ORGANIZATIONAL TRANSFORMATION

MCES Strategic Visioning and Employee Engagement Process

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Agenda

• Background and context...
• A disorienting dilemma...
• A different starting model...
• Change begins with...
• What’s working...
• Next steps...
Background and Context...

- Part of the Minneapolis area Metropolitan Council
Background and Context...

• Part of the Minneapolis area Metropolitan Council, which provides:
  – Environmental Services
  – Transportation and Planning
  – Community Development and Planning
• MC/ES structure:
  – State-legislated regional function
  – 17-member Council appointed by governor
  – 670 ES employees
Metropolitan Council Environmental Services Mission

Providing wastewater services that protect public health and the environment while supporting regional growth
MCES Service Area and Facilities

- Serves 7 counties (3,000 square miles)
- 250 mgd on average
- 7 wastewater treatment plants
- 600 miles of interceptors
- 2+ million wastewater customers in 107 communities
- 2.6 million population served in water resources (3.6 million in 2030)
MCES’ Expanding Role

- Metropolitan Council Environmental Services
  - Wastewater Treatment (and Conveyance)
  - Water Supply Planning
  - Surface Water Quality


Groundwater pumping blamed in White Bear Lake drop

Posted May 29, 2012

The Ramsey County Beach on the north side of White Bear Lake will be closed this summer for the fourth year in a row. Yellow signs dot the beach, proclaiming: No Swimming Allowed. Beach Closed due to water level and drop offs.”

Near-record-low water levels in the lake have left so much of the beach high and dry that the edge of the water is only a short distance from an 8-foot drop-off into deep water. The low water has made the beach unsafe for children and inexperienced swimmers.

Elsewhere around the lake, especially on the north, northwest and south sides of the lake, grass and weeds grow on broad expanses of sand that a few years ago were covered with shallow water. Long boardwalks that once stretched to docks farther out in the lake now stop far short of the water’s edge.

“It’s very taxing and concerning for the people who have property on the lake,” said Mike Stawnych, the chair of the White Bear Lake Conservation District. “It doesn’t look nice, it’s not appealing.”
External Drivers

Metropolitan Council updates regional planning framework “Thrive 2040” addressing:

- Climate Change
- Sustainability, Water Supply
- Equity, Prosperity
- Collaboration, Integration, Accountability

*Much more “forward pushing”*
New Utility Director Backs Transformation

- Took on role in 2012
- Spearheaded strategic visioning
- Addressed staffing transition process
A Disorienting Dilemma...

• Business as usual will not solve this
• Challenges are opportunities
• People are the key....
A Disorienting Dilemma...

- Business as usual will not solve this
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Age Range of Staff and Retirement Eligibility – January 1, 2014

2014 MCES Headcount by Age Range

Retirement Eligible by Year (2014-2018)
Visual Tools Are Effective
Transformative Processes

D x V x A > R

Discontent
Vision
Action Steps
Resistance
Progress
Common Ground

The Art of Convening
Authentic Engagement in Meetings, Gatherings, and Conversations

Visual Leaders
New Tools for Visioning, Strategy, and Organization Change
Major Change Failures

• Stuck in the status quo
• Challenge of leading over-worked and under-performing teams
• Resistance to change
• Failing to learn from the past
• Failing to engage people in changes that affect them
• Failing to keep change alive

Credit to Rick Maurer at http://www.rickmaurer.com/coc/
Elephant in the Room
An Elephant Never Forgets
The Blind Men and the Elephant
One Bite at a Time
Strategic Visioning Process
Strategic Visioning Graphic Game Plan

**STAGES/TASKS**

- **Preparation**
  - Visual Resources
  - Content Resources
  - Champion
  - Organizational Development

- **Exploration & Learning**
  - Future of Water Workshop
  - MCES Futures Meeting
  - SPOT & Context Maps

- **Finding Common Ground**
  - Visioning Workshop
  - 6 Vision Teams
  - Vision 2.0 Workshop
  - Executive Team Chartering

- **Opening to a Vision**
  - Visioning Workshop
  - 6 Vision Teams
  - Vision Workshop 2

- **Creating Strategies**
  - Refining Existing Priorities
  - Executive/Staff Joint initiative workshop
  - [Future] Goal Teams

**SUCCESS FACTORS**

- Visual Facilitation
- Collaboration
- Broad Participation
- Dialogue
- Applied Learning
- Teams

**CHALLENGES**

- Workload
- Retirements
- Resistance
- Accountability
- Implementation
- Engagement
- Competing Priorities

**OBJECTIVES**

- Leadership Development
- Business Plan
- MSP 2040 Outcomes
- Strategic Vision

**TARGET**
MCES Futures Meeting

**AGENDA**

- 9:00 Welcome & overview
- 9:30 Speakers and small group discussion
- Lunch plus speaker
- 12:45 Speaker
- 2:30 World Cafe
- 4:45 Next steps & Closing

**Roles**

- Speakers – Presenters and participants in table groups; resources
- Participants – listen, learn and bring great ideas
- Meeting Leader – Leisa
- Moderators – Scott and Deb

