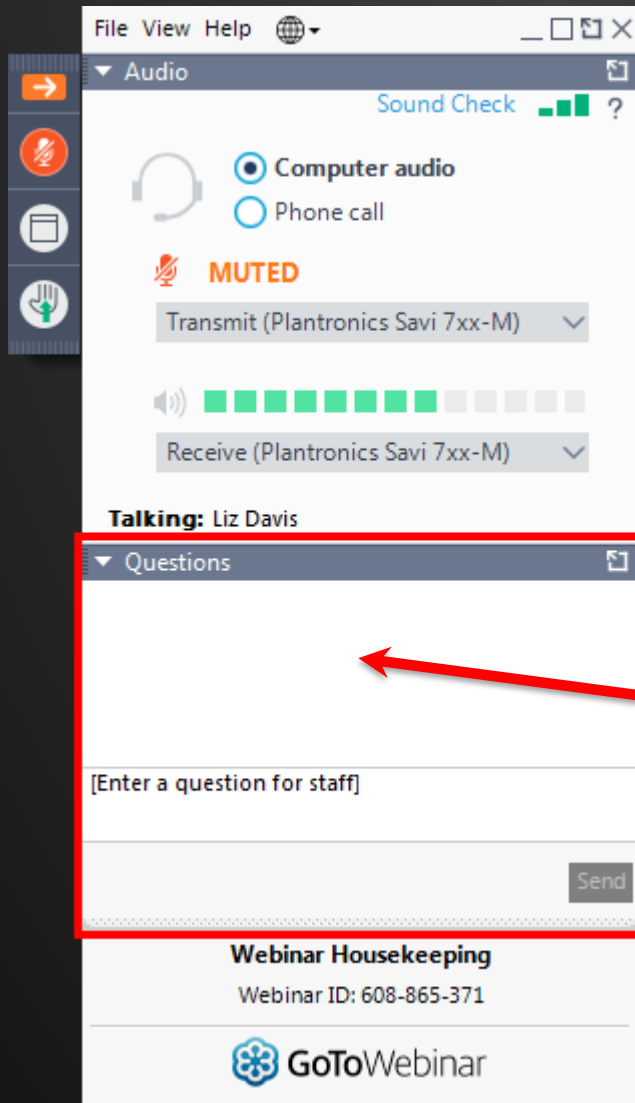


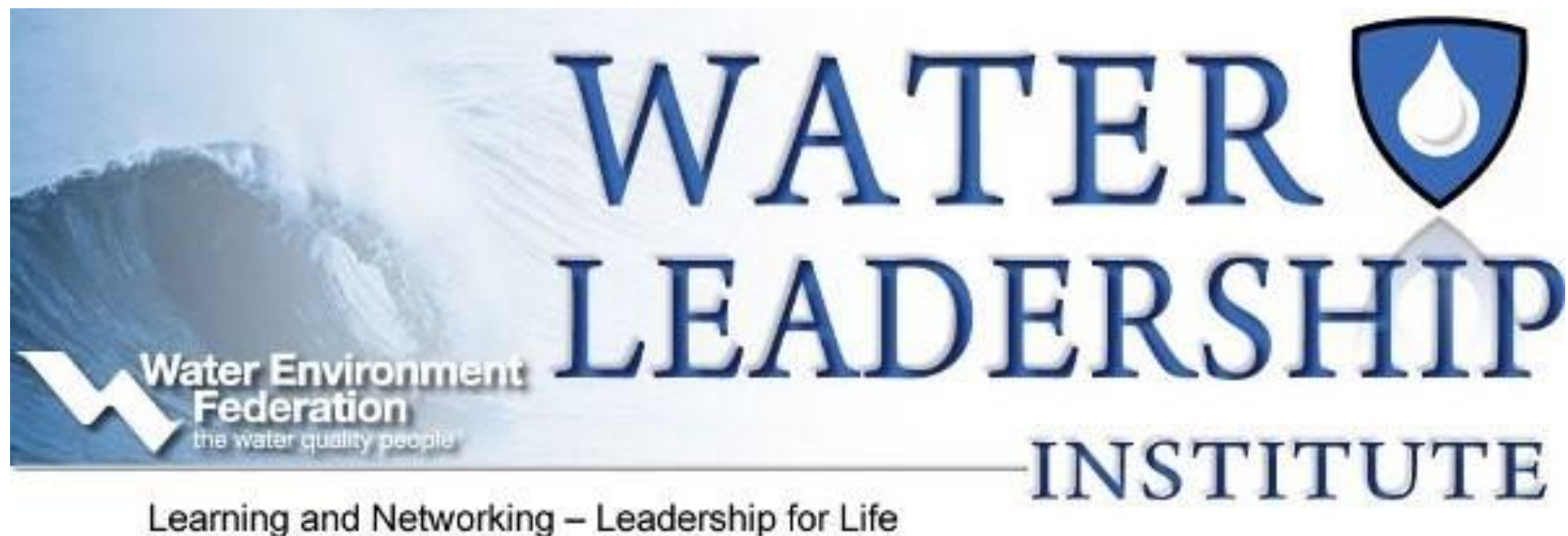


**Water Environment
Federation®**
the water quality people®

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.



The **Water Leadership Institute** is a program aimed at educating, training, and providing opportunities that enable developing and emerging leaders to build strong lasting relationships within the water industry.

Join the legacy - Registration for 2020 opens this November

Embracing Workforce Diversity to Lead from Where You Are



WLI19

Agenda

Part 1 - Break the Illusion and go for Inclusion

Part 2 - Pass the Buck(ets): Intergenerational Knowledge Transfer

Part 3 - Not all Leaders Wear Capes

Join the Conversation!

*Part 1 - Break the Illusion and go for Inclusion:
#FlushTheBias*

*Part 2 - Pass the Buck(ets): Intergenerational
Knowledge Transfer:
#FlushTheGap*

*Part 3 - Not all Leaders Wear Capes:
#LeadersNoCapes*



Part 1 - Break the Illusion and go for Inclusion

Unconscious bias in the workplace - developing awareness and steps to increase inclusion

Contributors:

Break the Illusion and Go for Inclusion

MODERATOR



Ellen Stitt

Sr. Operator/Mechanic
Ontario Clean Water Agency

BIAS BUSTER



Mike Anderson

Wastewater Superintendent
City of Coeur d'Alene

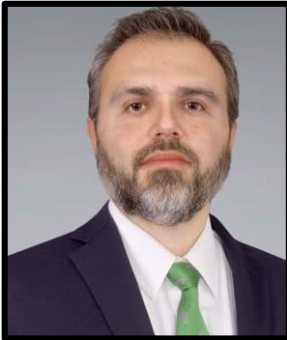
SPEAKER 1



Abbye Neel

Water Conservation Specialist
Fort Collins Utilities

SPEAKER 2



Andre Garces

Conveyance Team Leader
PLUMMER Associates

SPEAKER 3



Melissa Darr

Staff Water Engineer
Arcadis



Aleah Henry

Process Engineer
Cole Engineering Group

Bias Buster

A father and son are out driving. Their car crashes, killing the father. An ambulance takes the badly injured son to the local hospital. In the operating room, the surgeon looks at the patient and says “I cannot operate on this patient. He is my son.”

How is this possible?

HIS MOM IS THE SURGEON

Key Terms

Diversity:

Encompasses the whole human experience

Inclusion:

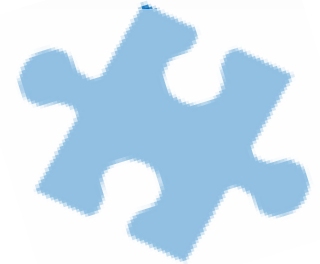
The effort to embrace differences and make each individual feel welcomed and respected



Major Inhibitor of Inclusion



Unconscious Bias:



- Instinctive prejudice or unsupported conclusions made against one person or group compared to another
- Automatic, fast paced judgements that are not made deliberately



