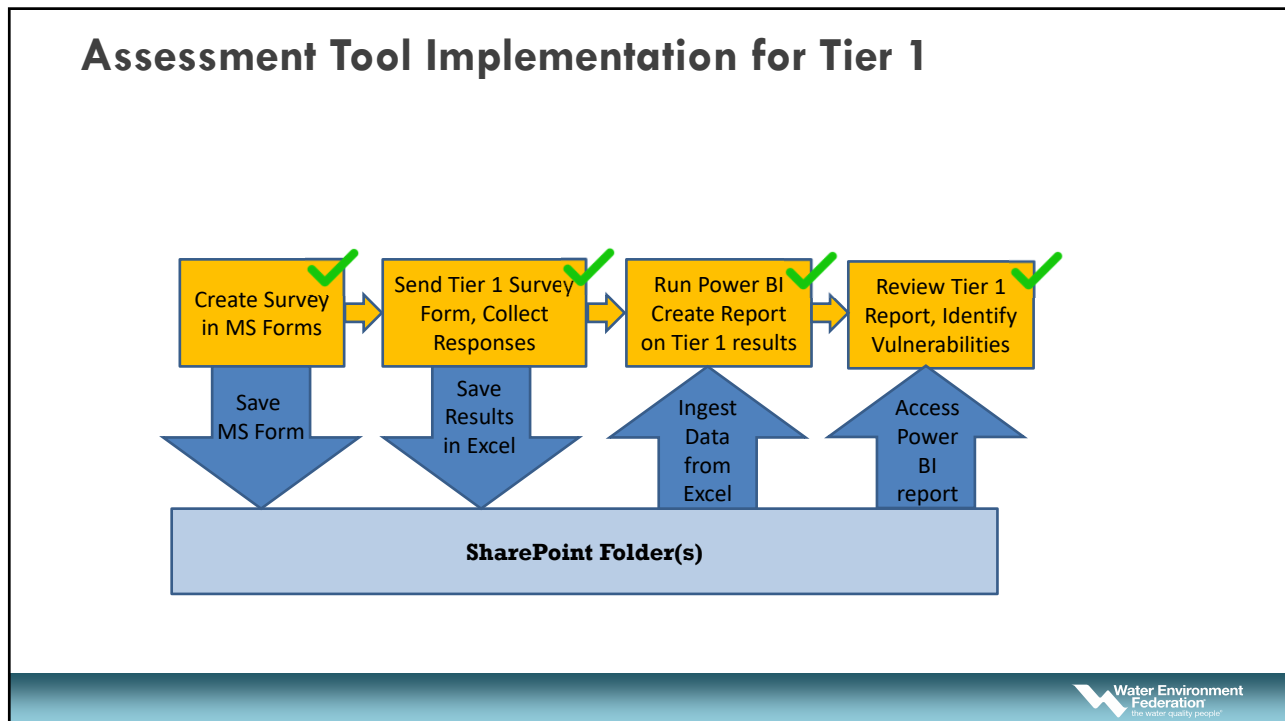
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46



47



48

WISE Assessment: People aspect, Tier 1

*** Required**

1. D1: Please indicate your role in the organization *

- Staff in the field
- Office staff - administrative
- First line supervisor
- Manager
- Executive Management
- Office staff - professional

2. D2: Please indicate the department where you work (the closest description). *

- Operations
- Maintenance
- Engineering
- Information Technology
- Finance
- Administration (e.g. HR, Procurement, External Affairs, Legal)

3. Q1: The organization's Goals, Targets and Key Performance Indicators (KPI) are transparent, broadly communicated, and understood throughout the organization. *

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

4. Q2: My own goals and targets are well defined and understood (I know how my work will be evaluated).

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

5. Q3: I know how my work relates to the organization's goals. *

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

49

Assessment Categories

- Organizational Strategy and Performance
- Organizational Values
- Responsibility & Accountability
- Reward & Recognition
- Communication & Feedback
- Employee Engagement
- Teamwork & Collaboration

