

# NACWA

July 16, 2014



## ORGANIZATIONAL TRANSFORMATION

### MCES Strategic Visioning and Employee Engagement Process



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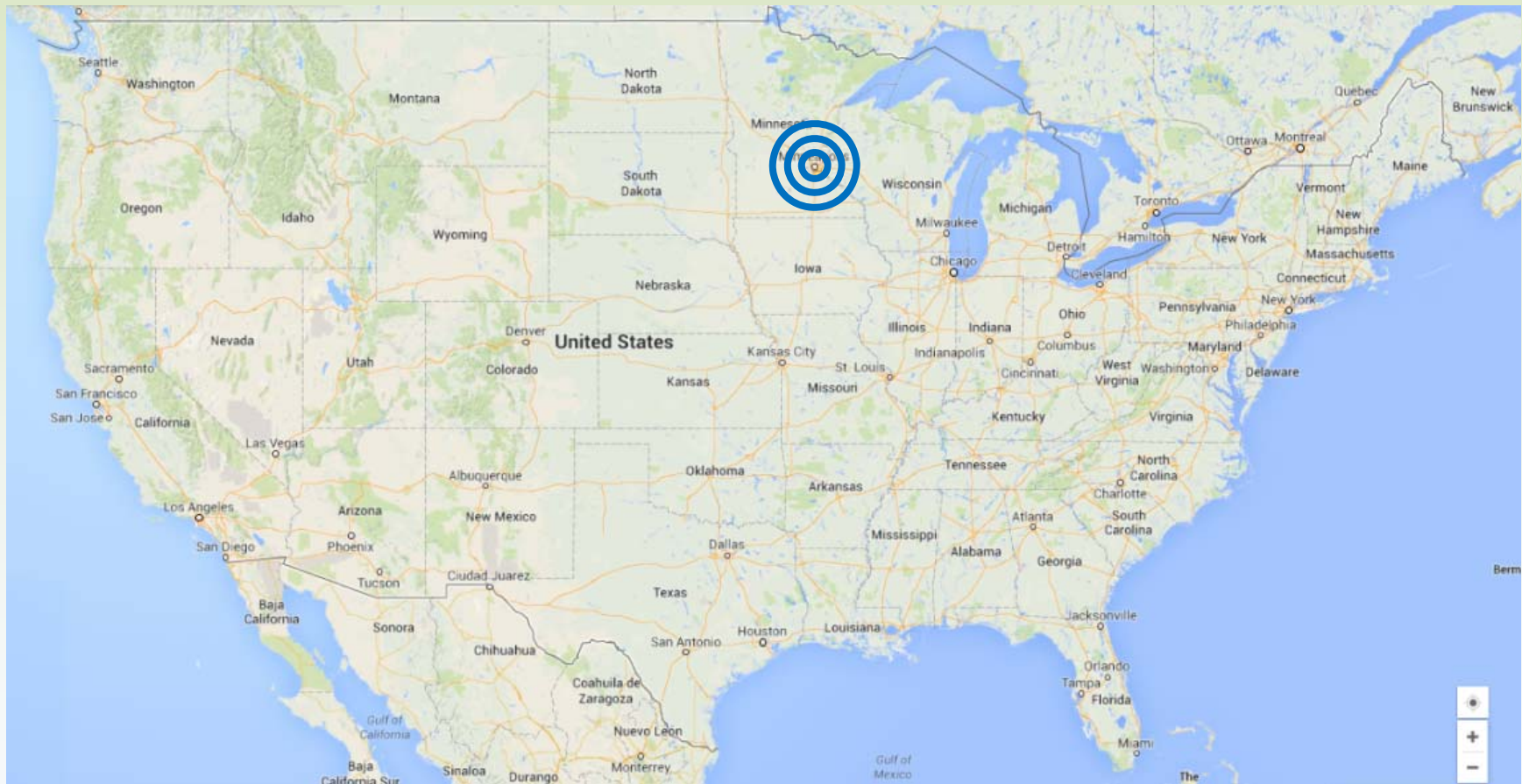
CH2MHILL

