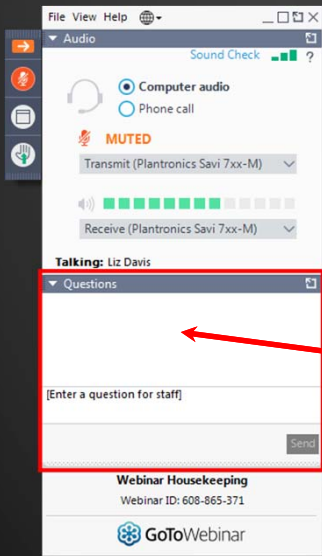


1

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.

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Learning and Networking – Leadership for Life

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



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Embracing Workforce Diversity to Lead from Where You Are



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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



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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](#)



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Part 1 - Break the Illusion and go for Inclusion

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



7

Contributors:

Break the Illusion and Go for Inclusion

MODERATOR



Ellen Stitt
Sr. Operator/Mechanic

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*



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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



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Key Terms

Diversity:

Encompasses the whole human experience

Inclusion:

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



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Major Inhibitor of Inclusion



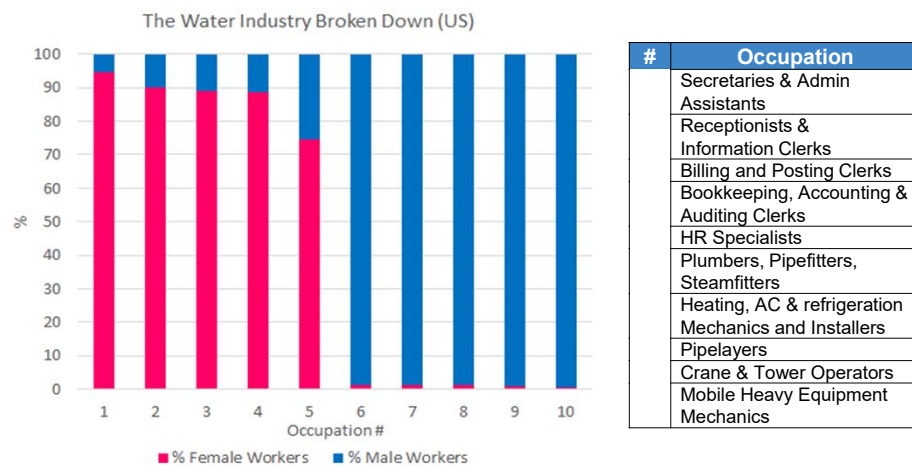
Unconscious Bias:

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



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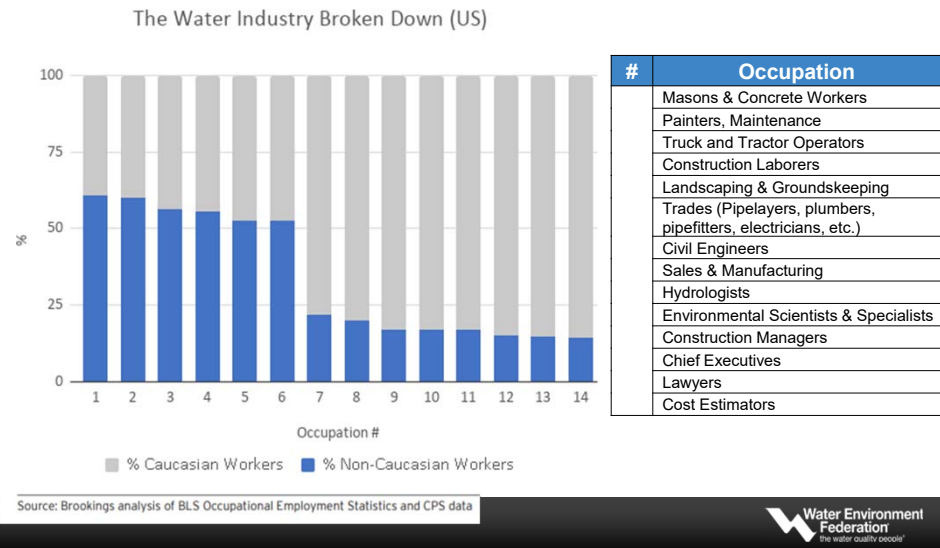
Diversity - Gender