Collect Responses

Analysis

Results/ Presentation

Conduct Workforce and Org. Culture Maturity Assessment As Is

Assess System Maturity

Analyze As Is System State

Design To Be System State

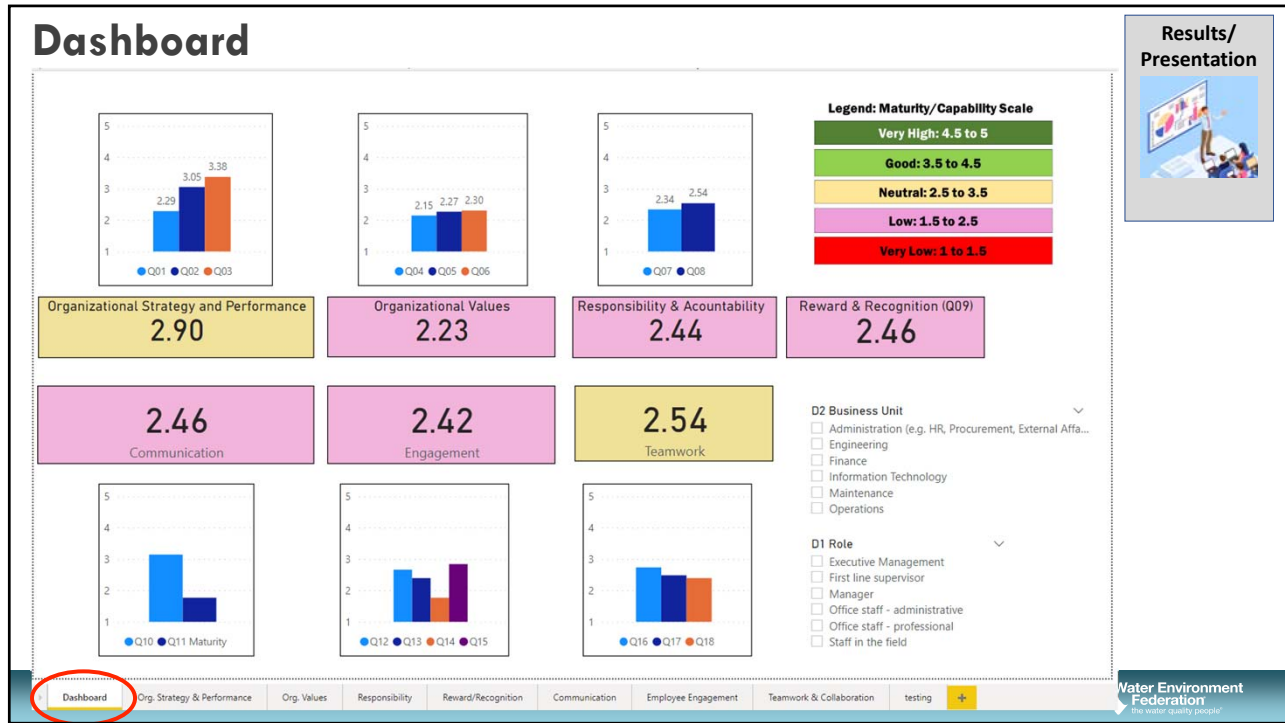
Plan Improvements

Implement Improvements

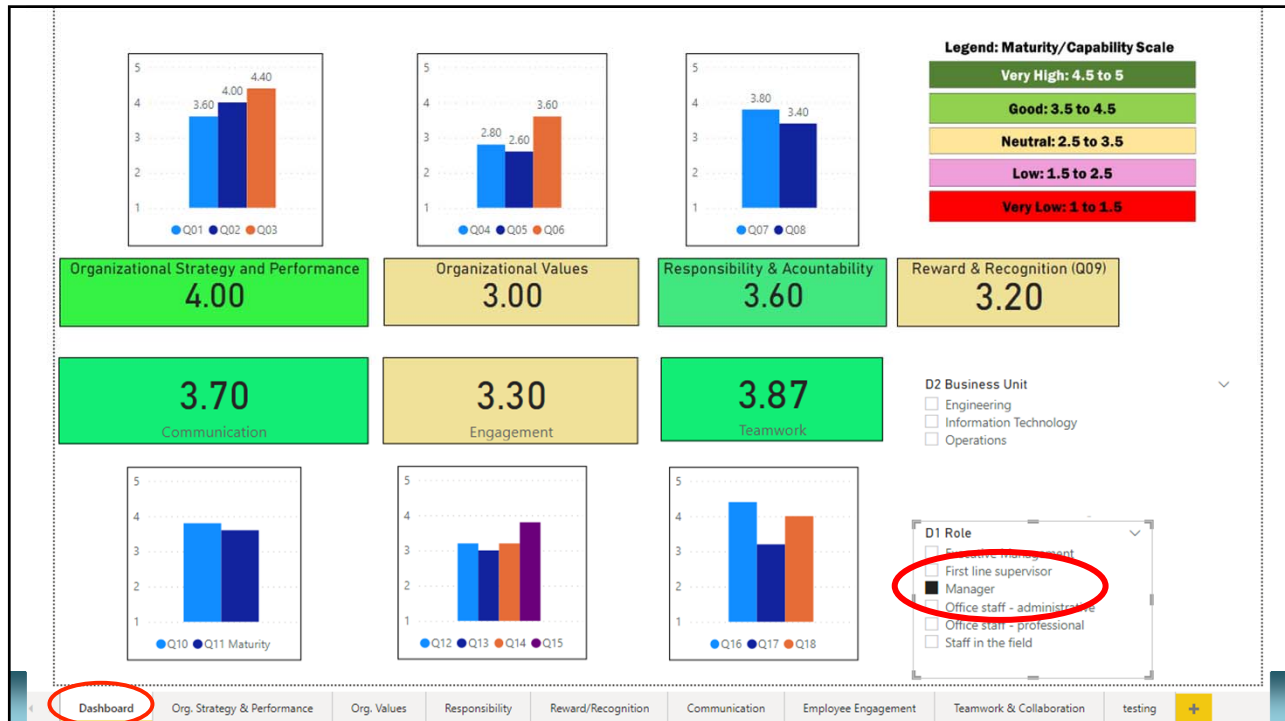
Monitor Performance

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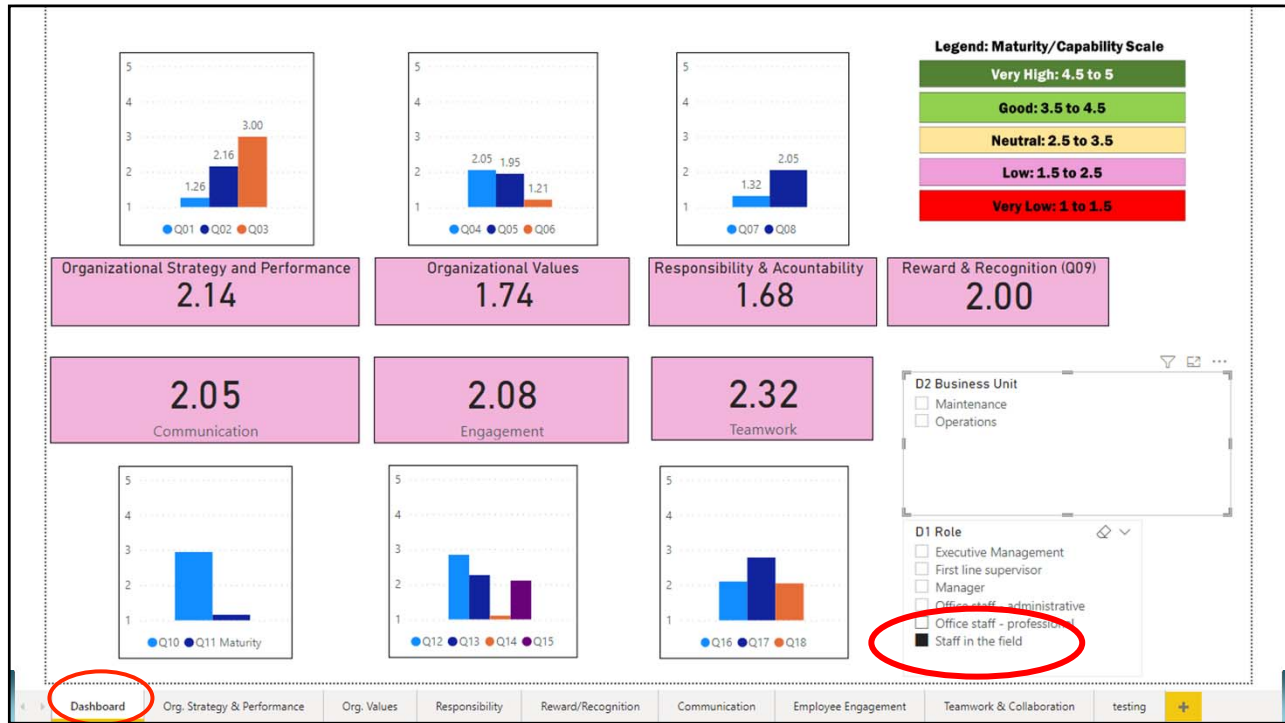
25


Dashboard
Org. Strategy & Performance
Org. Values
Responsibility
Reward/Recognition
Communication
Employee Engagement
Teamwork & Collaboration
testing
+