## 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**

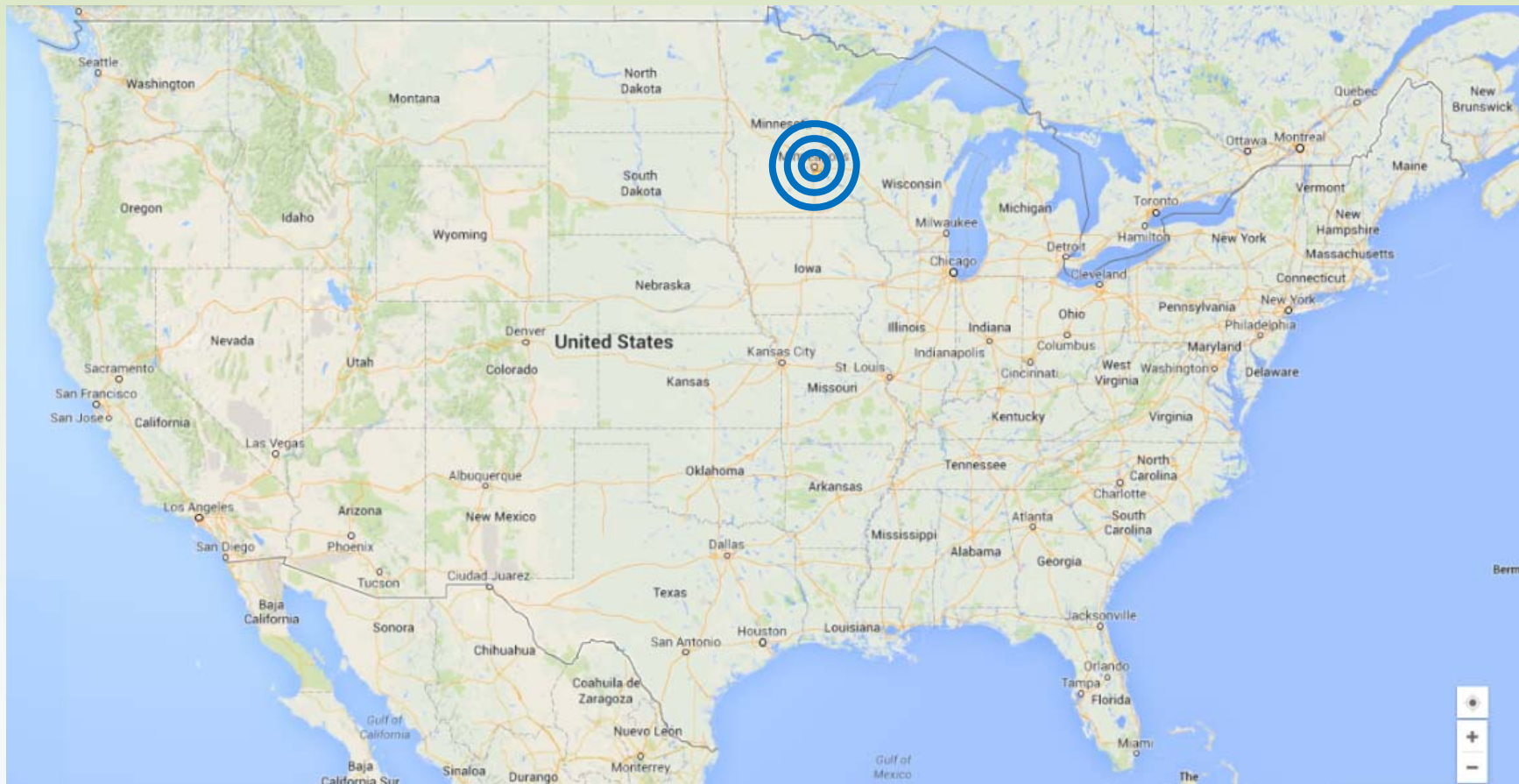
- MC/ES structure:

- State-legislated regional function
- 17-member Council appointed by governor
- 670 ES employees



# Metropolitan Council Environmental Services Mission

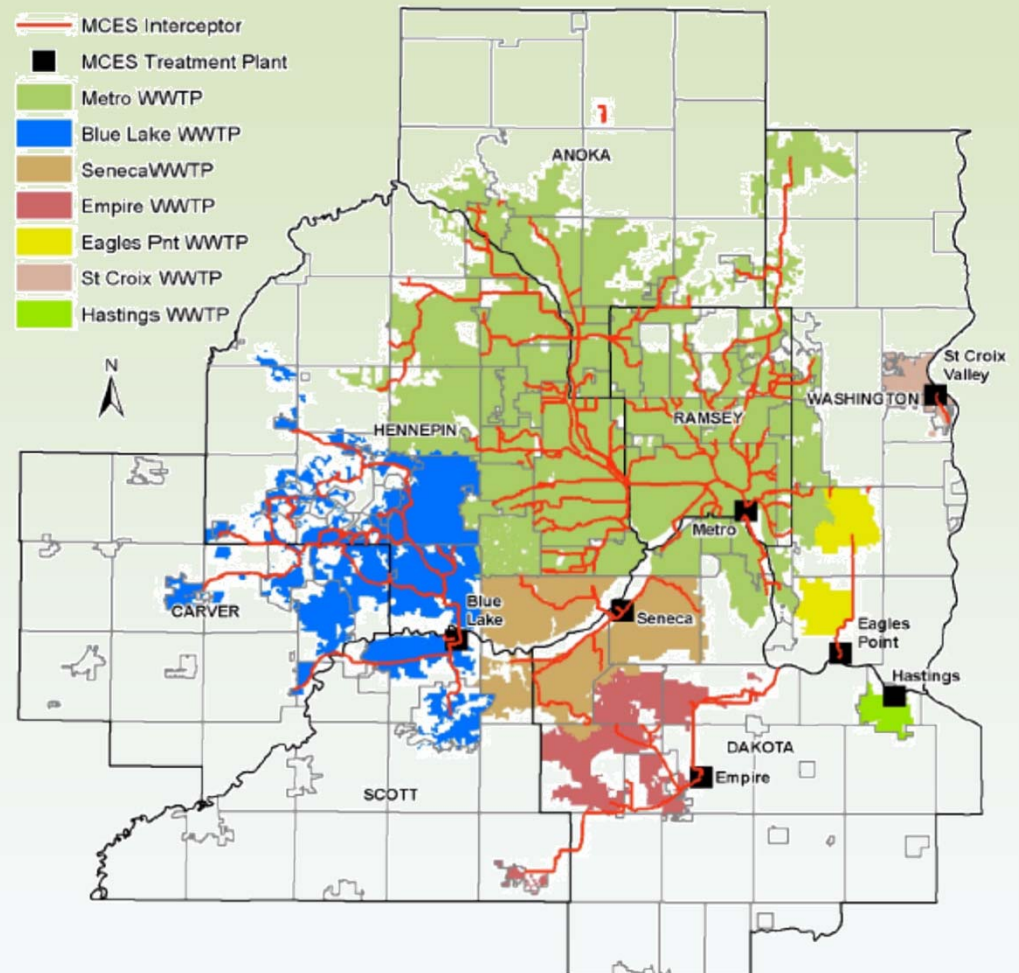
*Providing wastewater services that protect public health and the environment while supporting regional growth*





## 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

*Freshwater Society Article, May 29, 2012, <http://freshwater.org>*

### 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 Stawnychy, 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 few short years later...