Diversity - Gender

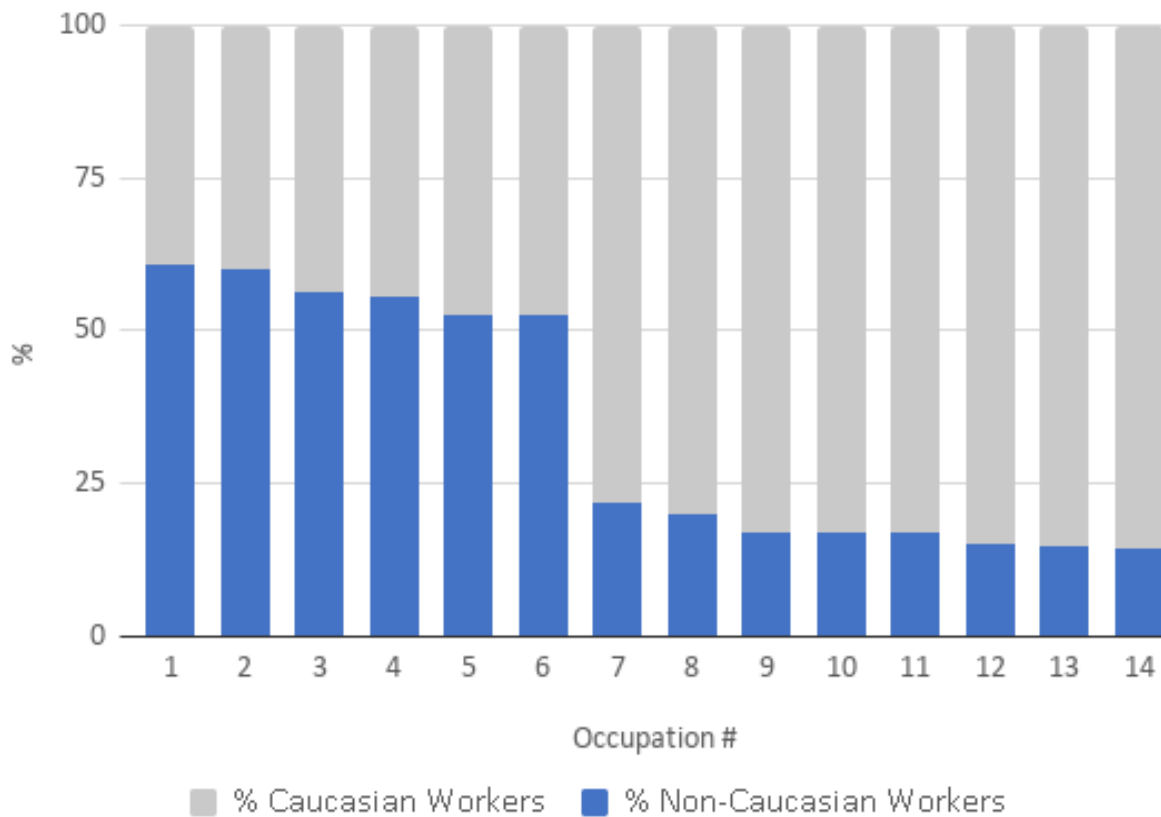
The Water Industry Broken Down (US)



#	Occupation
1	Secretaries & Admin Assistants
2	Receptionists & Information Clerks
3	Billing and Posting Clerks
4	Bookkeeping, Accounting & Auditing Clerks
5	HR Specialists
6	Plumbers, Pipefitters, Steamfitters
7	Heating, AC & refrigeration Mechanics and Installers
8	Pipelayers
9	Crane & Tower Operators
10	Mobile Heavy Equipment Mechanics

Diversity - Race

The Water Industry Broken Down (US)



#	Occupation
1	Masons & Concrete Workers
2	Painters, Maintenance
3	Truck and Tractor Operators
4	Construction Laborers
5	Landscaping & Groundskeeping
6	Trades (Pipelayers, plumbers, pipefitters, electricians, etc.)
7	Civil Engineers
8	Sales & Manufacturing
9	Hydrologists
10	Environmental Scientists & Specialists
11	Construction Managers
12	Chief Executives
13	Lawyers
14	Cost Estimators

Source: Brookings analysis of BLS Occupational Employment Statistics and CPS data

Why diversity and inclusion matter in the workplace

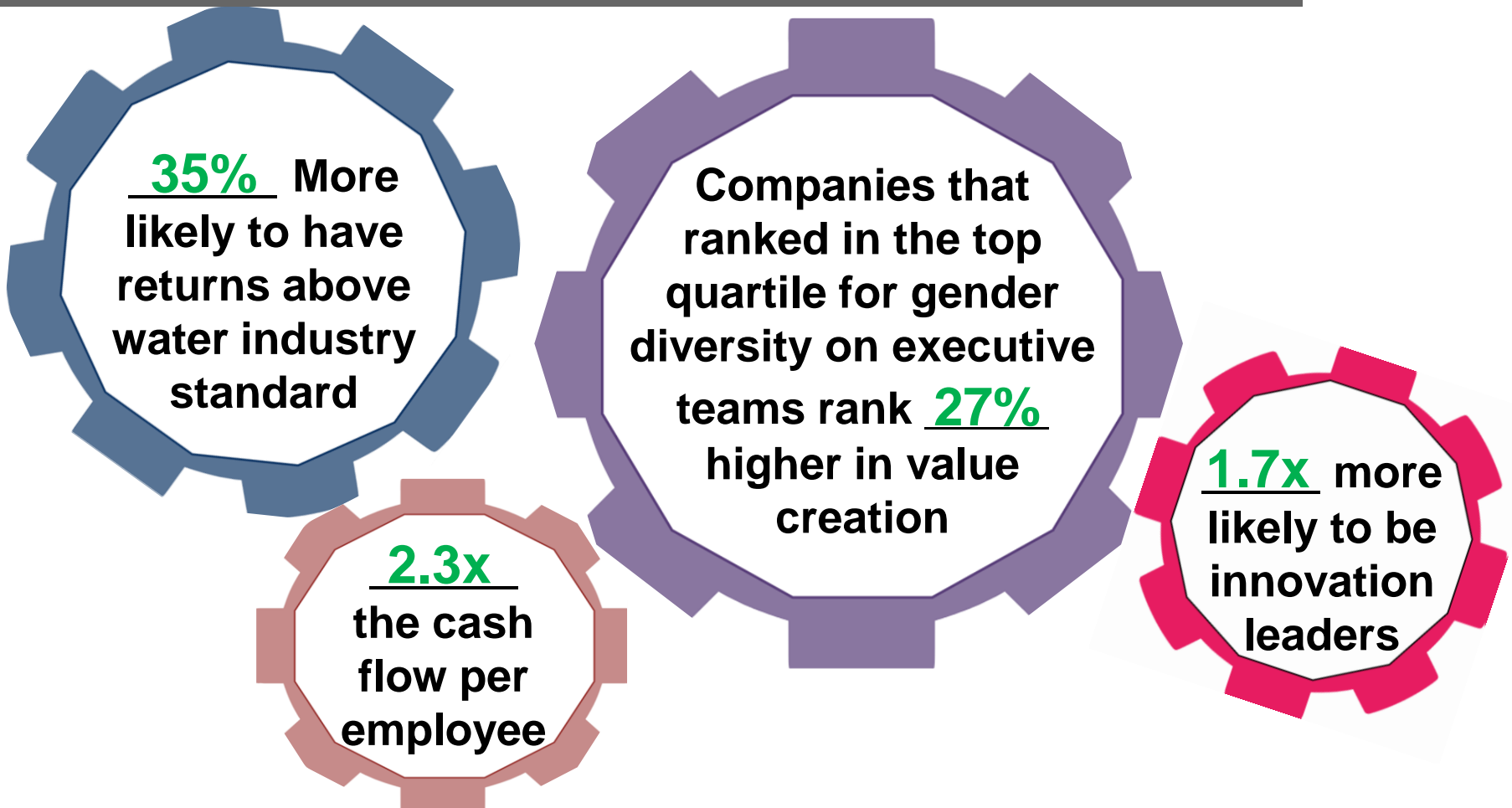
LGBTQ+ job seekers are **5%** less likely to get an interview

80% of employers admit to making decisions based on accents

In water utilities, on average, men's wages are **27%** higher than women's

67% of public uncomfortable talking to a disabled person

Why diversity and inclusion matter in the workplace



35% More likely to have returns above water industry standard

Companies that ranked in the top quartile for gender diversity on executive teams rank 27% higher in value creation

2.3x the cash flow per employee

1.7x more likely to be innovation leaders

Why diversity and inclusion matter in the workplace

CREATIVITY **INNOVATION**
COMPANY REPUTATION **PROFIT**
PROBLEM SOLVING **HIRING**
EMPLOYEE ENGAGEMENT
DECISION MAKING **PERSPECTIVES**
EMPLOYEE TURNOVER

Bias Buster

The words of my boss from earlier that morning were still ringing in my ears when I found myself slamming the brakes of my car to avoid a nasty collision. An incompetent driver was cutting across two lanes at a roundabout just in front of me. Still perspiring somewhat, I carried on to drop off my screaming child with the nanny. It was a hectic morning.

Bias Buster Poll

What can I do individually?

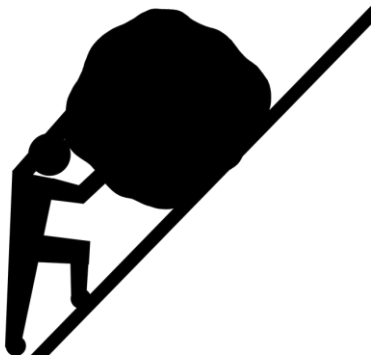
Step 1
Promote Self Awareness



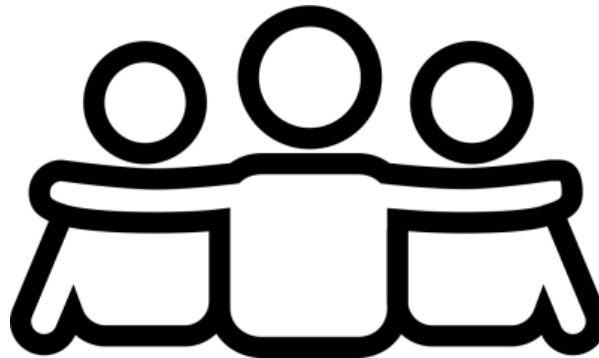
Step 2
Review Internal Conversations



Step 3
Challenge your Bias



Step 4
Be Flexible and Inviting



Step 5
Change your Lens



Join the Challenge:



 **#FlushTheBias**

- **Post your commitment to inclusivity**
- **Comment on unconscious bias**
- **Share your stories**

Want to Learn More?