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

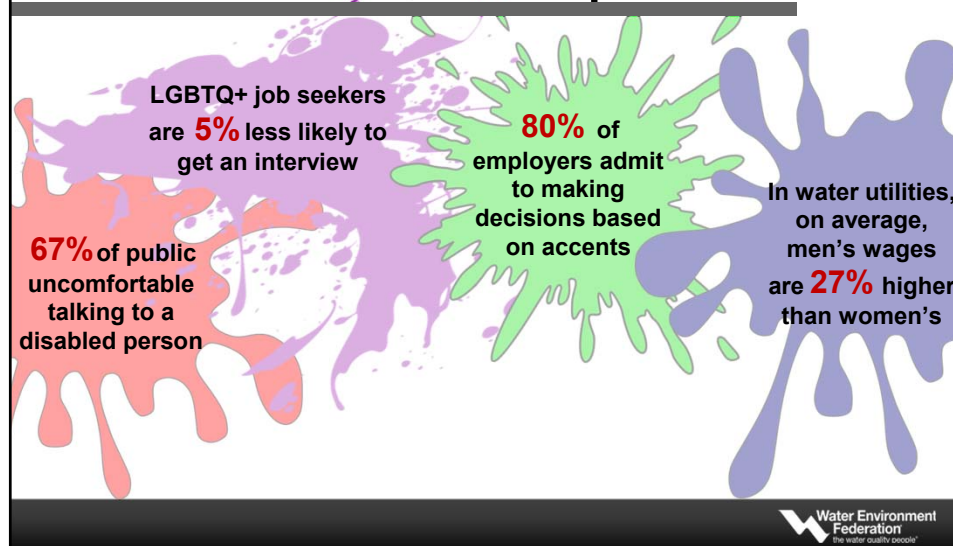
12

Diversity - Race



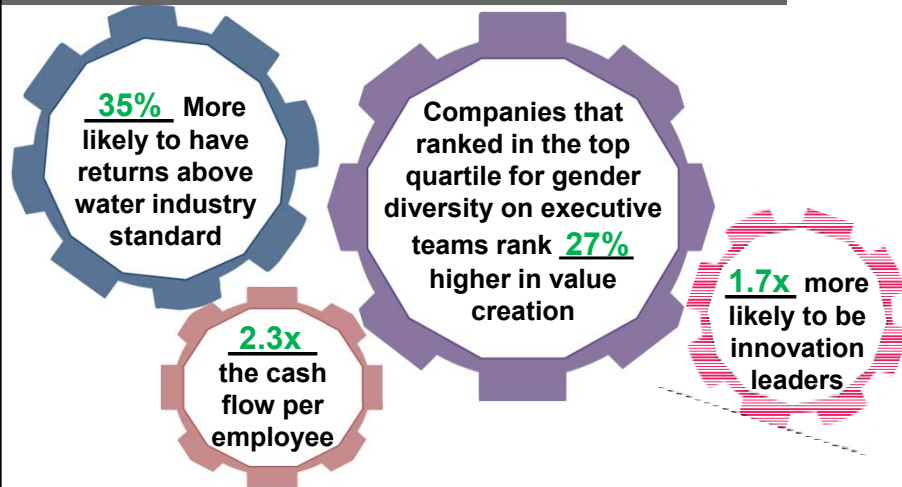
13

Why diversity and inclusion matter in the workplace



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Why diversity and inclusion matter in the workplace



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Why diversity and inclusion matter in the workplace

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

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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.

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Bias Buster Poll

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What can I do individually?

Step 1
Promote Self Awareness



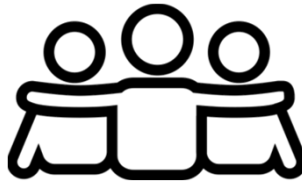
Step 2
Review Internal Conversations



Step 3
Challenge your Bias



Step 4
Be Flexible and Inviting



Step 5
Change your Lens



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

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Join the Challenge:



 **#FlushTheBias**

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

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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/



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Questions / Sharing



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Bias Buster

Who is the teacher?



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



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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



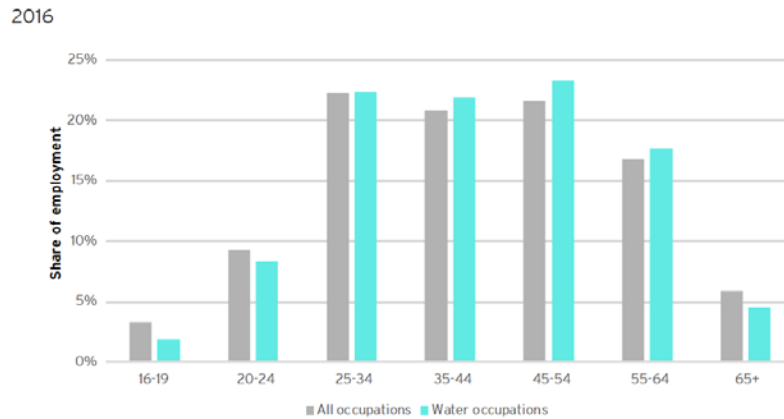
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Introduction



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Age Range of Workers in Water Occupations vs. All Occupations