## A Disorienting Dilemma...

- Business as usual will not solve this
- Challenges are opportunities
- People are the key....

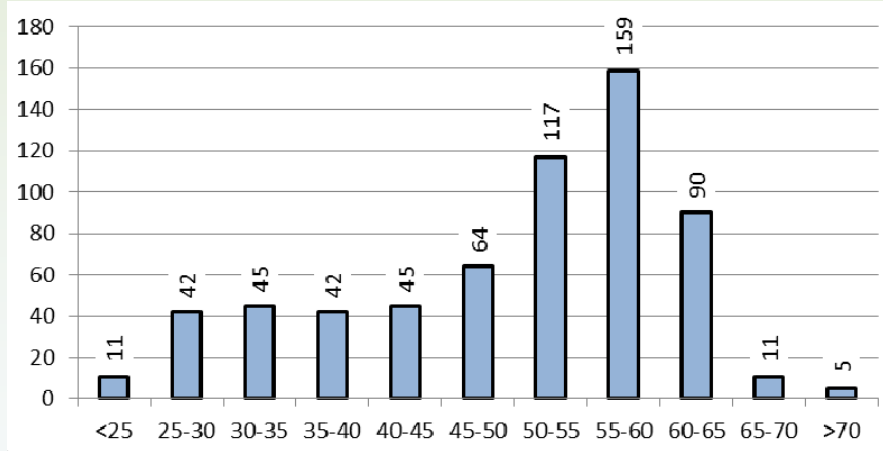


## A Disorienting Dilemma...

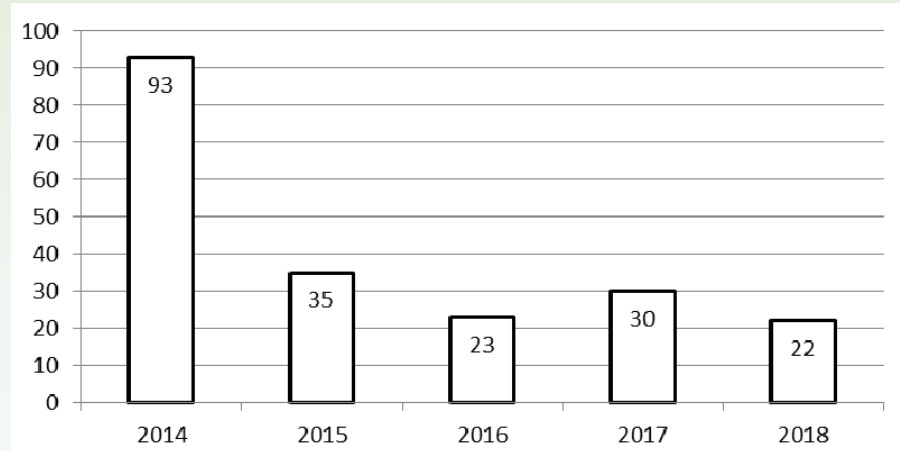
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### *Age Range of Staff and Retirement Eligibility – January 1, 2014*