Tests for Bias Identification:

Teaching Tolerance

- <https://www.tolerance.org/professional-development/test-yourself-for-hidden-bias>

New York Times Sequence Puzzle

- <https://www.nytimes.com/interactive/2015/07/03/upshot/a-quick-puzzle-to-test-your-problem-solving.html>

Harvard Implicit Bias Test

- <https://implicit.harvard.edu/implicit/takeatest.html>

Statistics:

- www.joshbersin.com/2015/12/why-diversity-and-inclusion-will-be-a-top-priority-for-2016/
- www.asanet.org/sites/default/files/savvy/images/journals/docs/pdf/asr/Apr09ASRFeature.pdf
- www.talentlyft.com/en/blog/article/244/top-10-benefits-of-diversity-in-the-workplace-infographic-included
- www.blog.capterra.com/7-studies-that-prove-the-value-of-diversity-in-the-workplace
- www.ceoaction.com/

Questions / Sharing



Bias Buster

Who is the teacher?





Passing the Buck(ets): Inter-generational Knowledge Transfer

Group **Members**



Morgan Brown
Water Environment Federation, VA



Amy Eberhardt
Arcadis, OH



Ryan Lacharity
Region of Waterloo, Ontario



Aaron Rivard
Genesee County Drain Commissioner
Water & Waste Services, MI



Kristi Steiner
Clean Water Services, OR



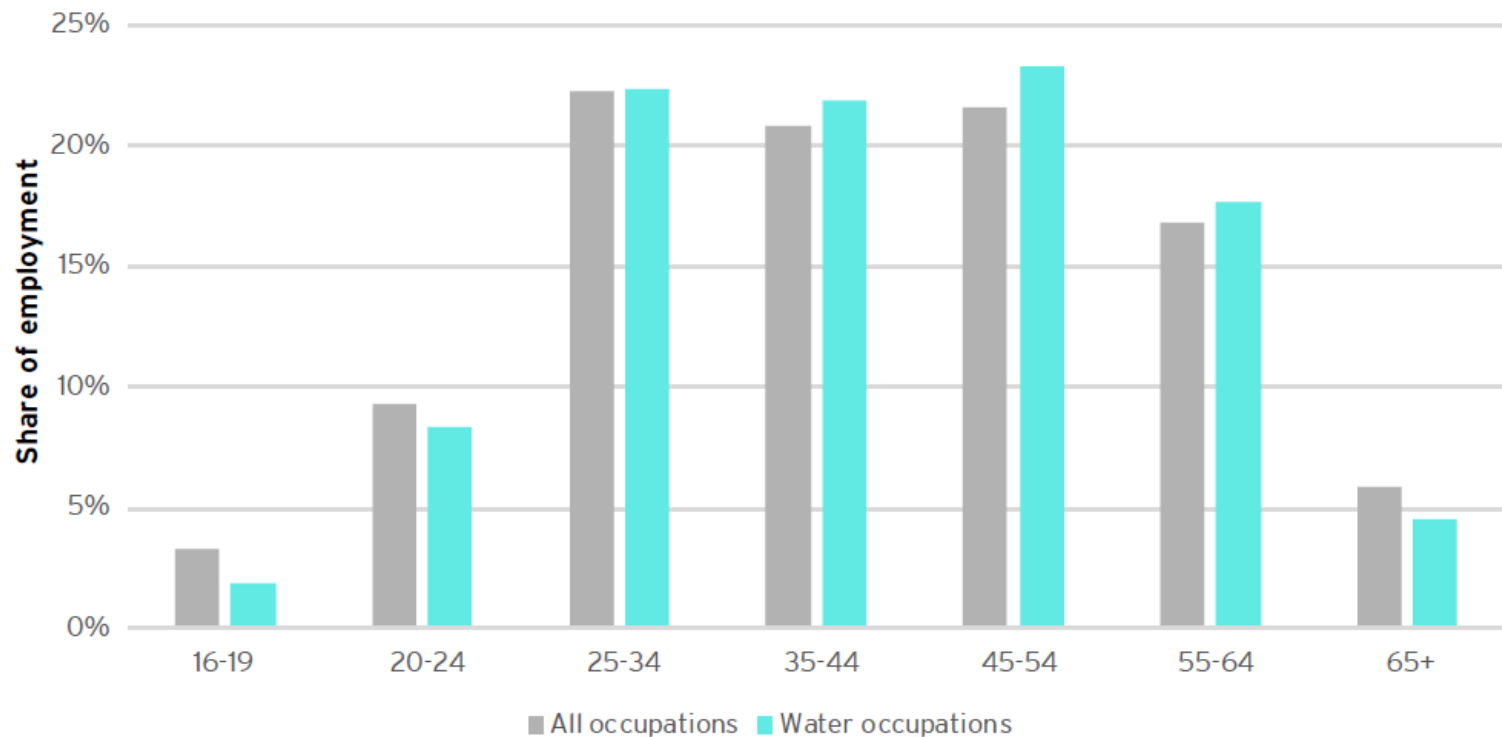
Chris Waul
Milwaukee Metropolitan Sewerage
District, WI

Introduction



Age Range of Workers in Water Occupations vs. All Occupations

2016

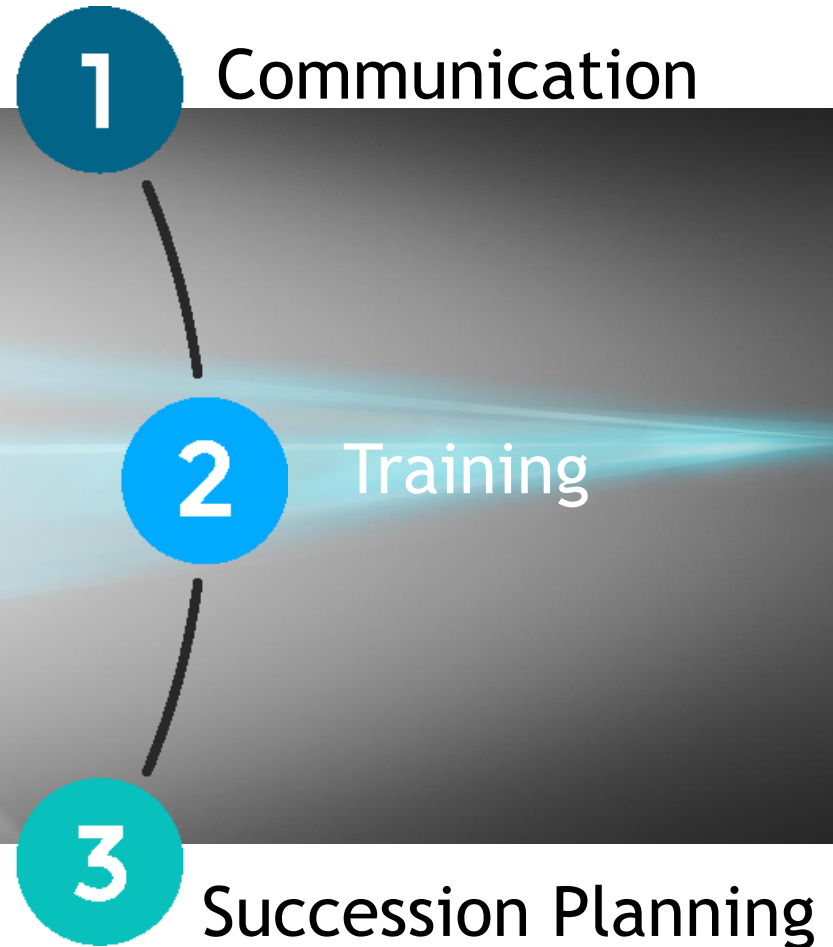


Source: Renewing the Water Workforce: Improving Water Infrastructure and Creating a Pipeline to Opportunity - Joseph Kane and Addie Tomer June 2018

How do We Retain and Pass on Institutional Knowledge?



