



Green Bay Metropolitan Sewerage District
Cleaning Water Today For Tomorrow's Generations

BUILDING AND RETAINING A DYNAMIC TEAM

Tom Sigmund

Presented at CSWEA Leadership Academy

April 4, 2011



AGENDA

- ① Decide what you want your organization to be.
- ② Commit to getting the right people engaged to help achieve this vision.
- ③ Lead a culture that supports your goals.
- ④ Retain the people that will foster and grow the organization.



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ORGANIZATIONAL CULTURE

- ① Shared beliefs, practices, and attitudes that exist in an organization.
- ① The atmosphere created by those beliefs, practices and attitudes that shape our behavior.



GBMSD BASIC PRINCIPLES

- ⊙ Focus on the situation, issue, or behavior, not the person.
- ⊙ Maintain the self-confidence and self-esteem of others.
- ⊙ Maintain constructive relationships.
- ⊙ Take initiative to make things better.
- ⊙ Lead by example.
- ⊙ Think beyond the moment.

The Principles and Qualities of Genuine Leadership, Achieve Global, Inc.



GBMSD CULTURE


- ⊙ Shared vision and values.
- ⊙ Technical competence.
- ⊙ Honesty.
- ⊙ Change, grow, innovate, improve.
- ⊙ Challenge the status quo.
- ⊙ Learn from past experiences.
- ⊙ Enjoy work and co-workers.
- ⊙ Utilize sustainable practices.
- ⊙ Celebrate individual and team accomplishments.



DISCIPLINED ACTION

Build a culture of self-disciplined people, who take disciplined action, fanatically consistent with advancing what you can be the best at in your marketplace.

Jim Collins, *Good to Great*. HarperCollins , 2001



CULTURE

Take your business seriously, don't
take yourself too seriously.



CULTURE

Make providing exemplary service to your customers as the primary driver for all actions taken in the organization.



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DISCIPLINED PEOPLE

- ◎ Provide leadership that builds enduring greatness through a blend of personal humility and professional will.
- ◎ Get the **Right People** on the Bus.
- ◎ Rigorous, not ruthless in people decisions.
- ◎ Debate vigorously in search of the best answers, yet unify behind decisions.

Jim Collins, *Good to Great*. HarperCollins ,2001



HIRE WELL

- ⊙ The biggest decision in business success is who you hire.
- ⊙ Carefully develop position requirements.
- ⊙ Screen the candidates to expose strengths and weaknesses.
- ⊙ Use a selection team that compliments each other.
- ⊙ Don't settle. If in doubt go back out to the marketplace.



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LEADERSHIP VS. MANAGEMENT

“Management is about understanding numbers, controls, and processes.

Leadership is about understanding insight, inspiration, and alignment.

There is a clear distinction.”

Ralph Peterson, CH2M HILL CEO, ENR



EFFECTIVE LEADERSHIP

The process of moving yourself and others in directions that are ultimately in the long-term best interests of all stakeholders.

Kotter, John P, *A Force for Change: How Leadership Differs from Management*. New York: The Free Press, 1990



EFFECTIVE LEADERS CHALLENGE THE PROCESS

- ◎ Search out challenging opportunities to change, grow, innovate, and improve.
- ◎ Experiment, take risks, and learn from the accompanying mistakes.

Buck Joseph, *Leading with Positive Influence, Leadership: Beyond Management*, Wisconsin School of Business, 2009, based on Kouzes & Posner's *The Leadership Challenge*



EFFECTIVE LEADERS INSPIRE A SHARED VISION

- ① Envision an uplifting and enabling future.
- ① Enlist others in a common vision by appealing to their values, interests, hopes, and dreams.

Buck Joseph, *Leading with Positive Influence, Leadership: Beyond Management*, Wisconsin School of Business, 2009, based on Kouzes & Posner's *The Leadership Challenge*



EFFECTIVE LEADERS ENABLE OTHERS TO ACT

- ③ Foster collaboration by promoting cooperative goals and building trust.
- ③ Strengthen people by giving power away, providing choice, developing competence, assigning critical tasks, and offering visible support.

Buck Joseph, *Leading with Positive Influence, Leadership: Beyond Management*, Wisconsin School of Business, 2009, based on Kouzes & Posner's *The Leadership Challenge*



EFFECTIVE LEADERS MODEL

THE WAY

- ① Set the example by behaving in ways that are consistent with shared values.
- ① Achieve small wins that promote consistent progress and build commitment.