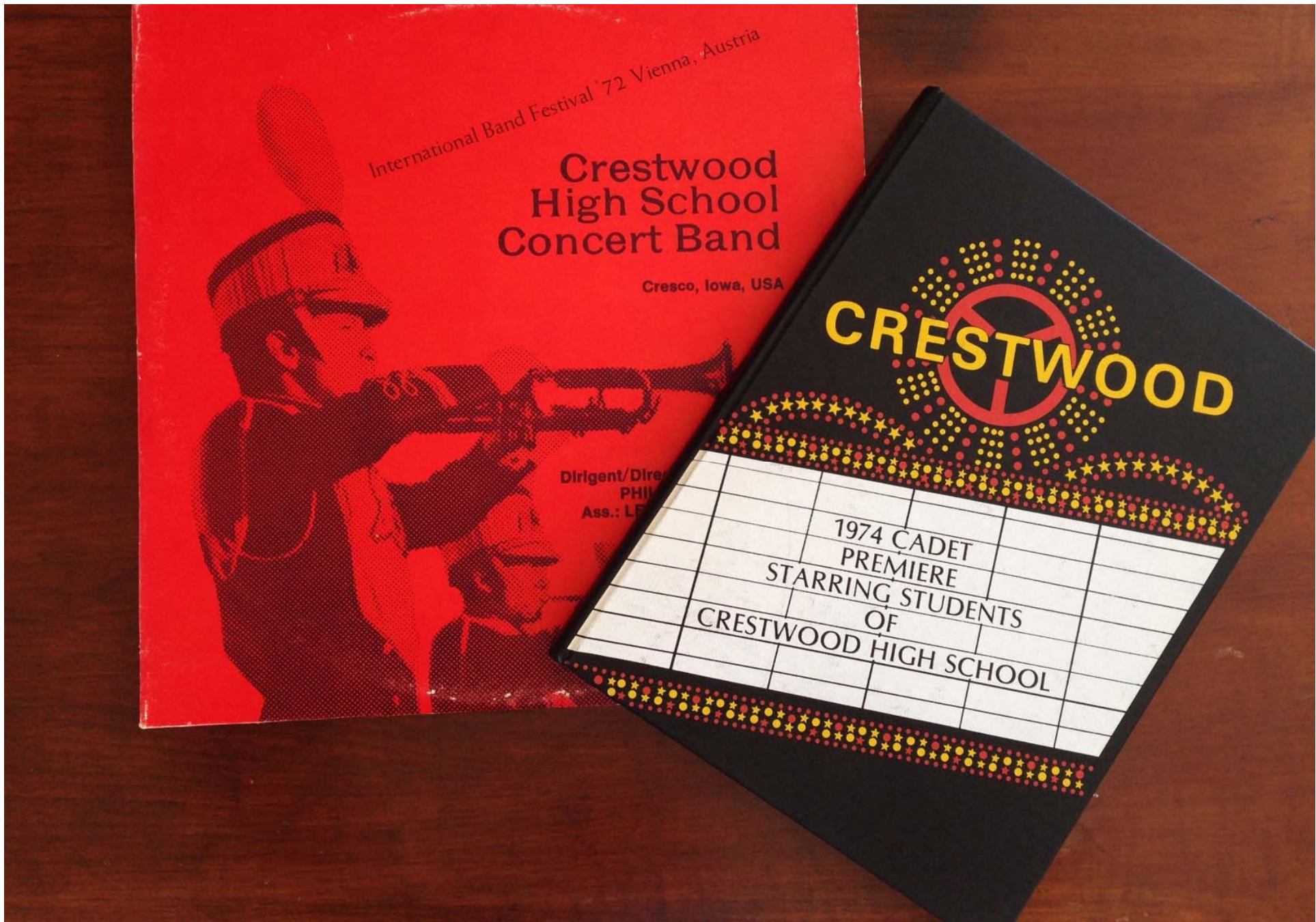
**2014 MCES Headcount by Age Range**



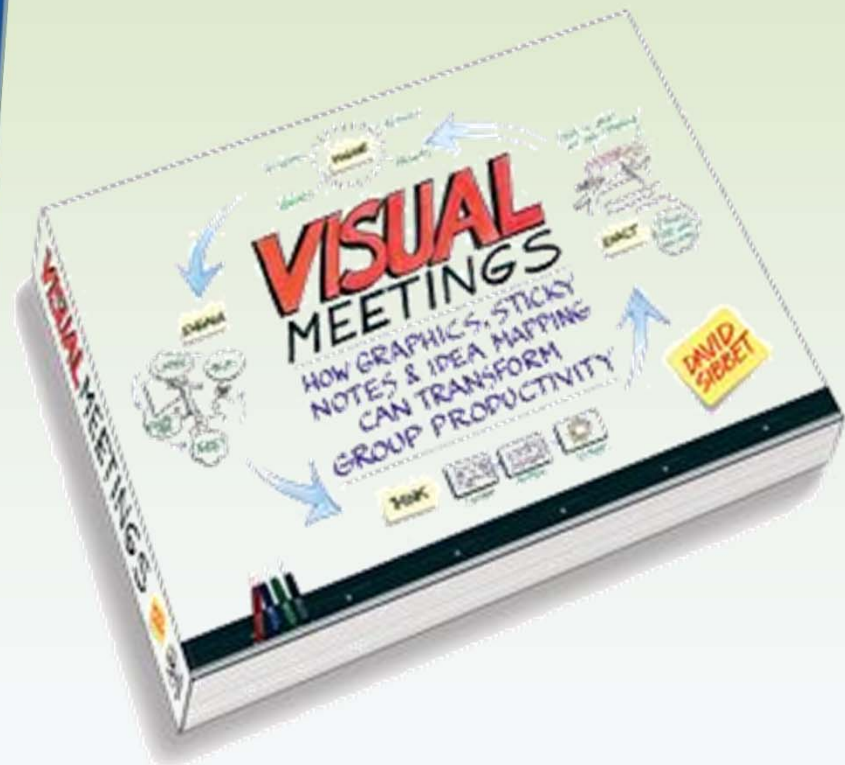
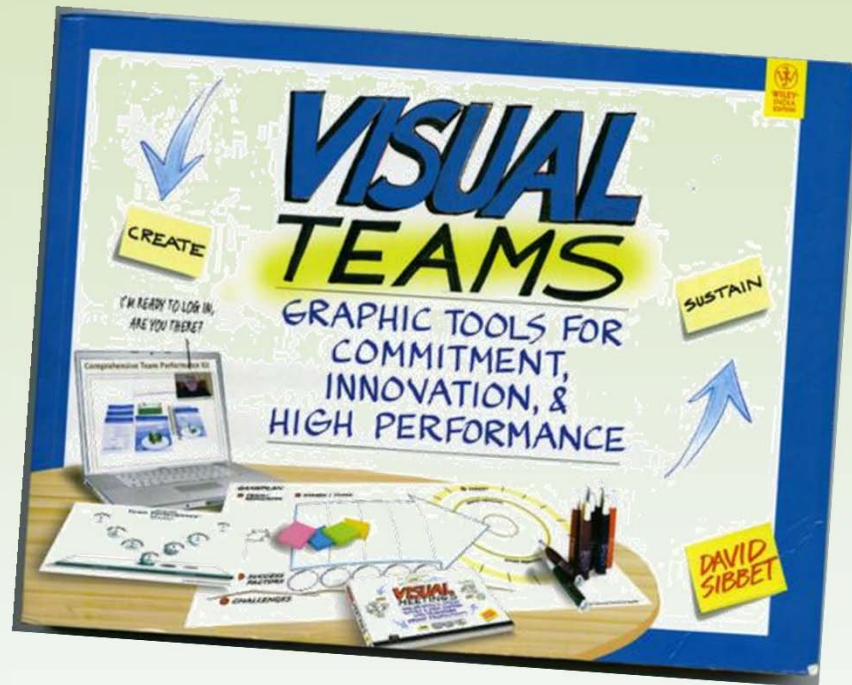
**Retirement Eligible by Year (2014-2018)**