Today's Focus:



Communication

Aaron J. Rivard (presenting)
Morgan Brown

Pick the Appropriate Communication Method for the Content



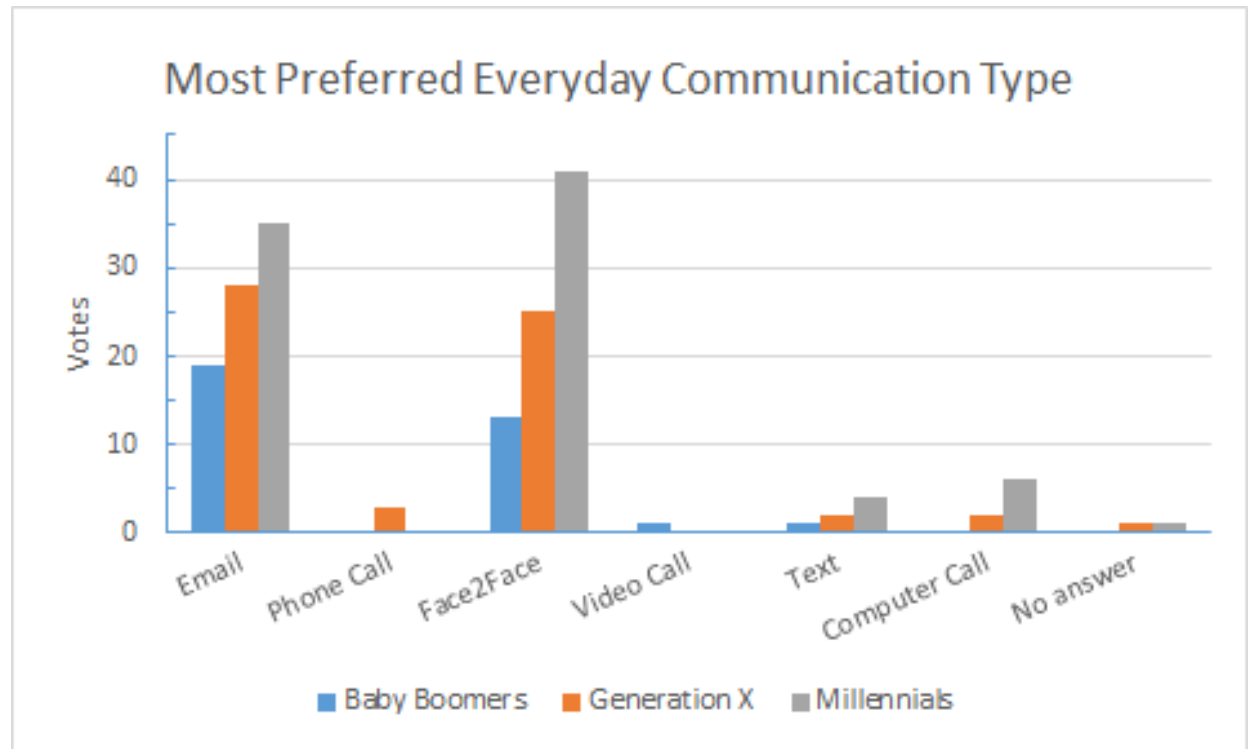
How? By Utilizing...

- Preferred Methods of Communication
- Media Richness Theory
- Effective Communication Strategies

Inter- Generational Survey

- Received responses from 182 workers throughout the water and wastewater sector
- Of those Surveyed:
 - Baby Boomers (1946-1964): 18.7%
 - Generation X (1965-1979): 33.5%
 - Millennials (1980-2000): 47.8%

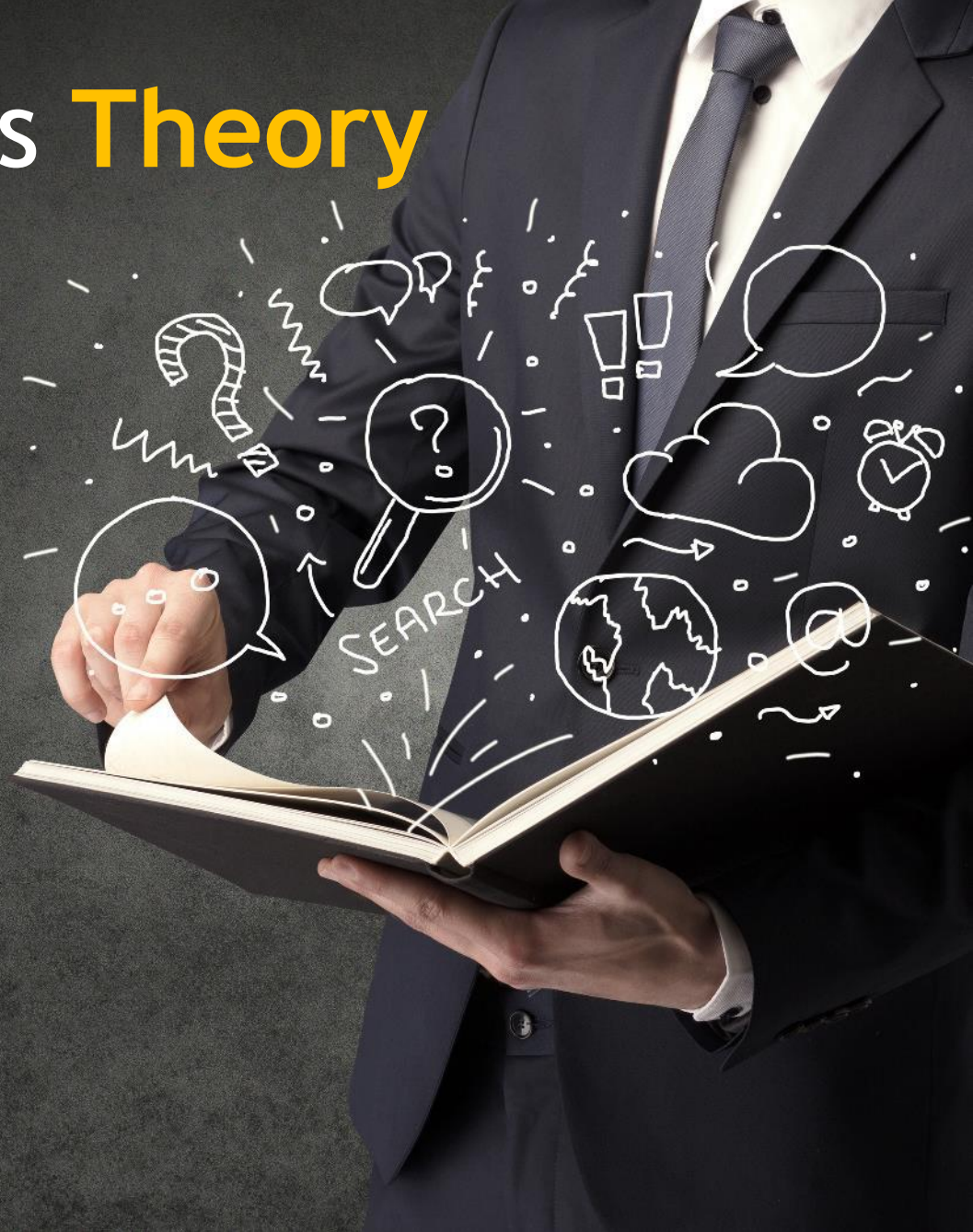
Communication Preferred for Everyday Business



Media Richness Theory

The Media Richness Theory (MRT), describes and evaluates the tools and their effectiveness during the communication process.

It is a measurement on how well the message is received between the sender and receiver during communication, within a certain time frame.



Media Richness Theory



RICHER MEDIUMS



LEANER MEDIUMS

Effective Communication Strategy: Pick the Right **Type**



- Don't text, when it requires a phone call
- An email is good, but a face to face is better

Effective Communication Strategy: Right **Type**. Right **Time**.

- Be Clear
- Be Concise
- Be Easily Understood
- Be Aware of Context
- Be Able to Listen
- Be Open to Feedback



Training

Kristi Steiner (presenting)
Ryan Lacharity

Training with the Purpose of 'Passing the Bucket' Requires...

1. An understanding of how each generation is motivated with a focus on generational and topic-specific training styles
2. Empowering experienced staff to transfer knowledge to younger staff



Typical Motivators



BABY BOOMERS (1946-1964)

Want ownership, receive recognition and feel valued

01

One Size
Does NOT
Fit All

GENERATION X (1965-1979)

prefer diversity, fun, self-reliance and non-traditional methods

02

MILLENNIALS (1980-2000)

Tenacious, savvy and technological adept, believe they can handle anything that comes their way

03

Training Can **Overcome** Intergenerational Barriers

Consider the **medium** and **context**

- Learning preferences
- Level of detail

The motivators are not set in stone and it's important to focus on similarities over differences across generations as well as job roles