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EFFECTIVE LEADERS ENCOURAGE THE HEART

- ◎ Recognize individual contributions to the success of every project.
- ◎ Express confidence in people's abilities.
- ◎ Celebrate team accomplishments regularly.

Buck Joseph, *Leading with Positive Influence, Leadership: Beyond Management*, Wisconsin School of Business, 2009, based on Kouzes & Posner's *The Leadership Challenge*



DISCIPLINED THOUGHT

- ⊙ Create a climate where the truth can be heard.
- ⊙ Retain absolute faith that you will prevail in the end.
- ⊙ Confront the brutal facts.
- ⊙ Act on the implications.
- ⊙ Avoid de-motivating people.
- ⊙ Focus on what you can be the best at in your marketplace.

Jim Collins, *Good to Great*. HarperCollins , 2001



WORKING WITH OTHERS

- ① Way of Being – See others as people (responsive) or see people as objects (resistant).
- ① Self-Betrayal, *n*, An act contrary to what I feel I should do for another.
- ① Self-Betrayal occurs when you have a sense that you should be responding in a certain way and you don't honor that sense.



WORKING WITH OTHERS

- ◎ Issue – Sense – Choice (Honor or Betray).
- ◎ Honor your sense and this issue is over.
- ◎ Betray your sense and you seek justification of your choice.


Example: Crying child



IMPLEMENTING CHANGE

- ① Direct the Rider.
- ① Motivate the Elephant.
- ① Shape the Path.

Chip Heath and Dan Heath, *Switch* (How to change things when change is hard), 2010



CHANGE - DIRECT THE RIDER

- ⊙ What looks like resistance is often a lack of clarity - provide crystal-clear direction.
- ⊙ Find the bright spots (examples of success).
- ⊙ Script the critical moves (clarity dissolves resistance).
- ⊙ Point to the destination (captivate the group).

Chip Heath and Dan Heath, *Switch* (How to change things when change is hard), 2010



CHANGE - MOTIVATE THE ELEPHANT

- ① Emotion motivates the elephant.
- ① Find the feeling (see-feel-change).
- ① Shrink the change (small wins).
- ① Grow your people (inspire them to feel more determined, more ready, more motivated).

Chip Heath and Dan Heath, *Switch* (How to change things when change is hard), 2010



CHANGE - SHAPE THE PATH

- ⦿ The situation and surrounding environment is the path. When you shape the path, you make change more likely.
- ⦿ Tweak the environment (make the right behaviors a little easier).
- ⦿ Build habits (use action triggers).
- ⦿ Rally the herd (create new norms).

Chip Heath and Dan Heath, *Switch* (How to change things when change is hard), 2010



COMMUNICATING WITH OTHERS ABOUT CHANGE

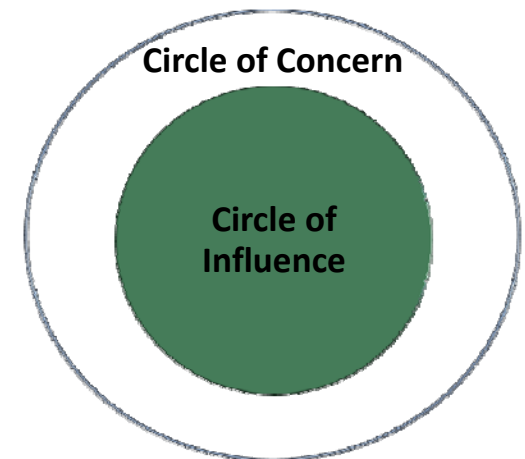
- ◎ Use “Yes, if ...”

instead of

- ◎ “No, because ...”

CIRCLE OF INFLUENCE VS. CIRCLE OF CONCERN

- ◎ You can do something about things in your circle of influence.
- ◎ You have no control over things in your circle of concern.
- ◎ Where will you spend your time?



*Seven Habits of Highly Effective
People* by Steven Covey



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EMPOWER OTHERS

- ① Provide opportunities for all employees to make an impact on our operation.
- ① Practice inclusion.
- ① Support a culture of growth and development.
- ① Recognize valued behaviors.
- ① Provide clear direction – bright lines, but as much latitude as possible.



