



**GREELEY AND HANSEN**

# How to Develop Your Career Path/ Keys to Your Development

**Central States  
Water Environment  
Association  
Leadership Academy  
April 4, 2011  
Madison, Wisconsin**



The Aqueduct from Segovia, Spain, was designed built and operated by the Roman Empire nearly 2000 years ago to transport water from more than 10 miles away. It just recently stopped operations.

**Andy Richardson**

# Presentation Outline –

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- **Keys to Your Development**
  - Understanding Industry Trends
  - Opportunities Created by Trends
- **How to Develop Your Career Path**
  - Your Strategic Vision/Brand
  - Short-Term Career Planning
  - Long-Term Career Planning
- **Summary**



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# Your Career: Manage It!

**2,080\* Weeks Left!!!**

\*25 years old to 65 years old

## Whacha gonna do?





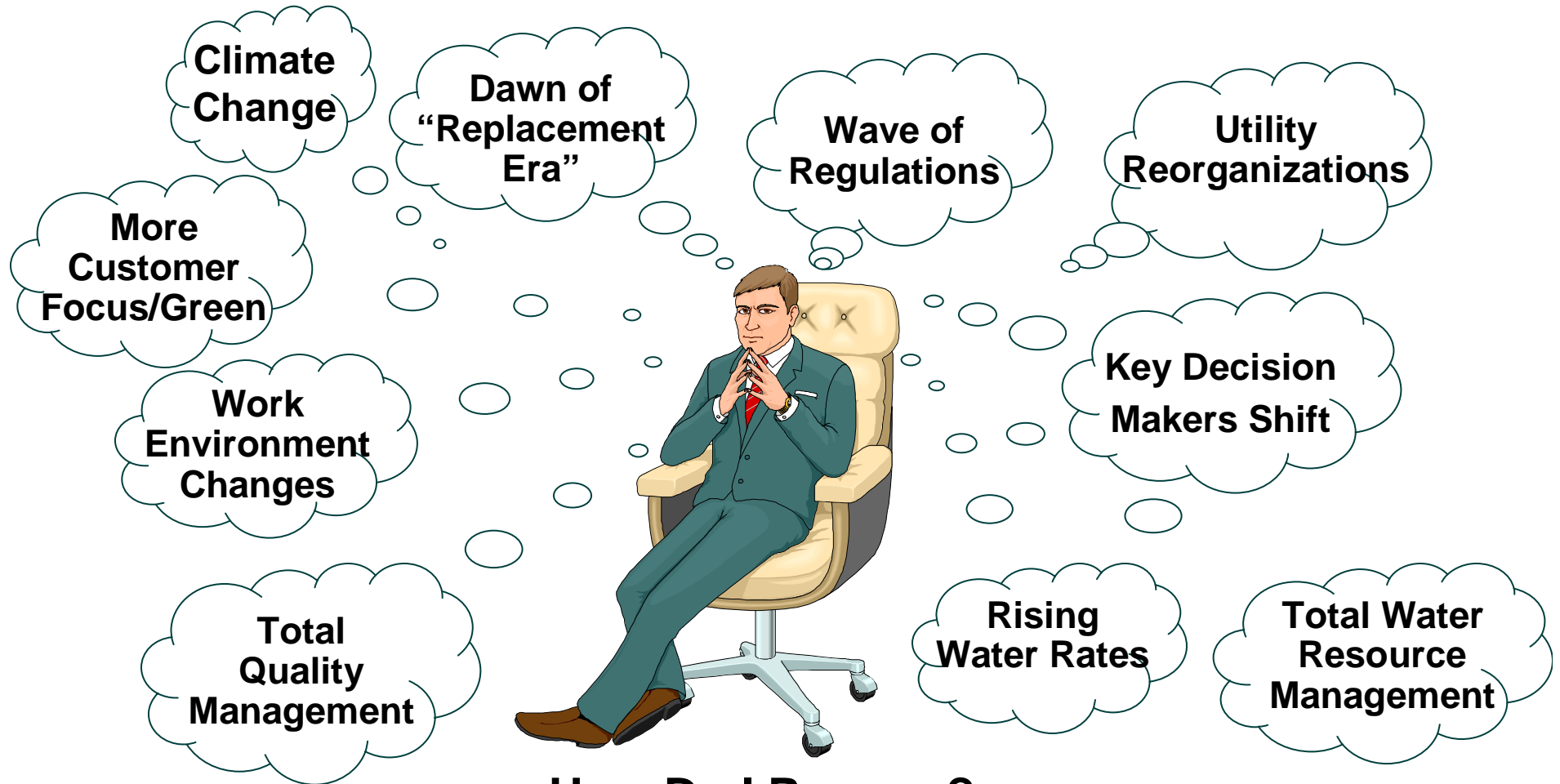
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# **Keys to Your Development**