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



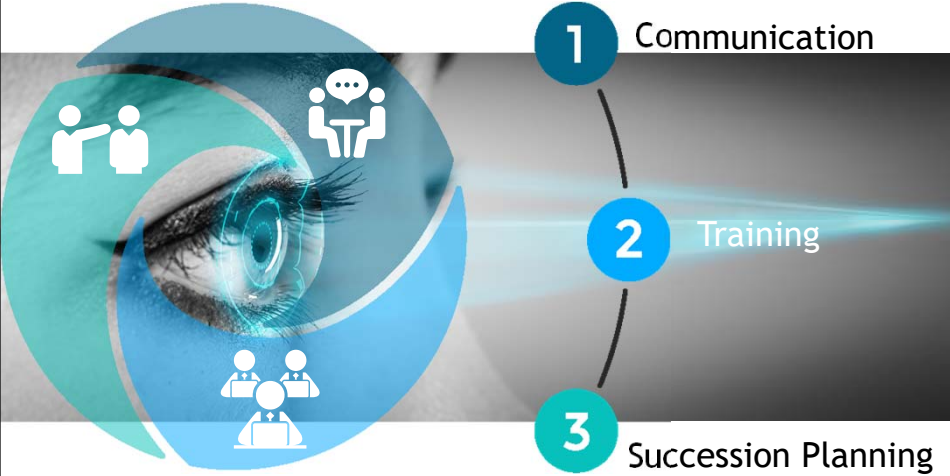
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How do We Retain and Pass on Institutional Knowledge?



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Today's Focus:



- 1 Communication
- 2 Training
- 3 Succession Planning

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Communication

Aaron J. Rivard (presenting)
Morgan Brown

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How? By Utilizing...

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

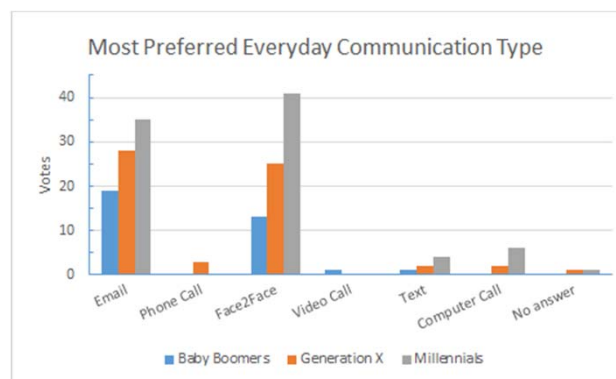
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Inter-Generational Survey

- 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 (1980-200): 47.8%

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Communication Preferred for Everyday Business



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Media Richness Theory

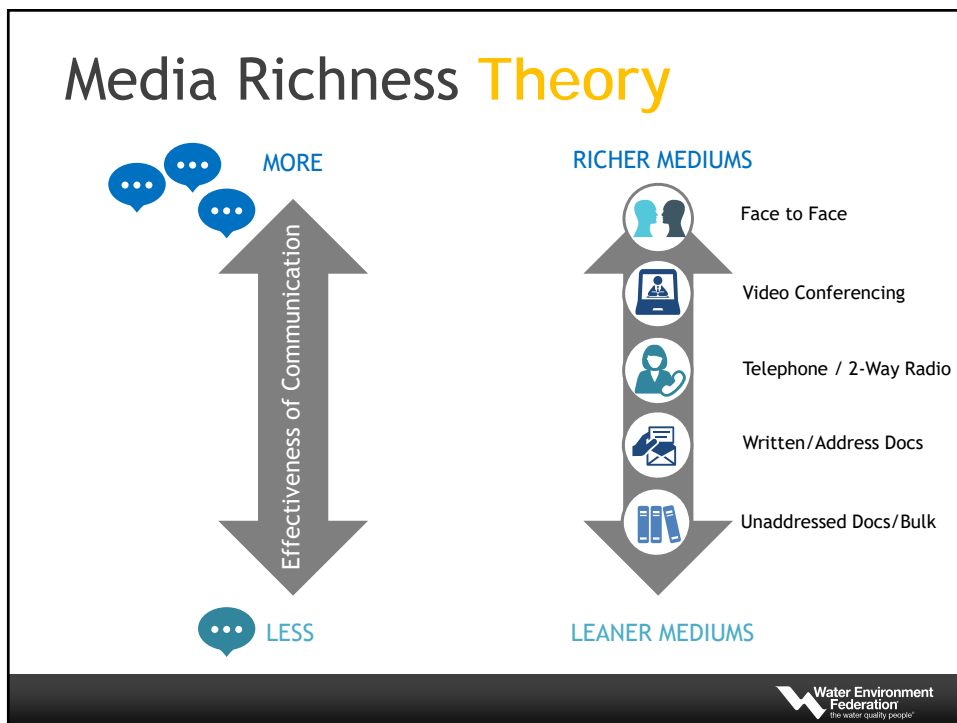
The Media Richness Theory(MRT), describes and evaluates the tools and their effectiveness during the communication process.