DEVELOP AND MAINTAIN TRUST

- ◎ Speak of someone as though the person is in the room.
 - ◎ Demonstrates your integrity.
 - ◎ Builds trust that you will do the same for those actually in the room.

Seven Habits of Highly Effective People by Steven Covey



EMOTIONAL COMPETENCE

- ① Tracking in any given moment how the conversation is going.
- ① Caring in that moment how the conversation is going.
- ① Give and receive difficult feedback without guilt or defensiveness.
- ① Get over things and let them go.

Kathryn Jeffers, Communication, Candor, Conflict Management for Leaders, *Leadership: Beyond Management*, Wisconsin School of Business, 2009



LEADING WITH EMOTIONAL INTELLIGENCE


- ◎ Matter (success) follows vision and ethics.
- ◎ Worthy end doesn't justify unworthy means.

Kathryn Jeffers, Communication, Candor, Conflict Management for Leaders, *Leadership: Beyond Management*, Wisconsin School of Business, 2009



OPEN COMMUNICATION

- ① We can always talk about any issue without fear of recrimination.
- ① I will listen, but may not always agree.
- ① Some decisions are mine to make, most are not. I won't take on the decisions that are yours to make.



THE PERSONAL MANAGEMENT INTERVIEW

An on-going program of regular, one-on-one interviews between a manager and each of his or her direct reports in a supportive and non-punitive environment.

Developed by Kim Cameron



TWO MAIN STEPS IN PERSONAL MANAGEMENT INTERVIEWS

- ⊙ An initial role negotiation meeting.
- ⊙ A regular, one-on-one, on-going interview meeting.

Developed by Kim Cameron

PRIMARY CHARACTERISTICS OF PERSONAL MANAGEMENT INTERVIEWS

- ⊙ Regular and private.
- ⊙ Major goals:
 - ⊙ Continuous improvement.
 - ⊙ Teambuilding and personal development.
 - ⊙ Feedback.
- ⊙ First agenda item:
 - ⊙ Follow-up on action items from the previous session.
- ⊙ The meeting lasts from 45-60 minutes.

Developed by Kim Cameron



MAJOR AGENDA ITEMS IN PERSONAL MANAGEMENT INTERVIEWS

- ⊙ Organizational and job issues.
- ⊙ Information sharing.
- ⊙ Training and development.
- ⊙ Resource needs.
- ⊙ Interpersonal issues.
- ⊙ Obstacles to improvement.
- ⊙ Targets and goals.
- ⊙ Appraisal and feedback.


Developed by Kim Cameron



IMPLEMENTATION GUIDELINES FOR PERSONAL MANAGEMENT INTERVIEWS

- ⊙ Regularly scheduled (monthly).
- ⊙ Private.
- ⊙ Free of interruptions.
- ⊙ Advanced preparation required of both parties.
- ⊙ Action items and improvement plans.
- ⊙ Provide feedback, praise, and development.

Developed by Kim Cameron



BENEFICIAL GUIDELINES OF PERSONAL MANAGEMENT INTERVIEWS

- ⊙ Actually saves time.
- ⊙ Institutionalizes continuous improvement.
- ⊙ Improves and sustains unit effectiveness.
- ⊙ Improves the quality of communication.
- ⊙ Maintains accountability for commitments.
- ⊙ Provides opportunities for manager-subordinate meetings face-to-face.
- ⊙ Provides opportunities for training and development.

Developed by Kim Cameron



COMMITMENT TO EMPLOYEES

Focus on serving others above
serving your own ego.



LIFE-LONG LEARNING

- ⊙ Rapidly changing business environment requires continuous sharpening and re-tooling of skills.
- ⊙ Invest in yourself and employees to keep your organization at peak performance.
- ⊙ Support education, training, professional society, and community development in the context of providing value to the organization.



COACHING

- ① Formal mentoring is often too difficult to implement.
- ① Coaching is an opportunity to build trust, inspire commitment, grow skills and promote persistence.
- ① Provide training on coaching and help find appropriate matches.



SUGGESTED READING

- ① *Good to Great* by Jim Collins.
- ① *Leadership and Self-Deception* by The Arbinger Institute.
- ① *Switch* (How to change things when change is hard) by Chip Heath and Dan Heath.
- ① *Seven Habits of Highly Effective People* by Steven Covey.



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