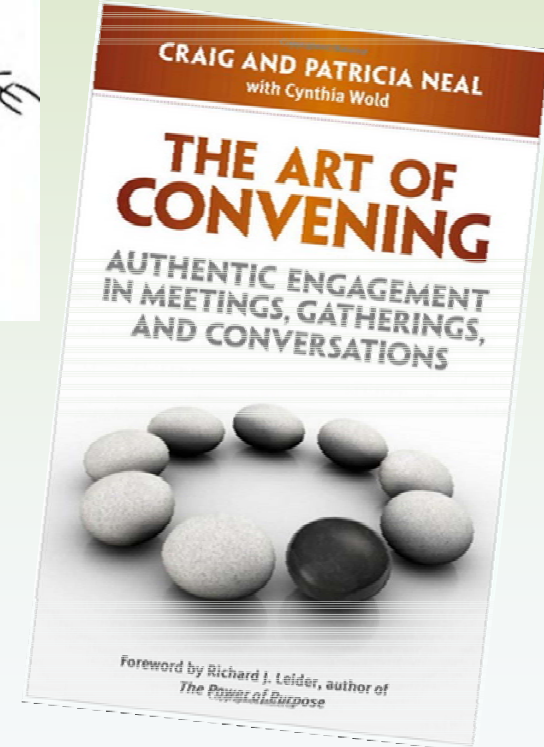
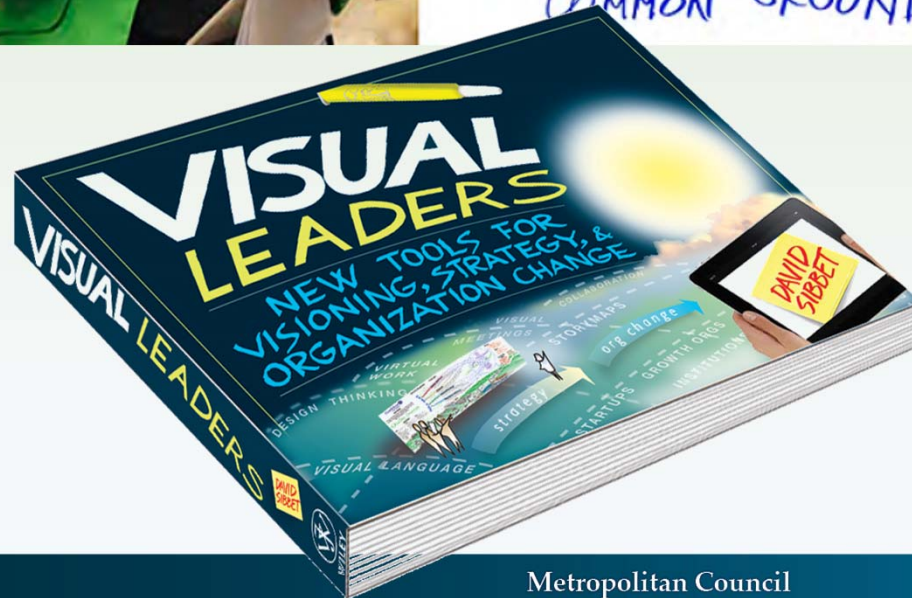