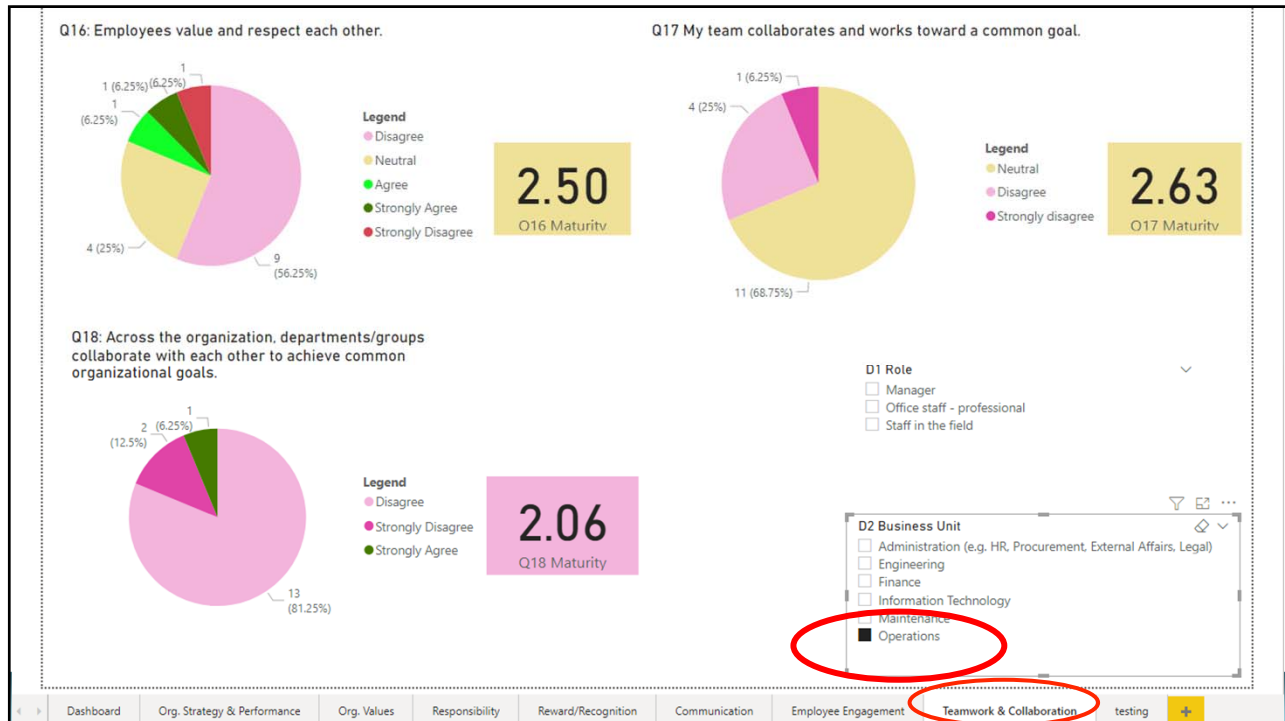

51


Dashboard
Org. Strategy & Performance
Org. Values
Responsibility
Reward/Recognition
Communication
Employee Engagement
Teamwork & Collaboration
testing
+