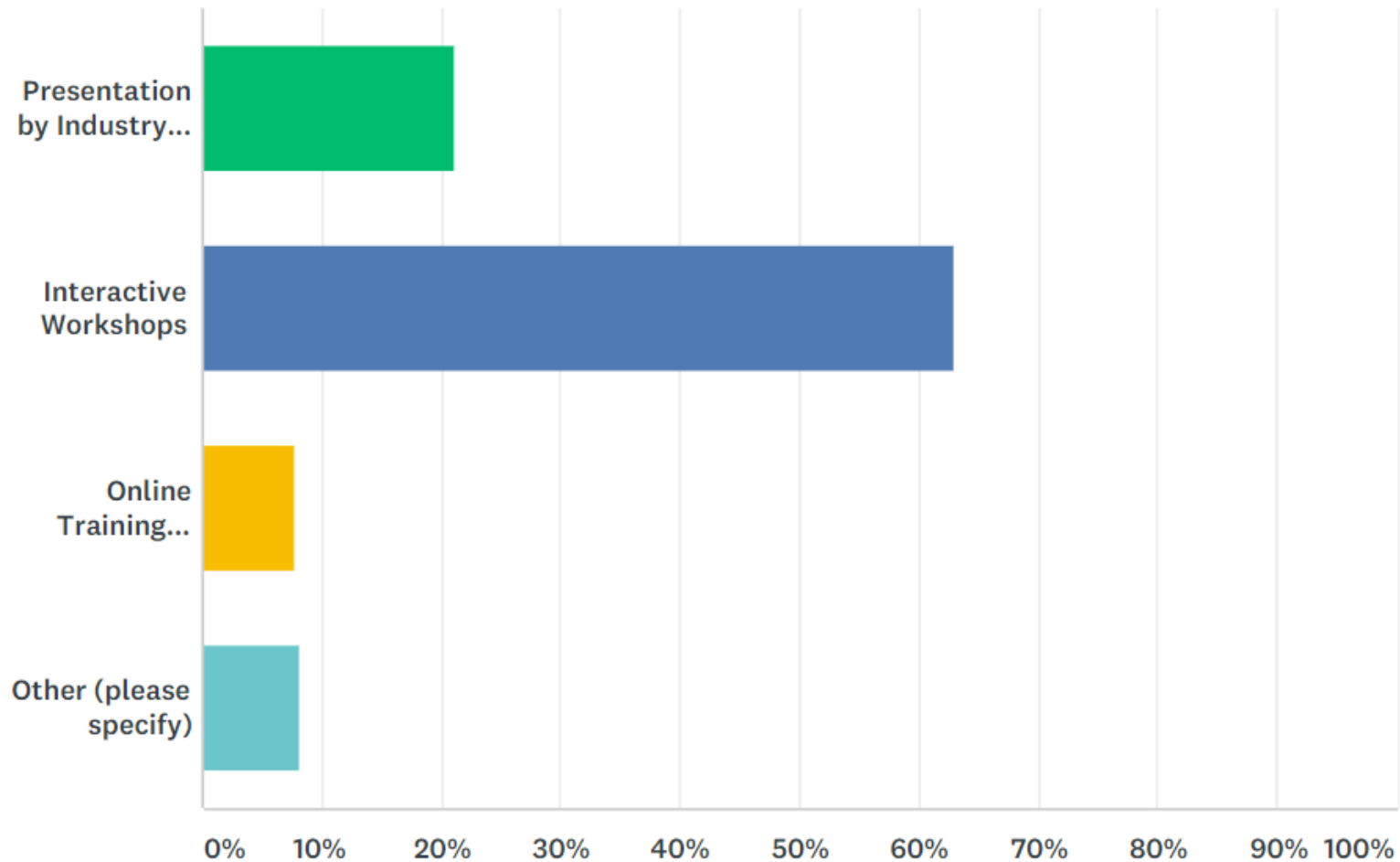
Developing a **Culture** of Knowledge Transfer

To engage staff and ensure successful training

- Training across organizations - not just within
- A sense of purpose, utility, and clear outcomes



Training is Best Served...Interactive



A diverse group of people, including a man in the foreground and several women behind him, are seated in a row. They are all smiling and clapping their hands, suggesting a positive and engaged training environment. The background is a bright, out-of-focus room with large windows.

What Should **Successful** Training Look Like?

- Engagement
- Retention of knowledge
- Post training follow-up reinforces concepts



Types of Training Methods

Mentorship

Main **Benefits**

- Knowledge transfer from more experienced to less experienced staff
- One-on-one support and education

Main **Uses**

- Guiding less experienced staff in a low-pressure environment
- Career guidance, information sharing, and personality-driven approaches

Lunch and Learns

Main **Benefits**

- An excellent way to share information in a less formal environment
- Lower pressure

Main **Uses**

- Internal information sharing of less intensive topics such at a high-level, e.g. resources available within an organization, history of x,y,z

Classroom Lectures/ Workshops

Main **Benefits**

- Intensive and detailed training
- Increasing depth of knowledge on a topic

Main **Uses**

- Providing staff with a strong understanding of important information which isn't easily learned on an individual basis
- Examples include: process control, health & safety awareness, and organizational policies and procedures

Online Training

Main **Benefits**

- Can be done on an individual or group level
- Cost-effective and reusable versus classroom instruction

Main **Uses**

- Consistent training on more easily understood topics
- Examples include: corporate policies, refresher courses, and software programs

Succession Planning

Amy Eberhardt (presenting)
Chris Waul

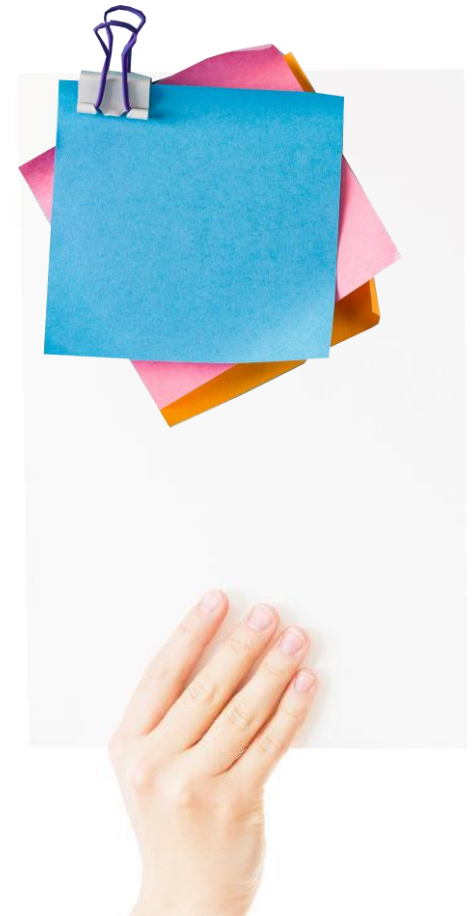
**ARE YOU
READY?**



Why **Implement** Succession Planning?

- ✓ **Maintains** institutional knowledge
- ✓ **Contributes** toward employee development
- ✓ **Delivers** consistency within the organization
- ✓ **Identifies** potential skills/staffing gaps
- ✓ **Enables** faster decision-making in times of need

Succession Planning Need not be a Daunting Effort



Key Players within an **Actionable** Succession Plan

Employee:

Has an obligation to communicate their interest

Human Resources:

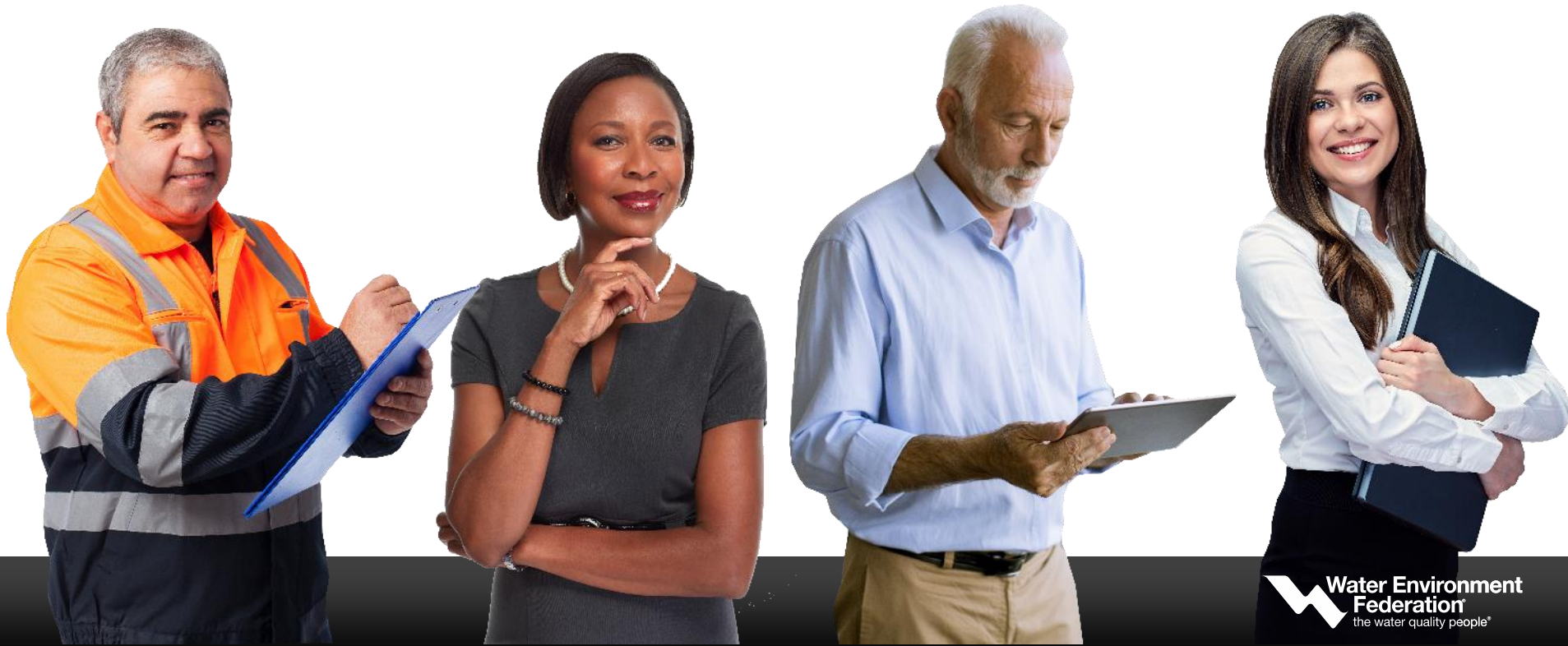
Partnership ensures all aspects of succession planning are covered

Senior Leadership:

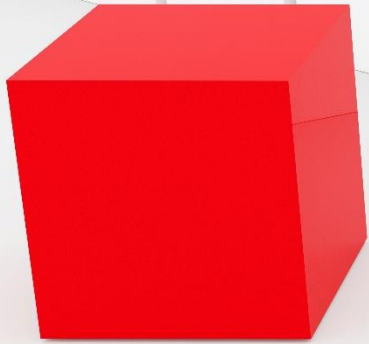
To aid in the identification of top talent and training

Supervisor:

To contribute to career planning, mentoring, and training



Best Practice #1: **Planning**



Planning for and training personnel who can fill immediate, short-term and long-term needs protects the organization

Best Practice #2: Talent Identification

Organizations can evaluate their future needs, examine their current workforce, and identify skill gaps for strategic hires

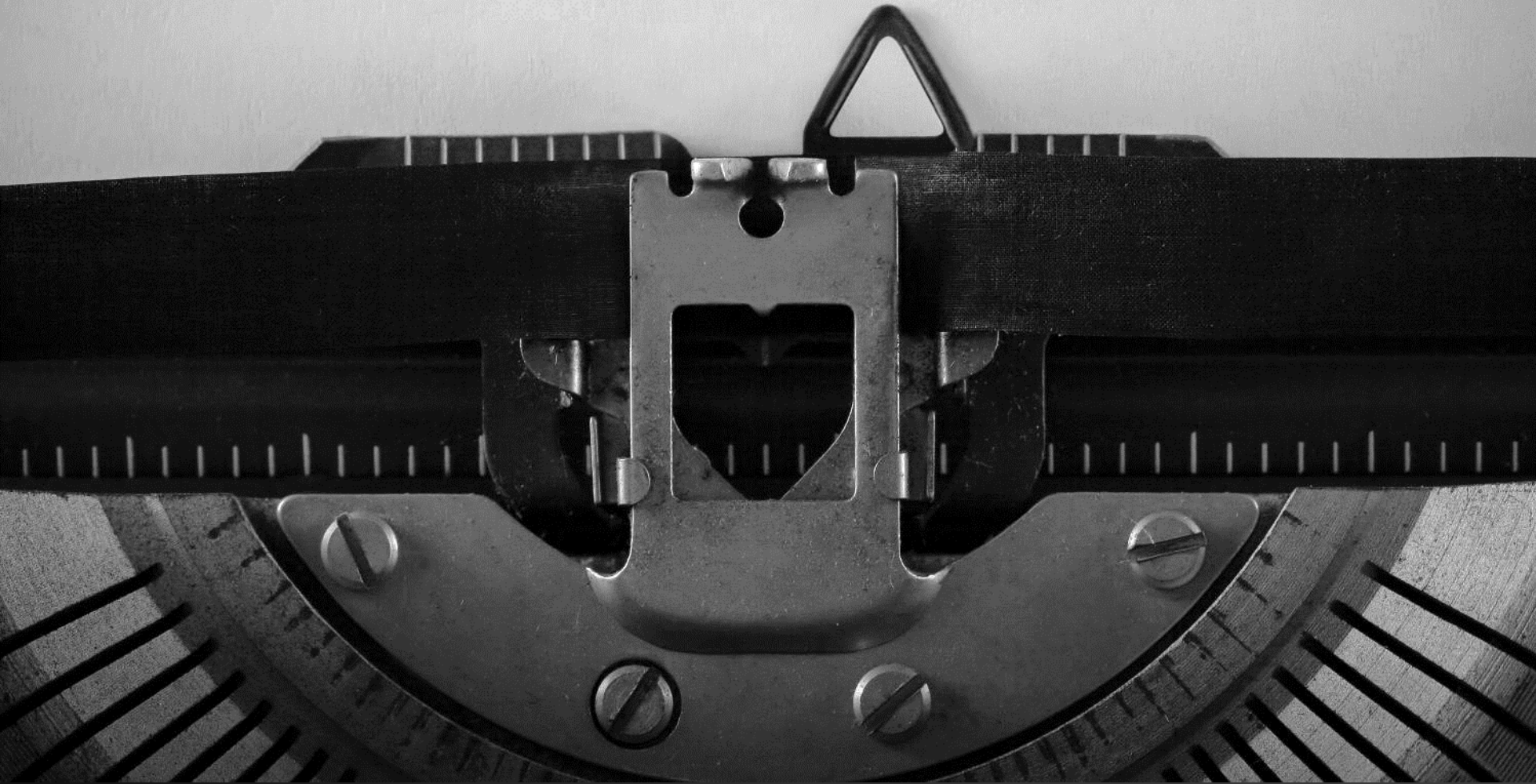


Best Practice #3: **Professional Development Planning**

Employees take ownership of their own careers with supervisor support and cross training



Conclusion





- The “silver tsunami” is coming, with up to **50%** of water workers being eligible to retire over the next 10 years
- Effective **communication**, interactive **training**, and actionable **succession planning** are all **key aspects** of this necessary knowledge capture



Thank You



#LeadersNoCapes

Leading Without the Title



Not All Leaders Wear Capes

Meet the Leaders Without Titles



Ari Wilfley



Daniel Scott



Padma Paan



Pooja Sinha



Rishab Mahajan



Shea Dunifon

Stay Tuned!



- Dr. Adam Smith, Assistant Professor, USC
- Bruce Hauk, SVP Midwest Division, American Water
- C. Mustaafa Dozier, Chief of Staff, DC Water
- Tom Kunetz, WEF Trustee & Metropolitan Water Reclamation District of Greater Chicago

  #LeadersNoCapes

Project Themes



WHAT DOES IT MEAN TO
BE A LEADER

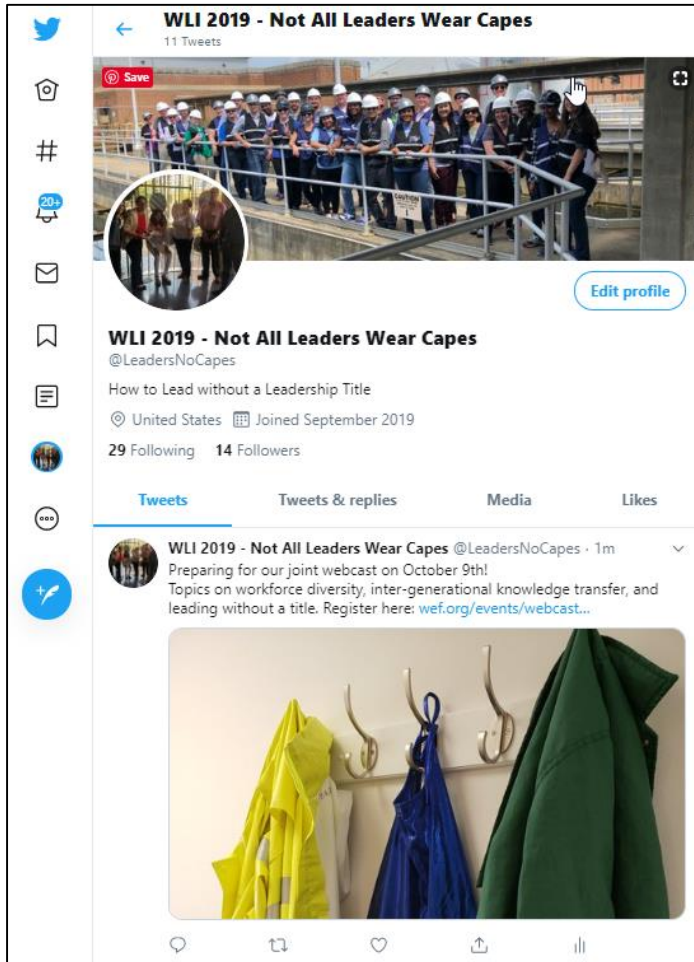


HOW TO LEAD WITHOUT
LEADERSHIP TITLE



EXAMPLE OF LEADERS
WITHOUT TITLE

Join the Conversation



#LeadersNoCapes



@LeadersNoCapes
#LeadersNoCapes



Theme 1: What Does It Mean to Be a Leader

Rishab Mahajan

  #LeadersNoCapes

Dictionary Definition

The person who leads or commands a group, organization, or country

Chief
Executive
Officer

President

Chairman

Manager

Director

Chief

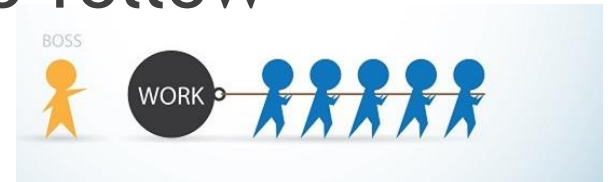
LIST GOES ON.....