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



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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



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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



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Training

Kristi Steiner (presenting)
Ryan Lacharity



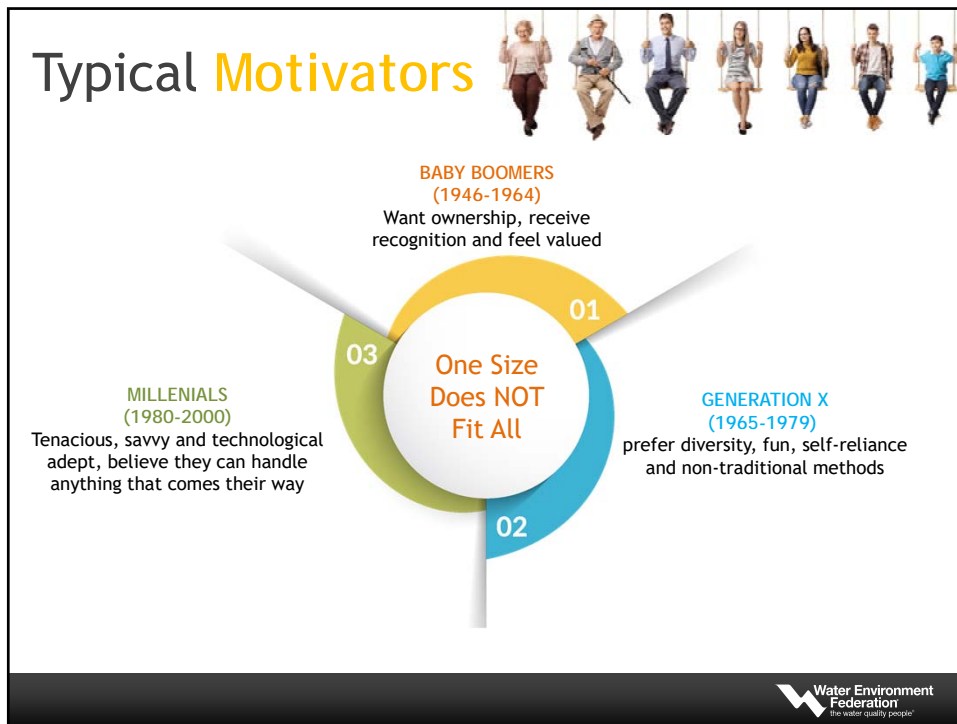
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Training with the Purpose of 'Passing the Bucket' Requires...

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



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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

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Developing a Culture of Knowledge Transfer

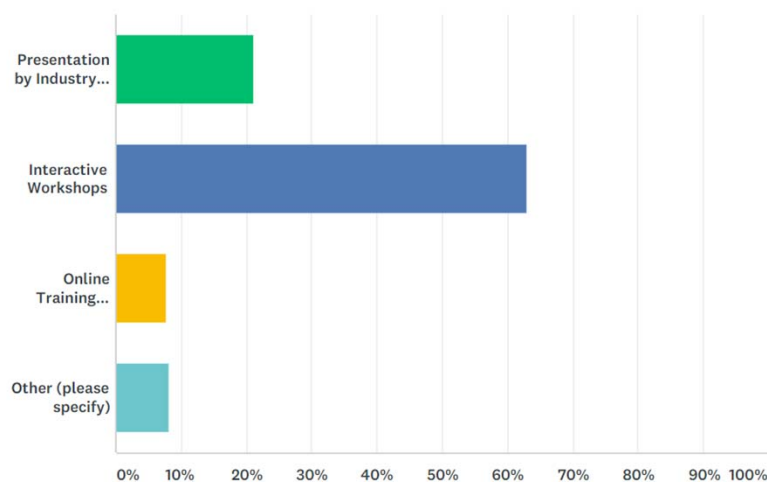
To engage staff and ensure successful training

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



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Training is Best Served...Interactive



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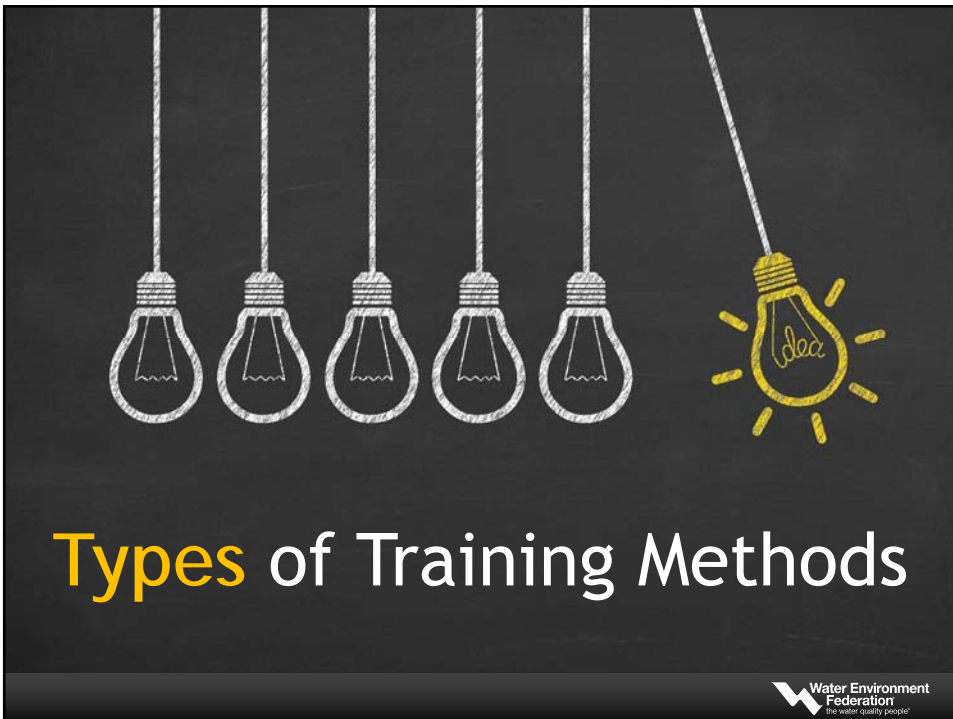


What Should **Successful** Training Look Like?