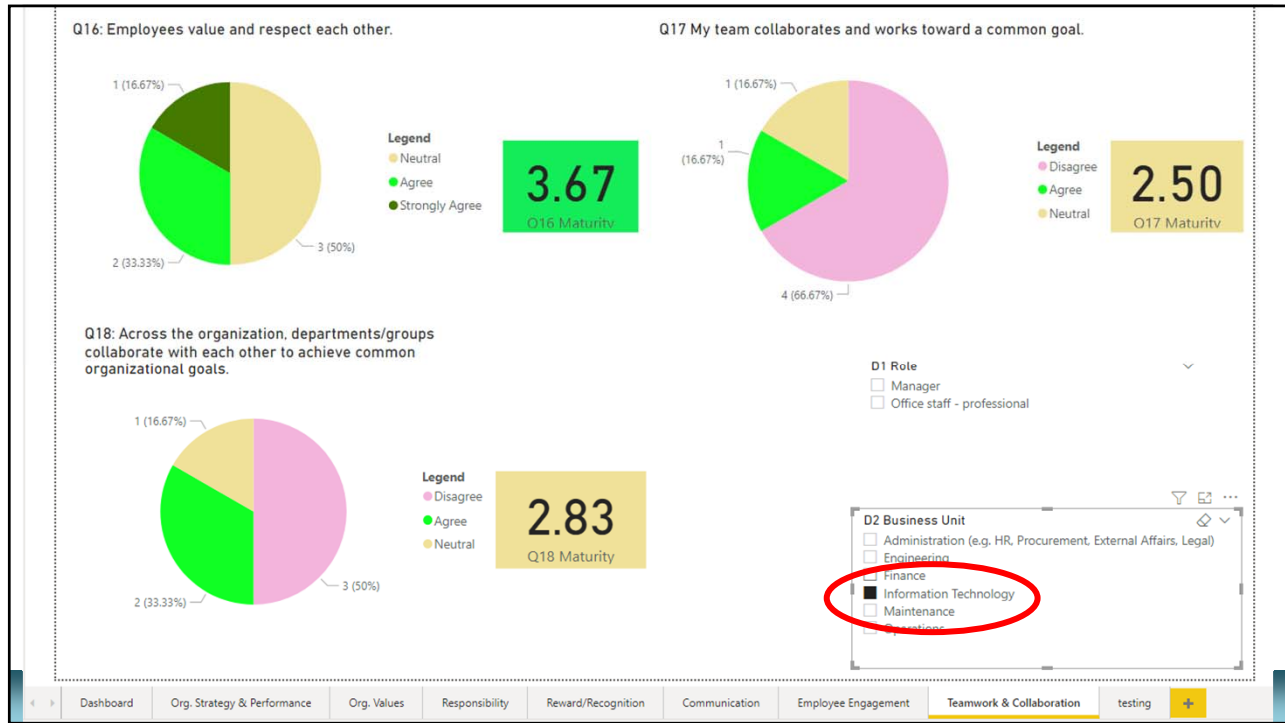
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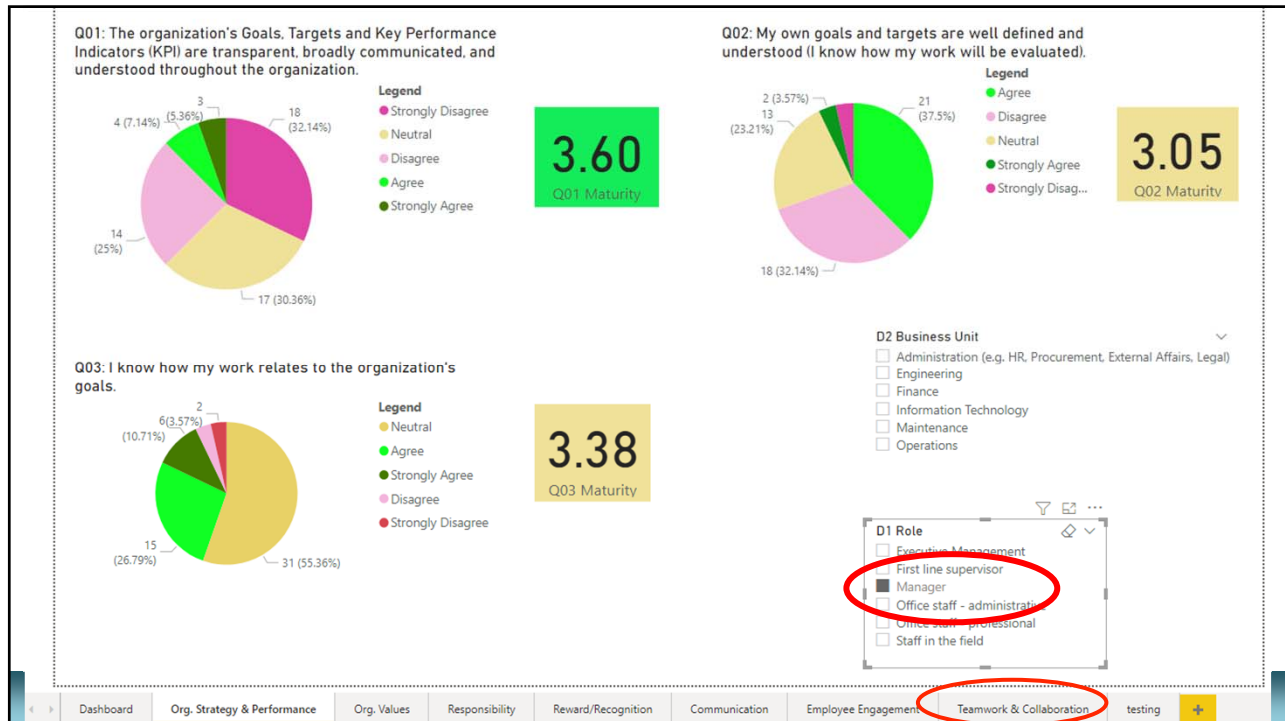