## **Understanding Industry Trends**

# Water Industry<sup>(1)</sup> Trends that Affect Your Career Development

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**How Do I Prepare?**

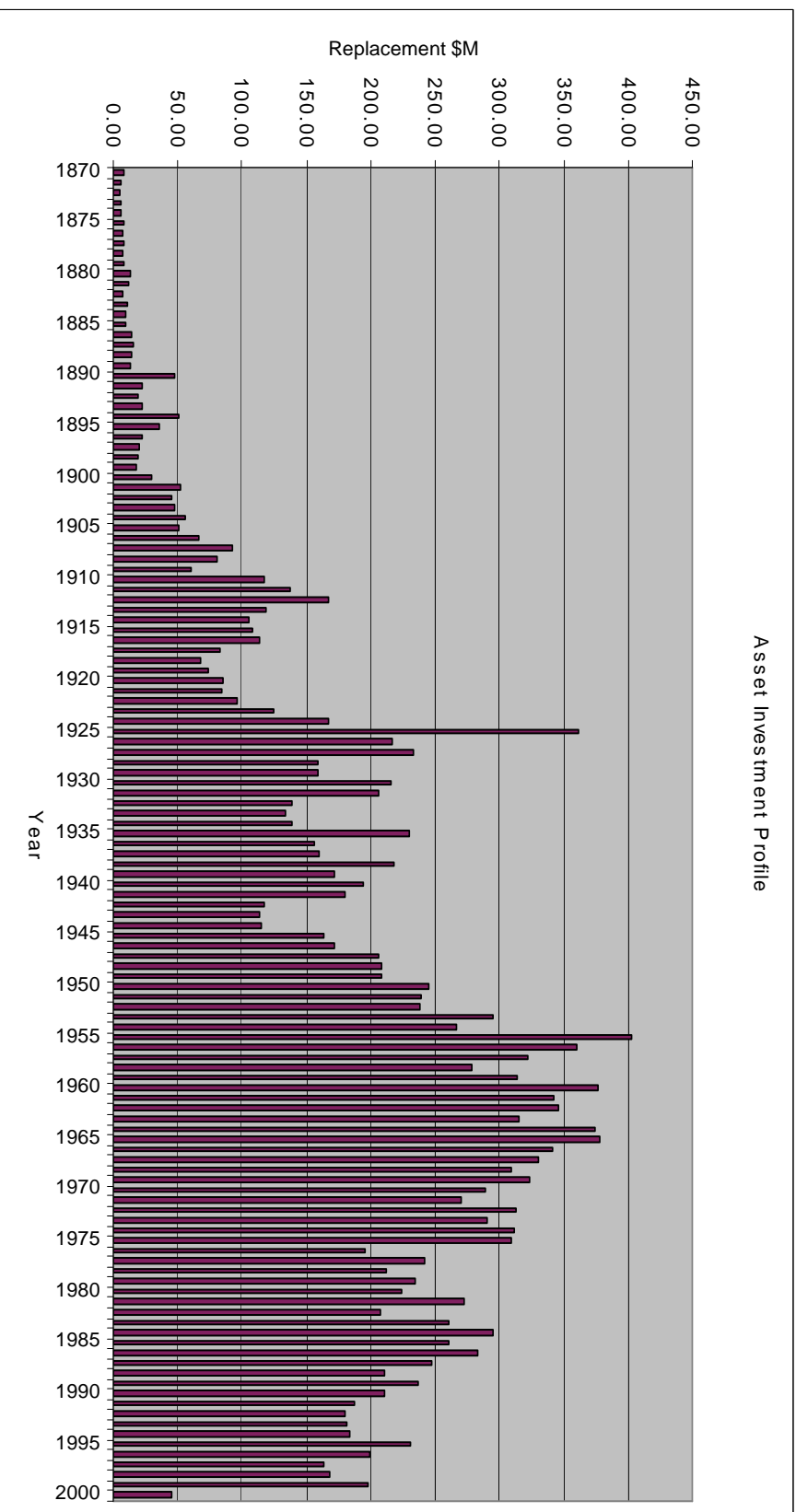
(1) Based on various studies performed by AWWA and AWWARF

# W/WW Market Size - Opportunity for Growth

Forecast U.S. W/WW Capital Expenditures \$ Billion (2011-2015):