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

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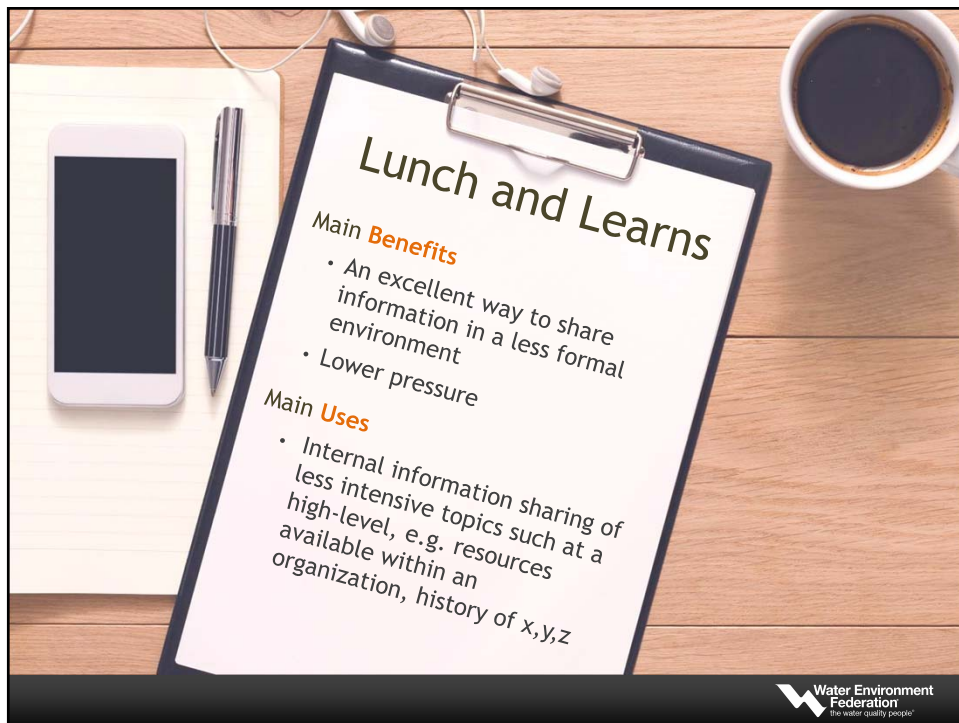
Types of Training Methods