## Visual Tools Are Effective





# Transformative Processes





## 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

## Elephant in the Room







## An Elephant Never Forgets



# The Blind Men and the Elephant

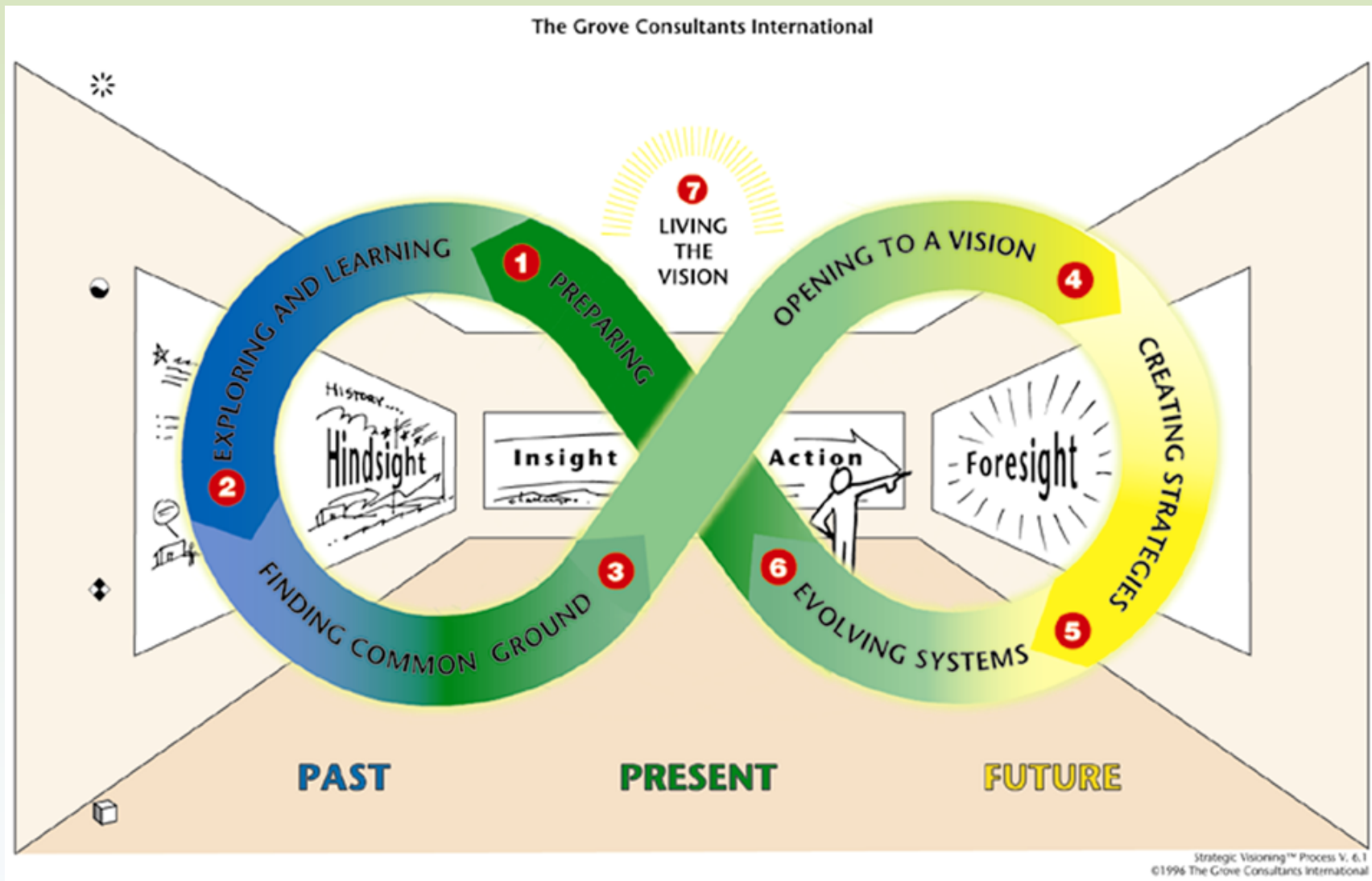


## One Bite at a Time

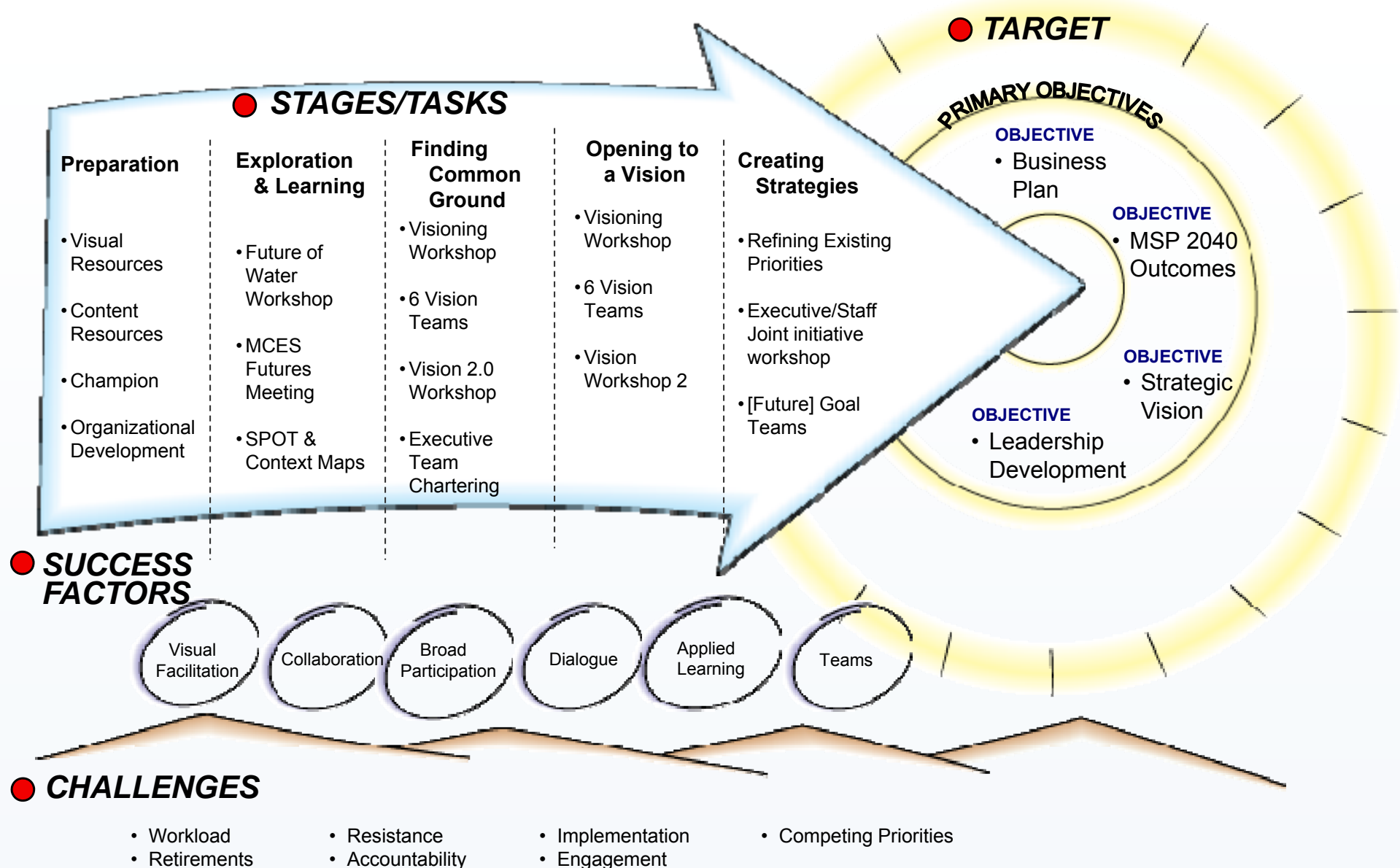




# Strategic Visioning Process



# Strategic Visioning Graphic Game Plan



# 