  #LeadersNoCapes

Reimagine Leadership

- Titles do not inspire people to follow



- Only when people follow, can a leader emerge



- *“Being a leader is like being a lady. If you have to remind people you are, you aren’t.”* - Margaret Thatcher, Former British Prime Minister

Leadership Styles



Autocratic



Coaching



Democratic



Visionary



Affiliative

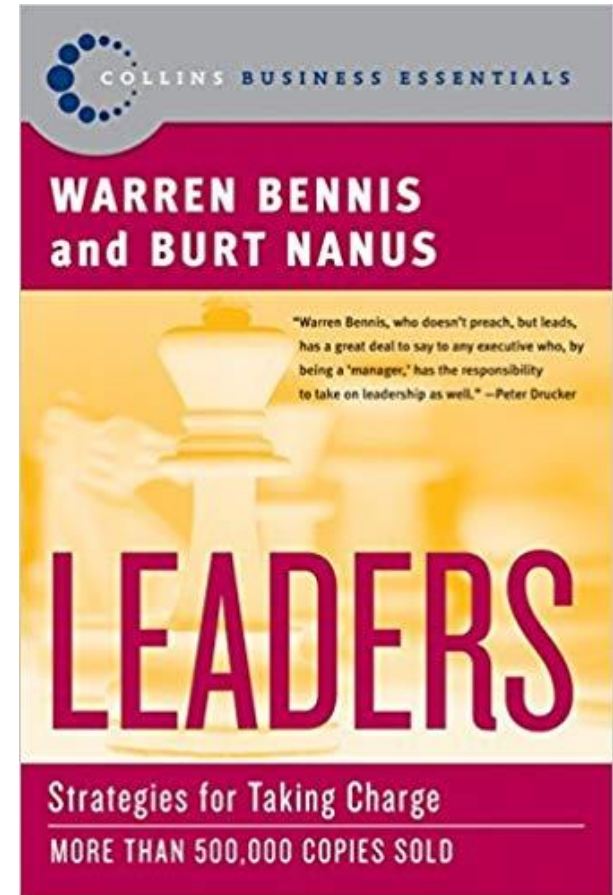


Pace-Setting

Leadership Traits

Warren Bennis, Founding
Chairman Leadership Institute

- Integrity
- Dedication
- Magnanimity
- Humility
- Openness
- Creativity



  #LeadersNoCapes

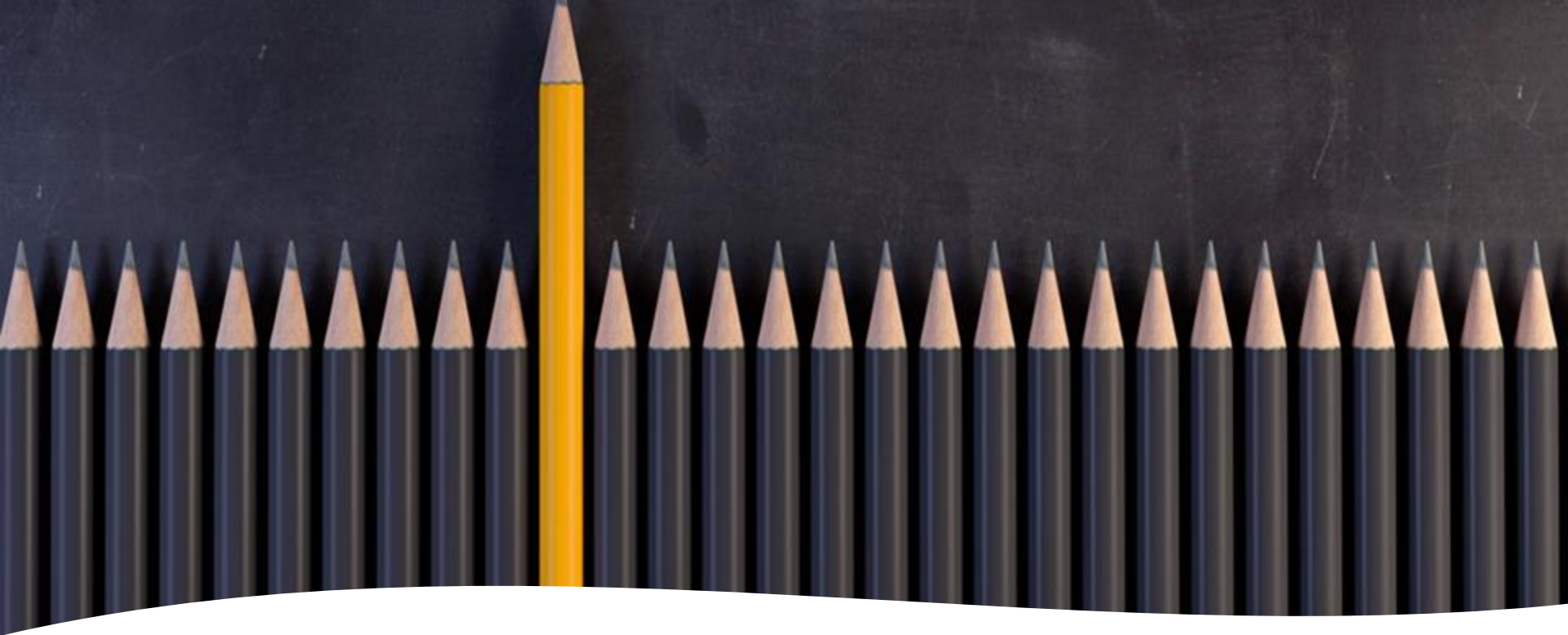
Leader-Follower

- For a leader to exist, there needs to be followers
 - ✦ Be the leader that you would want to follow
- Collaboration and partnership with followers is key for the success of a leader
- Leader nurtures development of followers
 - “Leaders don’t create more followers, they create more leaders” - Tom Peters*

Tom Kunetz interview



  #LeadersNoCapes



Theme 2: How to Lead Without a Title

Padma Paan

  #LeadersNoCapes



A leader without a title is better than the title without the ability to lead.

-Simon Sinek

Whhhhhhy?



- Purpose
- Passion
- Vision
- Values



#LeadersNoCapes

Image Courtesy : <https://www.gettyimages.com>

How



Attitude and Influence



Initiate and take action



Learn, learn and learn



Be appreciative



Empower others and reverse-mentor supervisors



#LeadersNoCapes

The Wingman



Invest in relational chemistry.



Be prepared.



Know when to push and when to back off.



Be better tomorrow than you are today.