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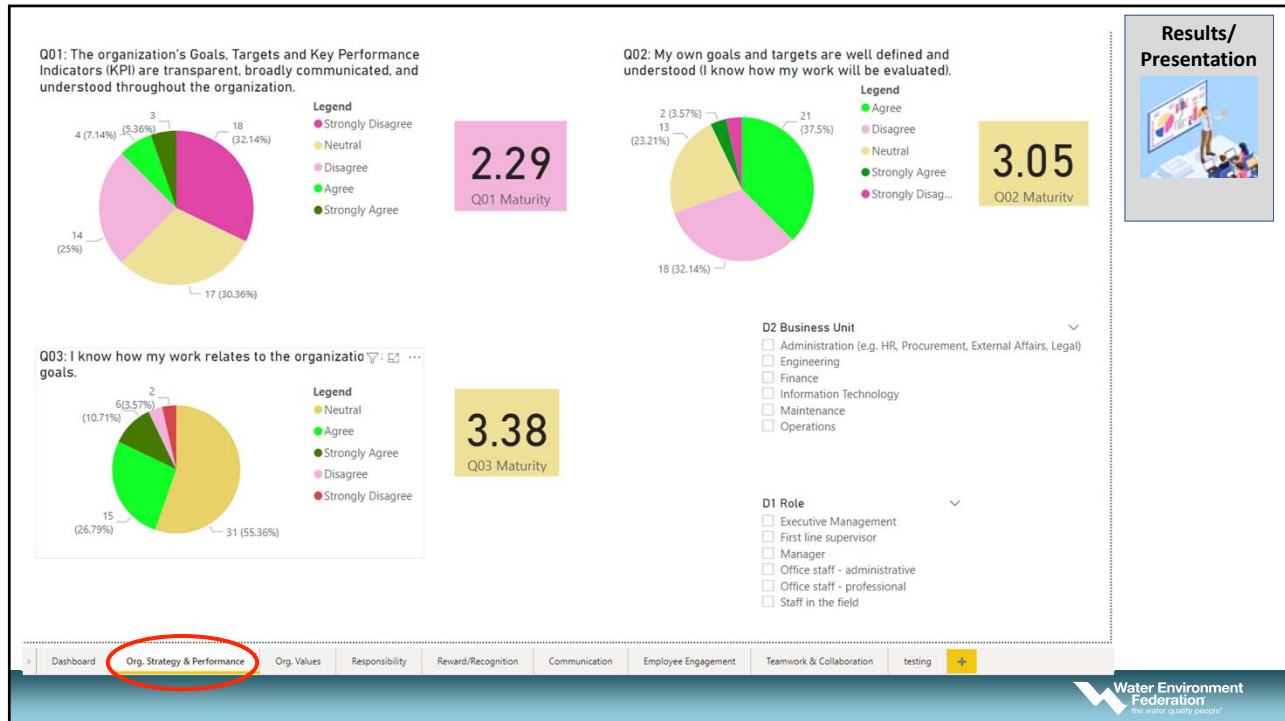
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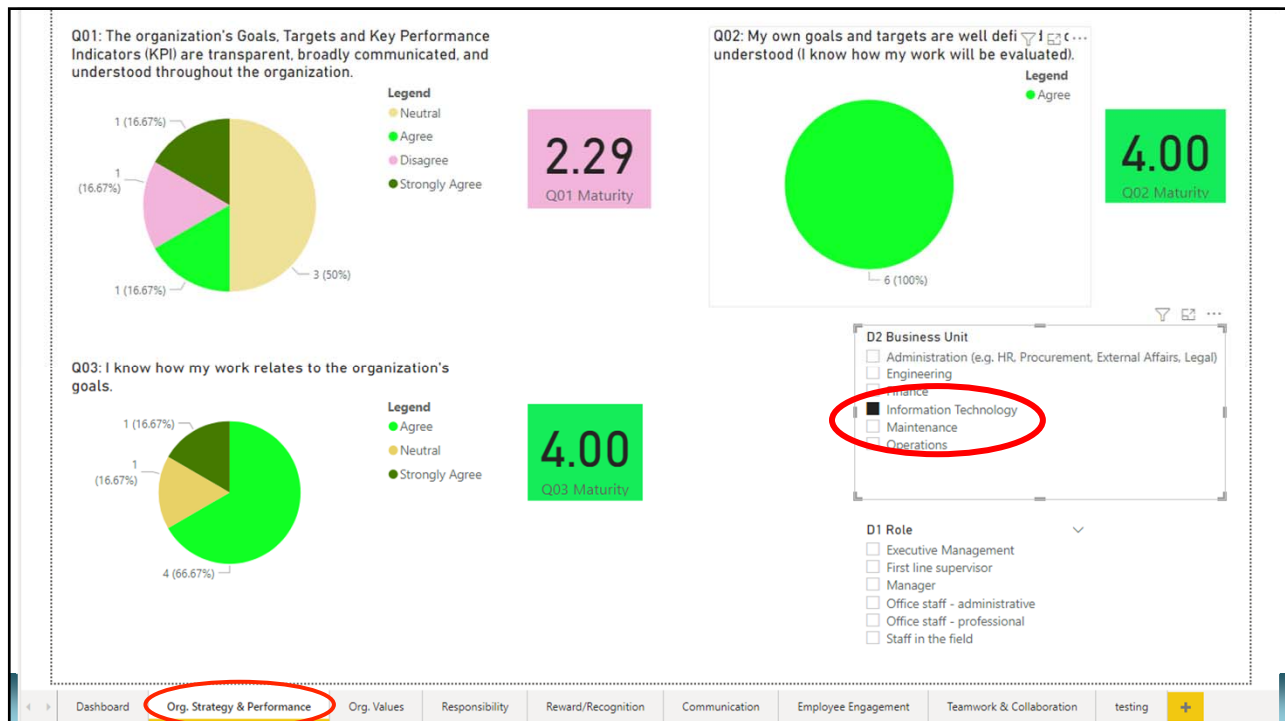