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

## ● RULES

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

## ● 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

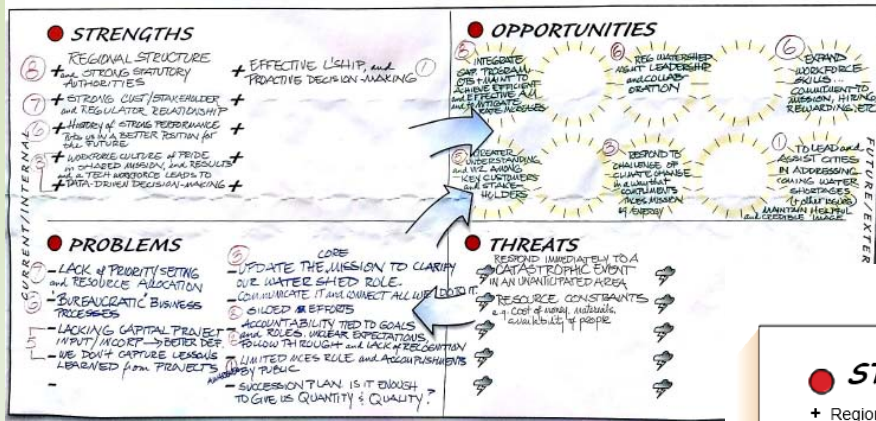


*Symposium with leaders from Milwaukee, Columbus, Cincinnati, Colorado Springs, Seattle, WEF, Best selling leadership author*



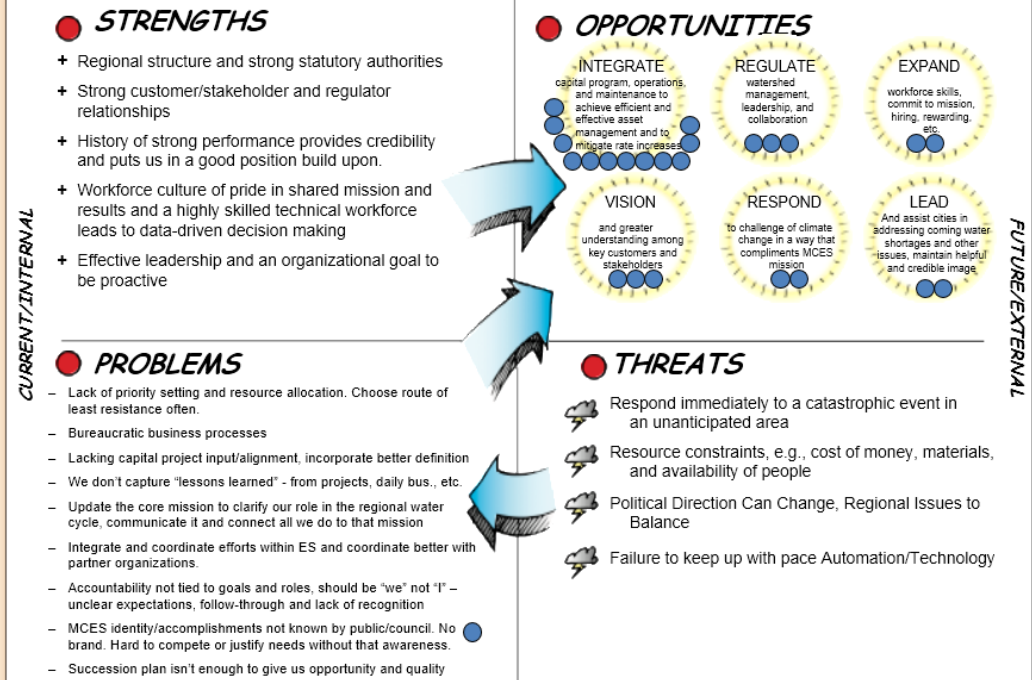
# Strengths, Problems, Opportunities, Threats