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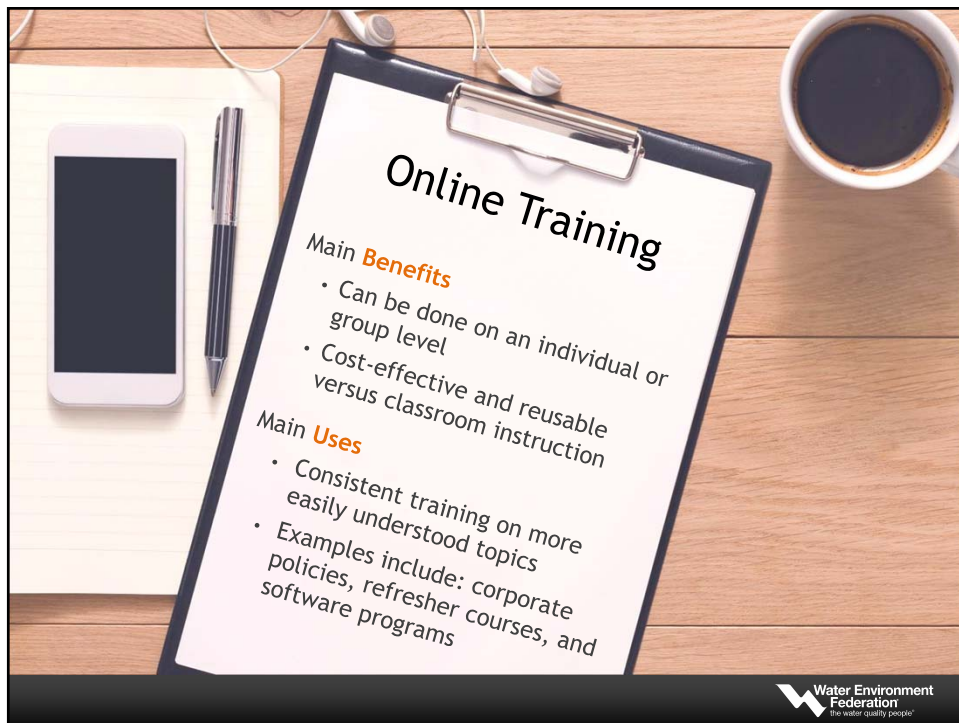
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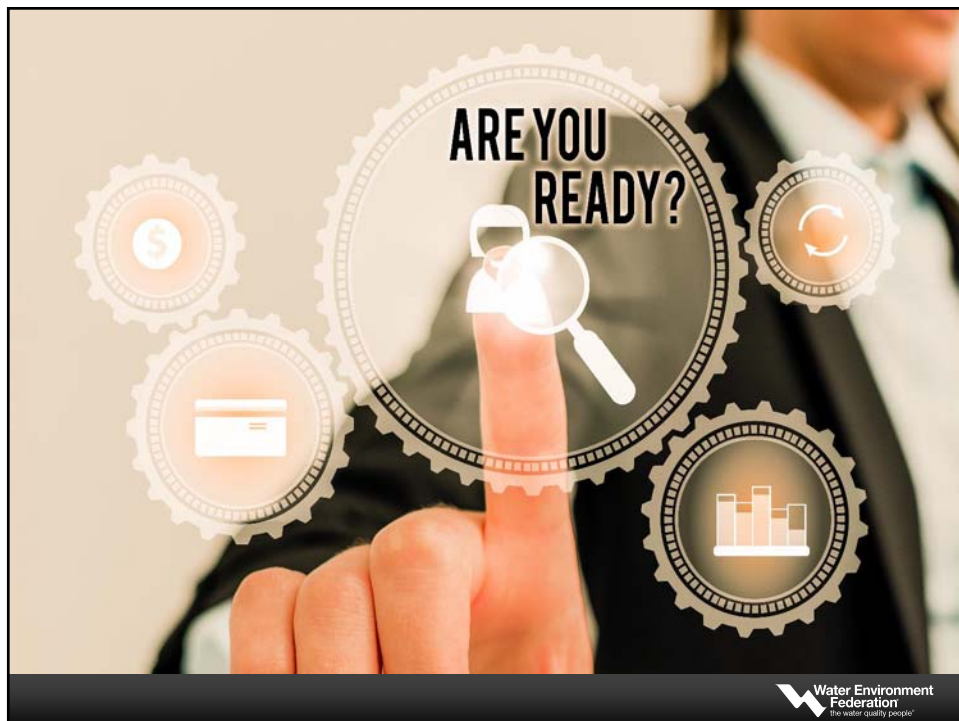
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Succession Planning

Amy Eberhardt (presenting)
Chris Waul



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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

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Succession Planning Need not be a Daunting Effort



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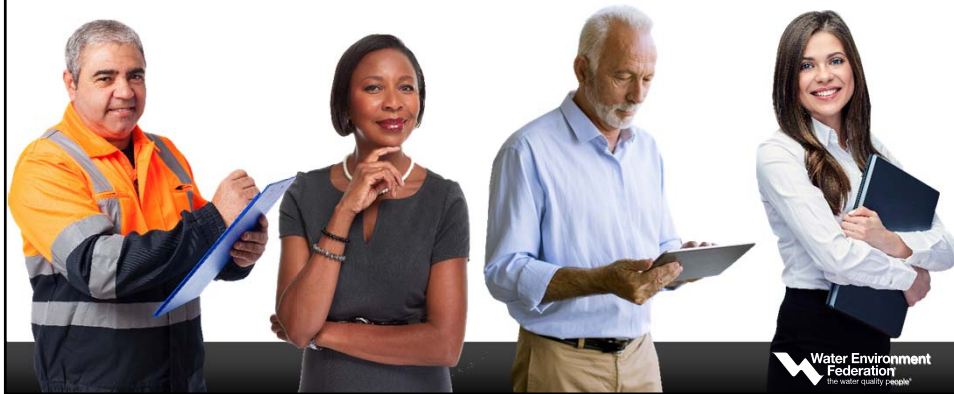
Key Players within an Actionable Succession Plan

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



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Best Practice #1: Planning



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



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Best Practice #2: Talent Identification