#LeadersNoCapes

IMAGE

By Robin Sharma



INNOVATION



MASTERY



AUTHENTICITY



GUTS

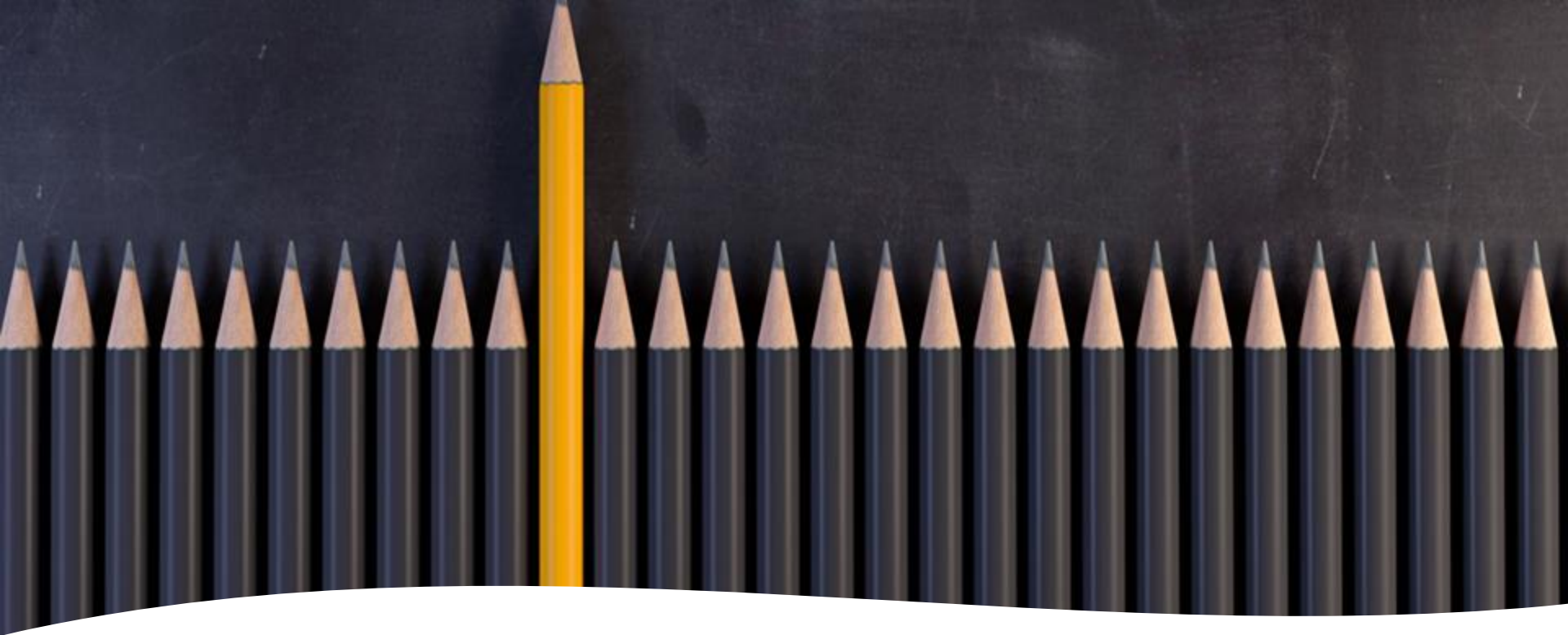


ETHICS

Bruce Hauk & Dr. Adam Smith Interviews



  #LeadersNoCapes



Theme 3: Examples of Leaders Without Titles

Shea Dunifon

  #LeadersNoCapes

Operator

Has great attitude
Safety champion
Models excellence in tasks



#LeadersNoCapes

Lab Technician

Has vision
Seeks innovation
Takes daily action



#LeadersNoCapes

Engineer

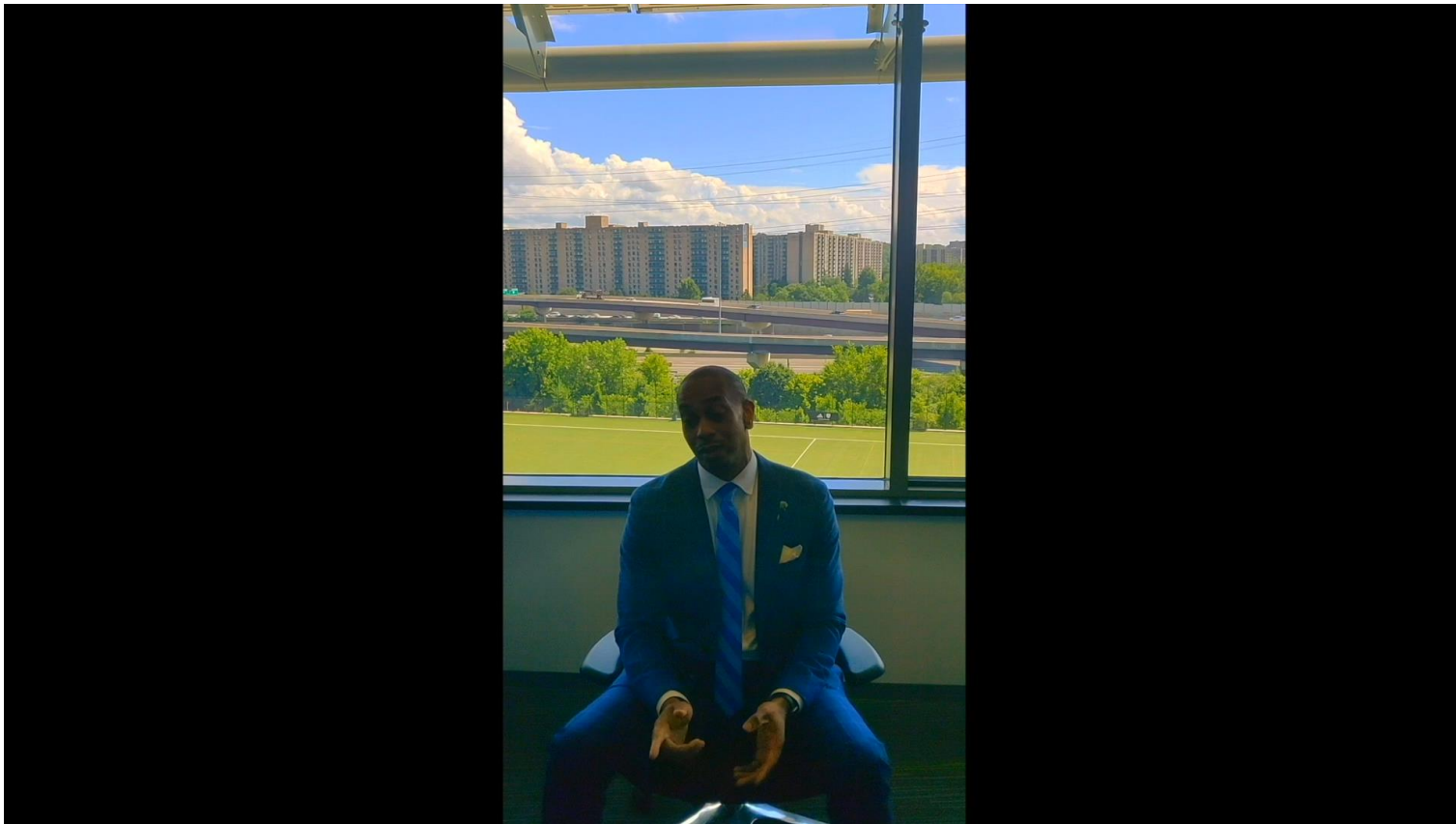
Volunteerism
Public loyalty to leader
Goes the 'extra mile'



ANYONE can be a leader



C. Mustaafa Dozier & Dr. Adam Smith interviews



  #LeadersNoCapes

What can you do NOW?

- ✓ Seek resources on leadership: trainings, books, webinars, etc.
- ✓ Join a mentorship program.
- ✓ Get active with a professional organization like WEF!
- ✓ Volunteer for a cause you're passionate about!
- ✓ Got your own idea- Tweet it to @LeadersNoCapes



  #LeadersNoCapes

Outlook On The Future

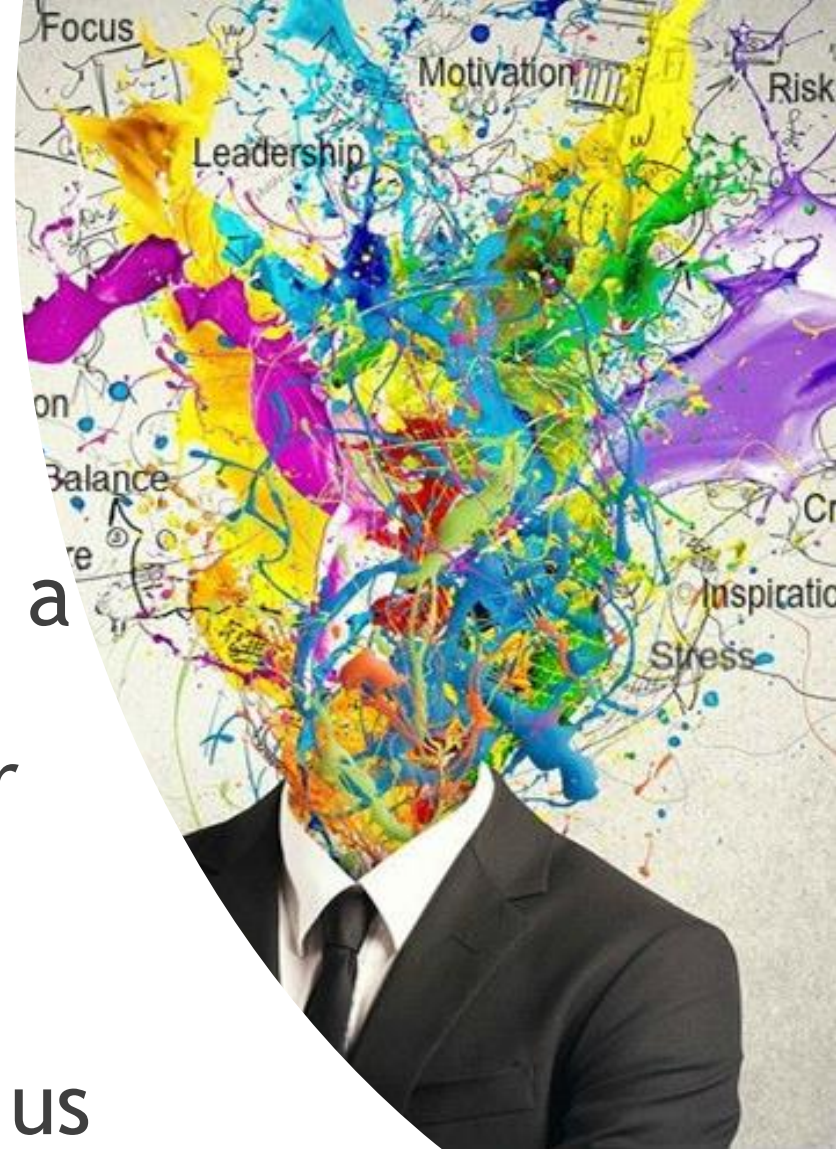
Leadership Qualities

- Be adaptable to change
- Recognize which changes will have the most impact
- Explore interdisciplinary opportunities
- Create personal relationships

Call To Action!

Here is your assignment:

- Think of someone who is a leader without a title in your life, and share their leadership traits
- Use [#LeadersNoCapes](#) or [@LeadersNoCapes](#) to let us know!



  [#LeadersNoCapes](#)

Sources

- Leaders, The Strategies for Taking Charge by Burton Nanus and Warren G. Bennis
- Leading from the Middle of the Pack by John Maxwell Company
- How to Lead from the Middle. Learn To Lead Blog by Dave Anderson
- Titles Don't Make Leader by Rodger Dean Duncan
- How to Lead When You Aren't the Leader by William Arruda
- Leading Without a Title by John M. Wieland
- The Leader Who Had No Title by Robin Sharma
- Leading from the Middle of the Pack by Tim Elmore

We would also like to thank our guest speakers:

- Dr. Adam Smith, Assistant Professor, USC
- Bruce Hauk, SVP Midwest Division, American Water
- C. Mustaafa Dozier, Chief of Staff, DC Water
- Tom Kunetz, WEF Trustee & MWRD-GC



#LeadersNoCapes

Webcast Wrap Up

What We Know Now

- Break the Illusion and Go For Inclusion
- Passing the Buck(et) - Inter-generational Knowledge Transfer
- Not All Leaders Wear Capes



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