**Outcomes**

- Better understanding of a watershed approach and how it can be used to create our preferred future
- Learn good ideas from speakers and how we could apply them
- Open discussion about a strategic planning team
- Build peer-to-peer relationships by discussing and exchanging ideas
- Leave feeling energized about what comes next

**Rules**

- Everybody participates
- Manage distractions
- Share the “air time”
- Electronics off
- Stay “present to win”

Symposium with leaders from Milwaukee, Columbus, Cincinnati, Colorado Springs, Seattle, WEF, Best selling leadership author
Strengths, Problems, Opportunities, Threats

**Strengths**
- Regional structure and strong statutory authorities
- Strong customer/stakeholder and regulator relationships
- History of strong performance provides credibility and puts us in a good position build upon.
- Workforce culture of pride in shared mission and results and a highly skilled technical workforce leads to data-driven decision making
- Effective leadership and an organizational goal to be proactive

**Problems**
- Lack of priority setting and resource allocation. Choose routes of least resistance often
- Inefficient business processes
- Lacking capital project implementation. Incorporate better definition
- We don’t capture “lessons learned” – from projects, daily bus., etc.
- Update the core mission to clarify our role in the regional water cycle. Communicate it and connect all we do to that mission
- Integrate and coordinate efforts within ES and coordinate better with partner organizations
- Accountability not felt to goals and roles, should be “we” not “I” – unfulfill expectations, follow-through and lack of recognition
- MCES identity/accomplishments not known by public/council. No brand. Hard to compete or justify needs without that awareness
- Succession plan isn’t enough to give us opportunity and quality

**Opportunities**
- Integrate planning processes and management to ensure efficient and effective asset management programs
- Expand workforce skills, current to mission hiring, mentoring.
- Vision and greater understanding among key customers and partners.
- Respond and support change in increasing project work, challenges and other obstacles.
- Lead and respect others in addressing project work, challenges and other obstacles.

**Threats**
- Respond immediately to a catastrophic event in an unanticipated area
- Resource constraints, e.g., cost of money, materials, and availability of people
- Political direction can change. Regional issues to balance
- Failure to keep up with pace of automation/technology

**MCES SPOT**
Each  blue represents 5 (or less if only 1 dot) activities from the 2013-2014 MCES Work Plan

**SPOT MATRIX**

**CURRENT/INTERNAL**

**FUTURE/EXTERNAL**

NACWA

Metropolitan Council
Environmental Services
Strategic Vision 1.0
4 x 10 feet
The Process Works!
Environmental Services 2020

Promoting Organizational Unity and Direction

1. Re-align job descriptions, goals, and performance review tools with mission, vision, and strategic priorities.
2. Create an ES specific communications/marketing team to implement and maintain internal/external focus on mission and strategic priorities.

Promoting Externally
- Guides project selection
- Goal setting in performance ties to mission
- Goals and metrics at all levels support mission
- Job descriptions are aligned
- Performance reviews are aligned
- Staff recognition for actions that support mission
- Employee training aligns
- All are accountable – see something, say something

Leadership Driven
- By example
- Leaders interact with staff
- Walk the Talk — Talk the Walk
- Leadership communicates clearly with each other & employees
- Leaders buy in
- Culture survey
- Information cascades through chain of management
- ESE regularly discusses & sells to managers

Meaningful Messaging
- “Promoting Organizational Unity and Direction”
- Meaning of “sustainability” is clear
- Not “laundry”
- Clear and concise
- True, inspiring words; actionable
- Memorable
- Relates to everyone
- Measures alignment

Sharing Visually
- Posters, banners, fliers
- Letterhead, memos, emails, reports
- Business cards
- Blue bag lunch presentations
- Open houses across-function interaction
- Brochures, Web site

SUPPORTS
- Leadership and direction in this process
- We see the need and are engaged
- Lots of knowledge and data
- Experienced staff
- Sharing well externally – data and expertise
- Excellent compliance record!
- We have some tools: Web, Met Net.
- Lots of knowledge and data
- New talents and ideas
- STEP system — limited

CHALLENGES
- Time and budget
- Designated staff to do this work
- Losing experienced staff & their relationships
- ES treated as 2nd class
- Engagement — buy-in
- No graphic designer for ES
- Sustainability — sticking with it
- Commitment for the long term through fad/for leader changes
- Leadership barriers — silos, inconsistencies across
- Limited employee metrics
- Cultural mindset

5/19/14
All based on

Visual Facilitation, Broad Participation and Dialogue
Next… Build on What’s Working

• From the 6 vision themes to final Focus Areas

- Workforce
- Customer/Stakeholder
- Business Excellence
- Expanded Role

• Cross functional teams for implementation
• Build our collaboration skills

All based on
Visual Facilitation, Broad Participation and Dialogue
Being a transformational leader is not just about what you do; it is about how you do what you do. It is about living your deeply held values.

“Never underestimate the power of a small group of committed people to change the world. In fact, it is the only thing that ever has.” – Margaret Mead