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



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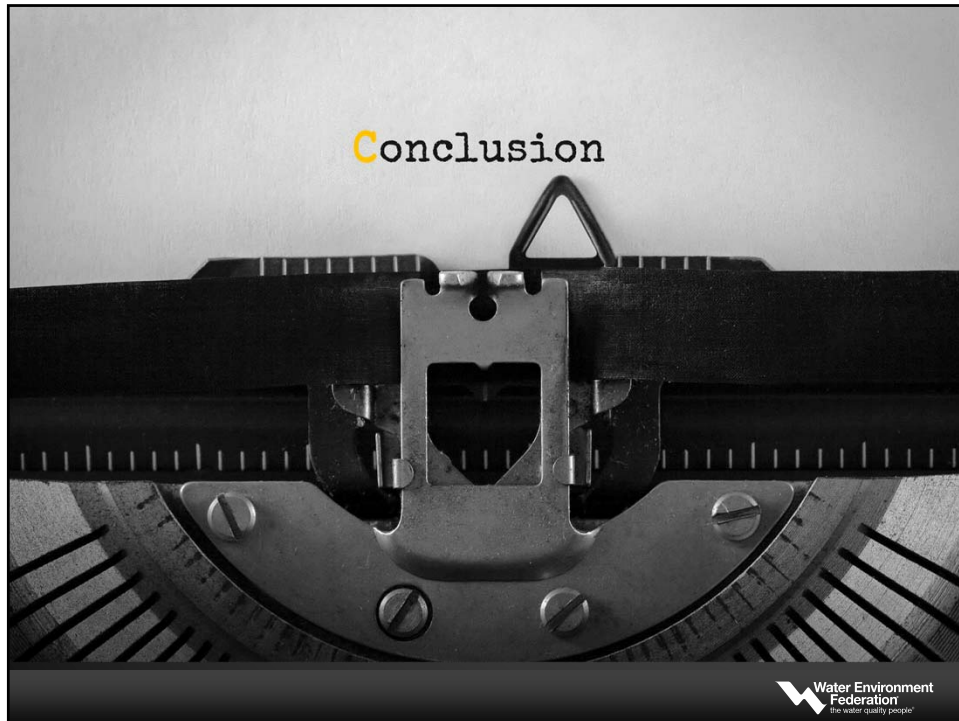
Best Practice #3: Professional Development Planning

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




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- 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



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Meet the Leaders Without Titles



Ari Wilfley



Daniel Scott



Padma Paan



Pooja Sinha



Rishab Mahajan



Shea Dunifon



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Stay Tuned!



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

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Project Themes



WHAT DOES IT MEAN TO
BE A LEADER



HOW TO LEAD WITHOUT
LEADERSHIP TITLE



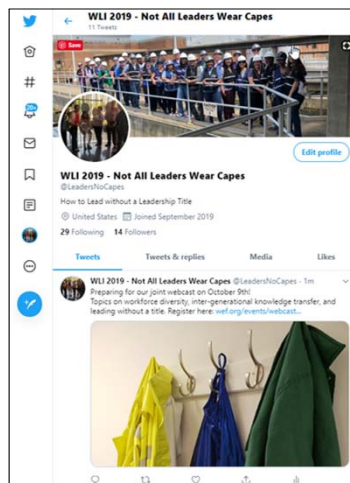
EXAMPLE OF LEADERS
WITHOUT TITLE

  #LeadersNoCapes



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Join the Conversation

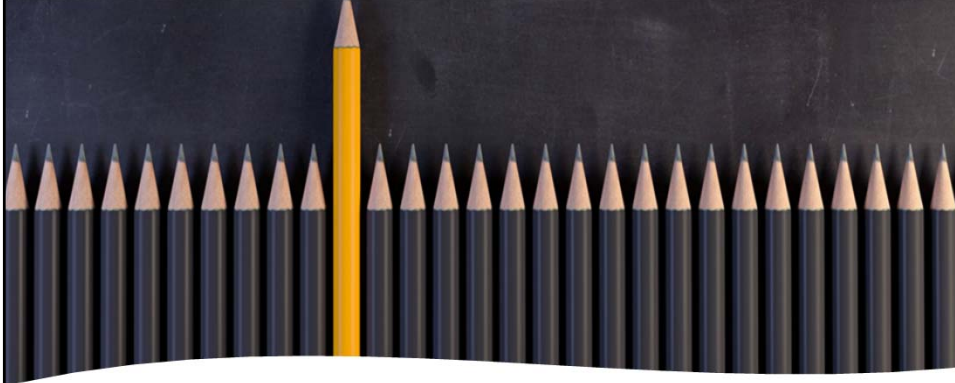


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Theme 1:
What Does It Mean to Be a Leader

Rishab Mahajan

[in](#) [t](#) #LeadersNoCapes


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Dictionary Definition

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

Chief Executive Officer	President	Chairman
Manager	Director	Chief
LIST GOES ON.....		



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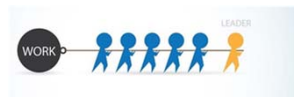
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Reimagine Leadership

- 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

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Leadership Styles



Autocratic



Coaching



Democratic



Visionary



Affiliative



Pace-Setting

Image Courtesy : <https://www.liveandlearnconsultancy.co.uk/different-leadership-styles/>

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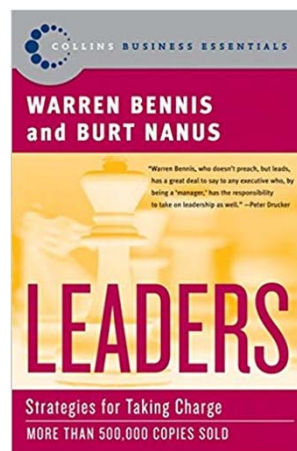
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Leadership Traits

Warren Bennis, Founding
Chairman Leadership Institute

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



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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