## SPOT MATRIX



## MCES SPOT

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



# Strategic Vision 1.0

## 4 x 10 feet



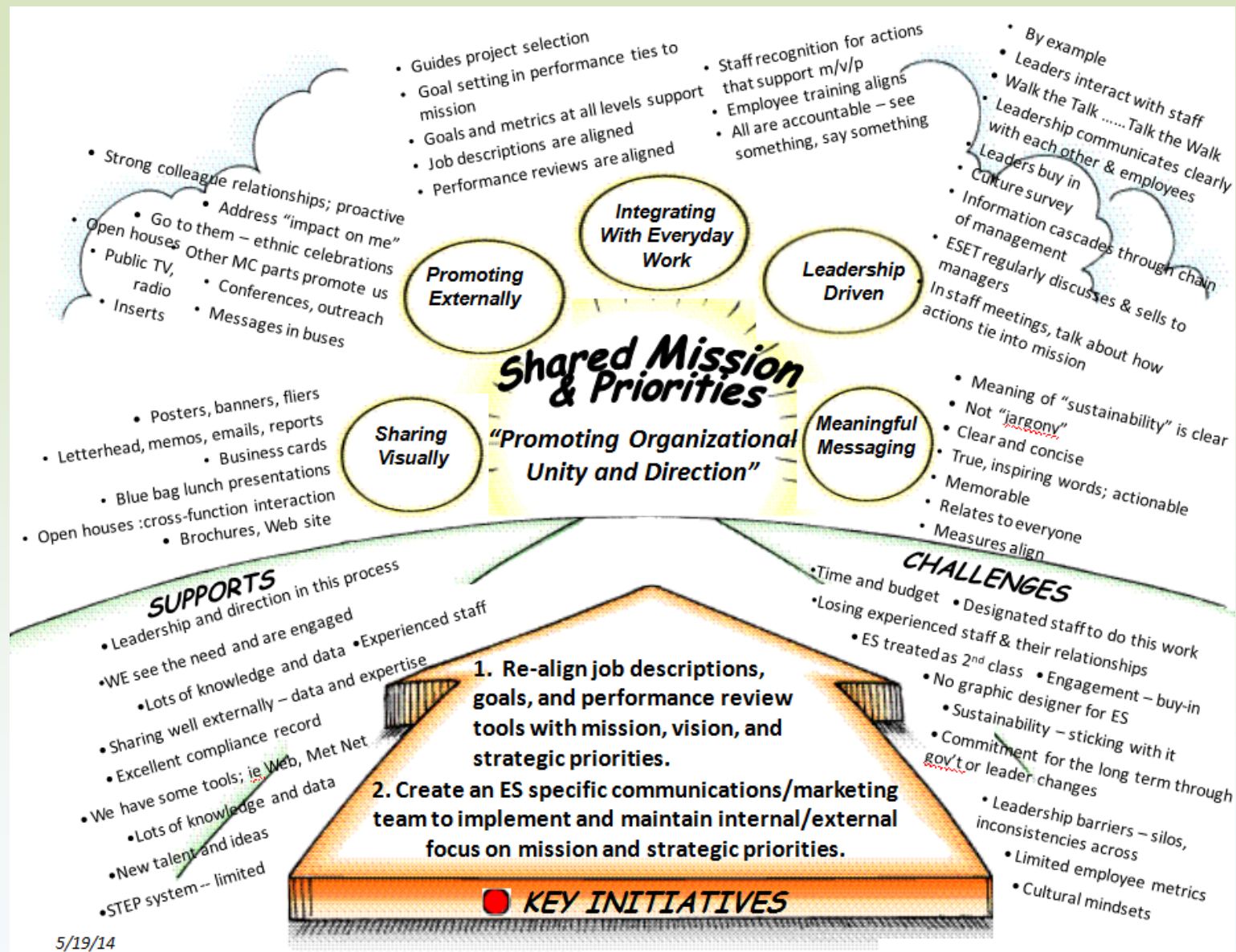


# The Process Works!





# Environmental Services 2020



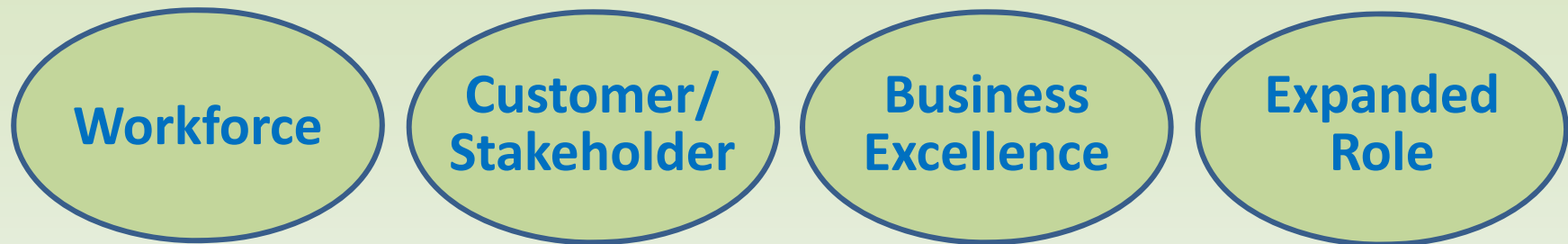
5/19/14



*All based on  
Visual Facilitation, Broad Participation and Dialogue*

## Next... Build on What's Working

- From the 6 vision themes to final Focus Areas



- 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*