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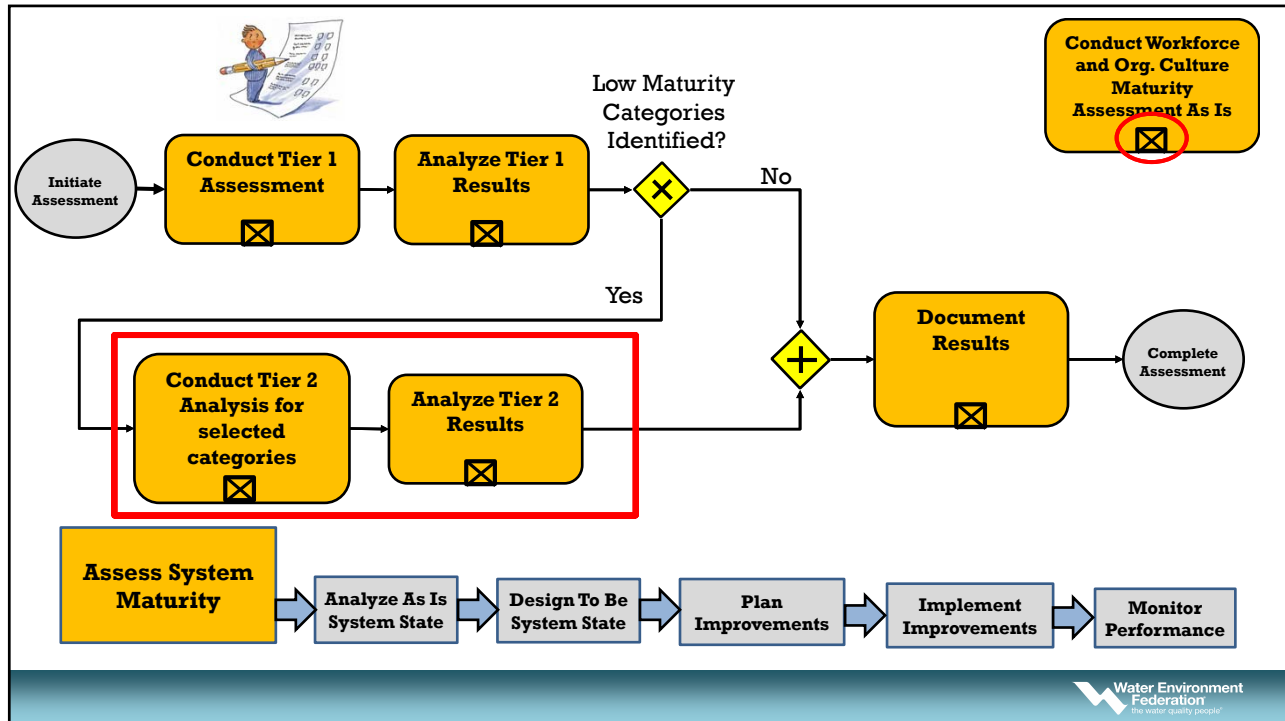
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57