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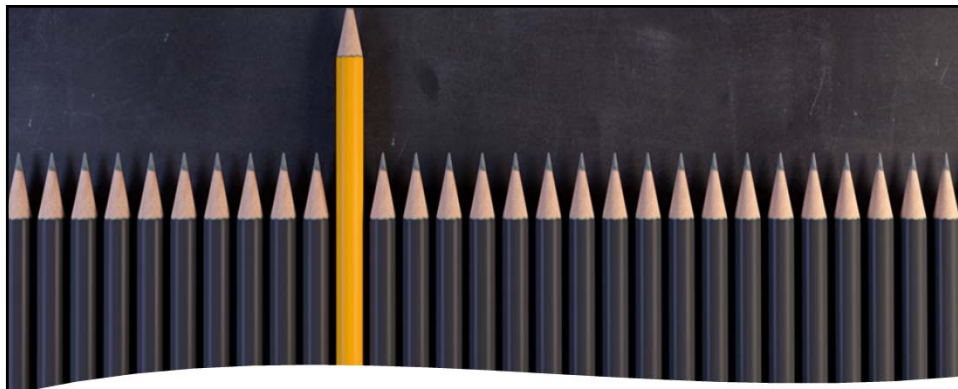
Tom Kunetz interview



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Theme 2:
How to Lead Without a Title

Padma Paan

  #LeadersNoCapes

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

-Simon Sinek

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Whhhhhhhy?

- Purpose
- Passion
- Vision
- Values



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

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How





-  Attitude and Influence
-  Initiate and take action
-  Learn, learn and learn
-  Be appreciative
-  Empower others and reverse-mentor supervisors



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The Wingman

-  Invest in relational chemistry.
-  Be prepared.
-  Know when to push and when to back off.
-  Be better tomorrow than you are today.

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IMAGE

By Robin Sharma



INNOVATION



MASTERY



AUTHENTICITY



GUTS



ETHICS



#LeadersNoCapes



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Bruce Hauk & Dr. Adam Smith Interviews

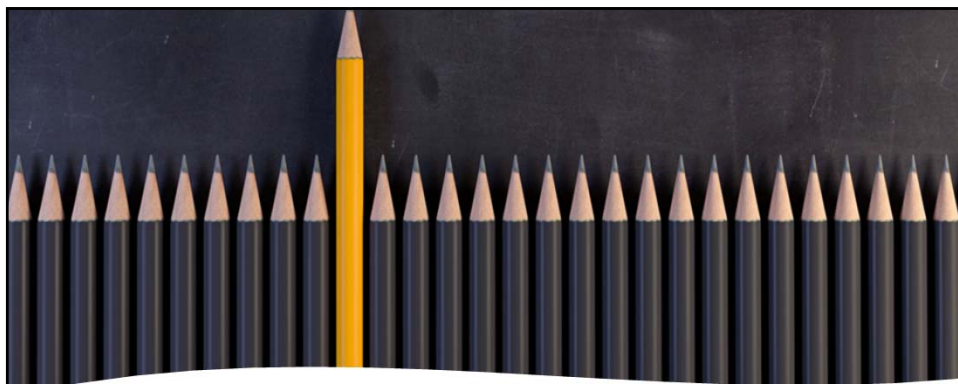




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Theme 3:
Examples of Leaders Without Titles

Shea Dunifon

  #LeadersNoCapes



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Operator

Has great attitude
Safety champion
Models excellence in tasks





  #LeadersNoCapes

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Lab Technician

Has vision
Seeks innovation
Takes daily action





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Engineer

Volunteerism
Public loyalty to leader
Goes the 'extra mile'





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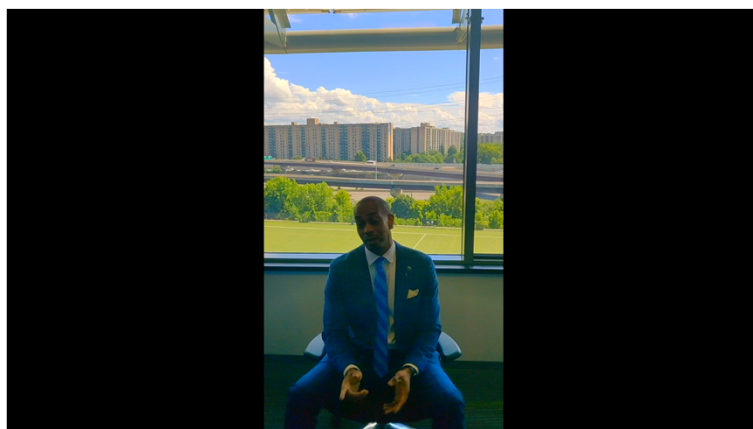
ANYONE can be a leader



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C. Mustaafa Dozier & Dr. Adam Smith interviews



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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



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Outlook On The Future

Leadership Qualities

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



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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!



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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. Mustafa Dozier, Chief of Staff, DC Water
- Tom Kunez, WEF Trustee & MWRD-GC

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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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