58



59

Tier 2 Teamwork & Collaboration

This survey explores ways to assess and improve teamwork and collaboration in the organization. In a mature organization, people in a team collaborate towards a common goal, and departments/groups across the organization collaborate with each other towards common organizational goals.

1. T2 T&C Q1 Common goals for my team should be better defined and communicated. *

Please indicate if (and how much) this action would lead to improvement. 1 = action is not necessary at all, 5 = action would have very significant positive impact on the utility.

1 2 3 4 5

2. T2 T&C Q2 Our team should meet regularly to discuss our work and progress towards common goals. *

Please indicate if (and how much) this action would lead to improvement. 1 = action is not necessary at all, 5 = action would have very significant positive impact on the utility.

1 2 3 4 5

3. T2 T&C Q3 The organization should facilitate team building activities. *

Please indicate if (and how much) this action would lead to improvement. 1 = action is not necessary at all, 5 = action would have very significant positive impact on the utility.

1 2 3 4 5

People Tier 2 Communication and Feedback

These questions explore how organization can improve communication. In a mature organization, employees are satisfied with the information they receive from management and they are comfortable voicing their concerns and opinions to management.

1. T2 CF Q1 Information I receive should be more relevant to me. *

Please indicate if (and how much) this action would lead to improvement. 1 = action is not necessary at all, 5 = action would have very significant positive impact on my job at the utility.

1 2 3 4 5

2. T2 CF Q2 Information I receive should be more trustworthy. *

Please indicate if (and how much) this action would lead to improvement. 1 = action is not necessary at all, 5 = action would have very significant positive impact on my job at the utility.

1 2 3 4 5

3. T2 CF Q3 Information I receive should be more accurate. *

Please indicate if (and how much) this action would lead to improvement. 1 = action is not necessary at all, 5 = action would have very significant positive impact on my job at the utility.

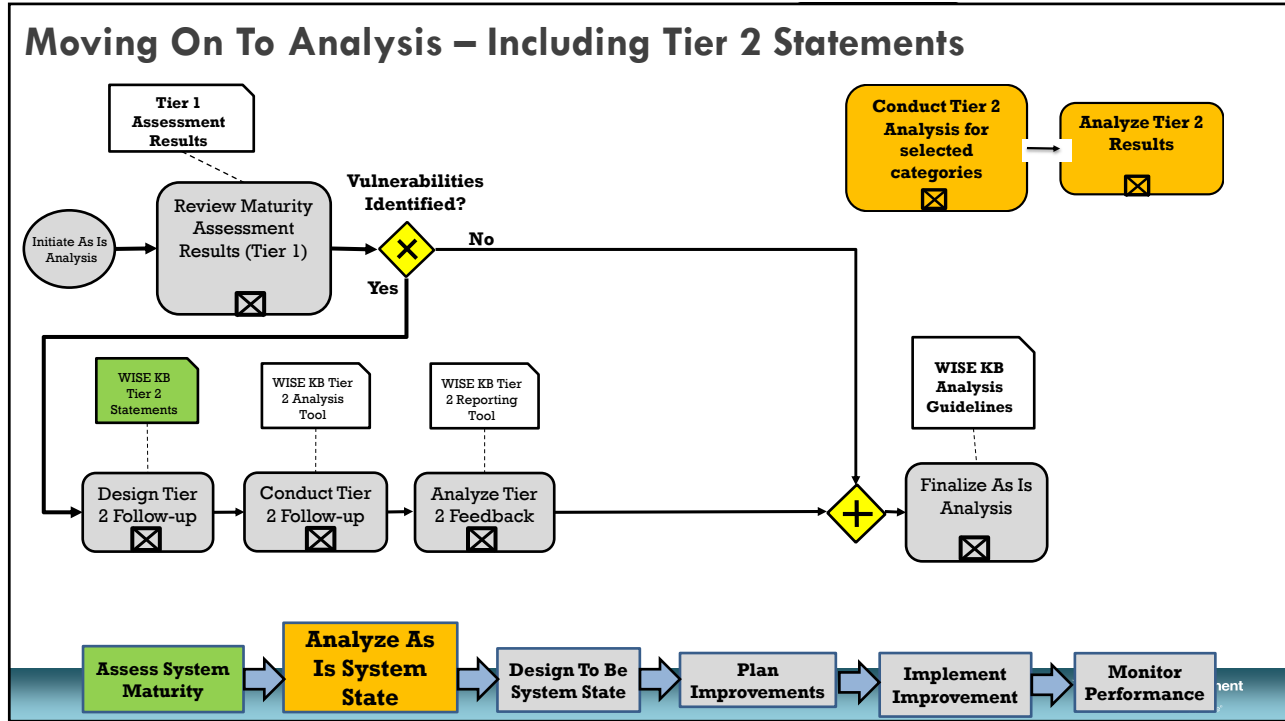
1 2 3 4 5

4. T2 CF Q4 I would be more comfortable voicing my concerns and opinions if my management was receptive to hearing them and there were no negative ramifications. *

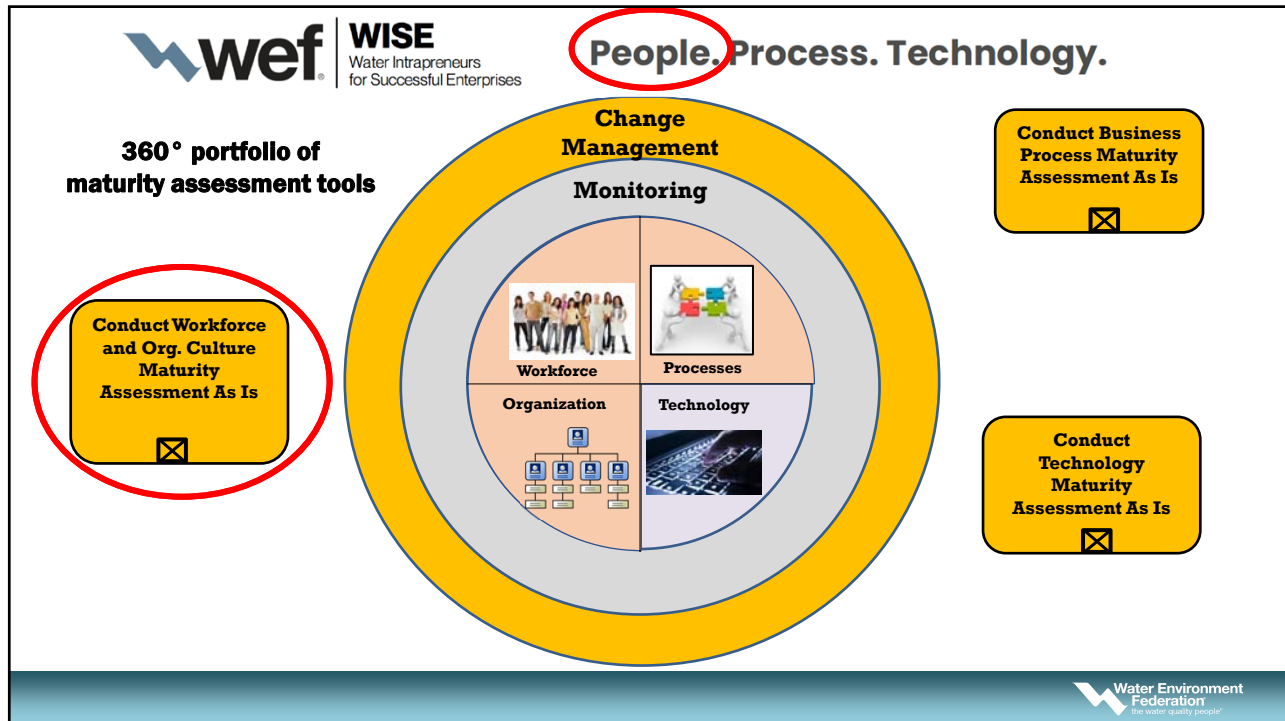
Please indicate if (and how much) this action would lead to improvement. 1 = action is not necessary at all, 5 = action would have very significant positive impact on my job at the utility.

1 2 3 4 5

60



61



62



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Water Intrapreneurs
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People. Process. Technology.

Thank You!

For more information on the WISE Program:

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Upcoming Webcast:

**Change Management: Necessary
Ingredients for Success**

Wed, April 13, 2022 – 2:00-3:00 PM ET