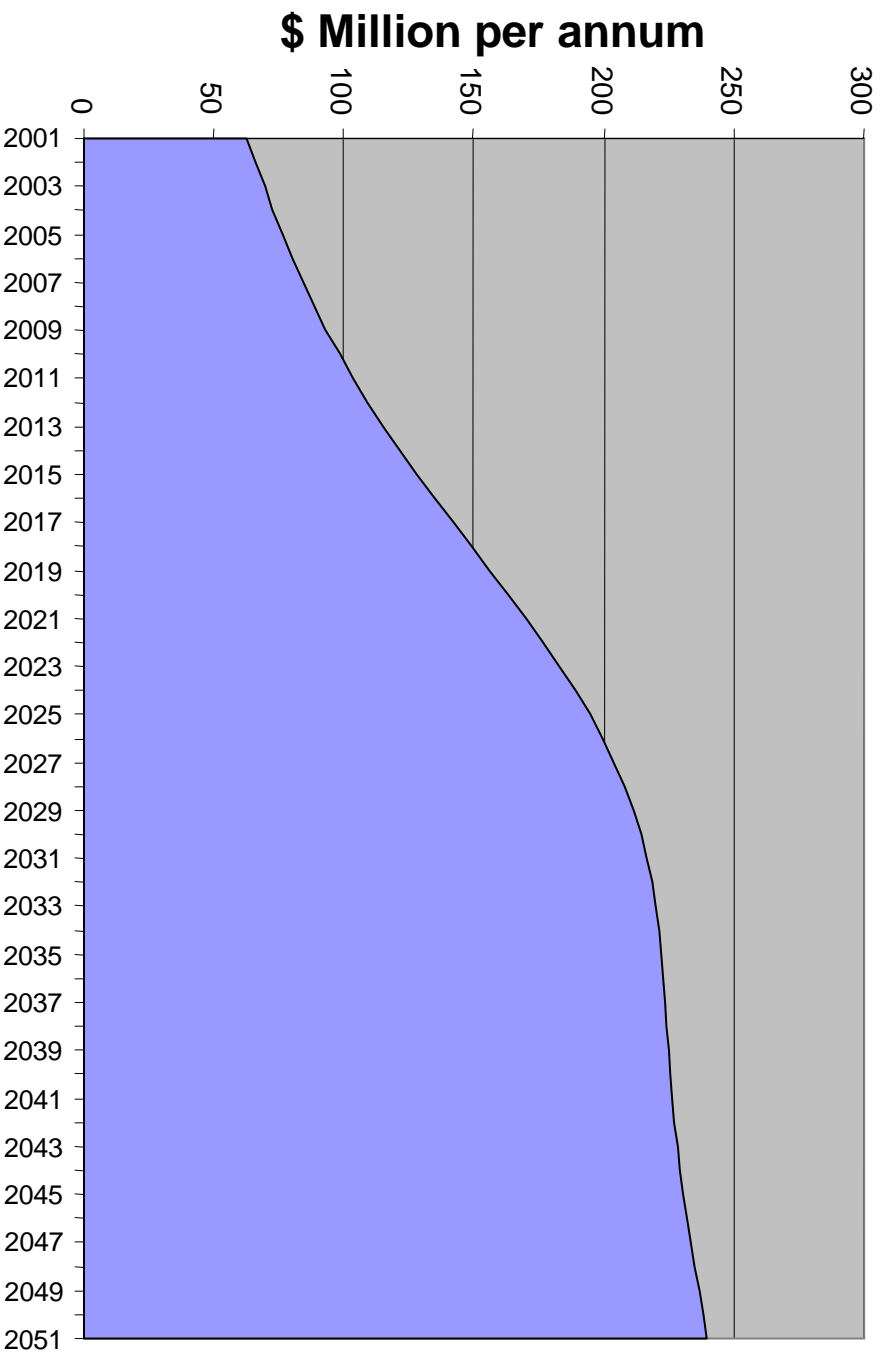
Item/Yr	2011	2012	2013	2014	2015	5-Year Total
• Water Treatment	\$ 3.5	\$ 5.3	\$ 5.5	\$ 6.2	\$ 6.3	\$26.8
• Water System	\$ 8.1	\$ 9.2	\$10.6	\$11.9	\$12.4	\$52.2
• Wastewater Treatment	\$ 6.6	\$ 6.9	\$ 7.2	\$ 7.7	\$ 8.2	\$36.6
• Wastewater System	\$ 9.3	\$ 9.8	\$11.2	\$13.2	\$14.6	\$58.1
<b>Total Expenditures \$ Billion</b>	<b>\$27.5</b>	<b>\$31.2</b>	<b>\$34.5</b>	<b>\$39.0</b>	<b>\$41.5</b>	<b>\$173.7</b>

# Back to the Future .....



# Main Replacement Costs

**Projected Main Replacement Expenditure Due to Wear-Out for 20 Utilities**





# Infrastructure Spending

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- **Estimates state the W/WW community needs to increase investment by about \$500-\$600 billion over current levels over the next 20 years (*EPA, AWWA etc...*)**
- **Water/Wastewater infrastructure is ‘invisible,’ so politically unpopular**
- **Industry placing emphasis on sustainable asset management, communicating the value of service**

# 10 Trends that Will Shape Future

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1. Dawn of “replacement era”
2. Wave of new regulations
3. Utility reorganizations
4. More customer focus / awareness / going green
5. Key decision markers shift
6. Greater efficiency / TQM
7. Total water resource mgmt / water reuse
8. Work environment change
9. Climate change
10. Rising water / wastewater rates



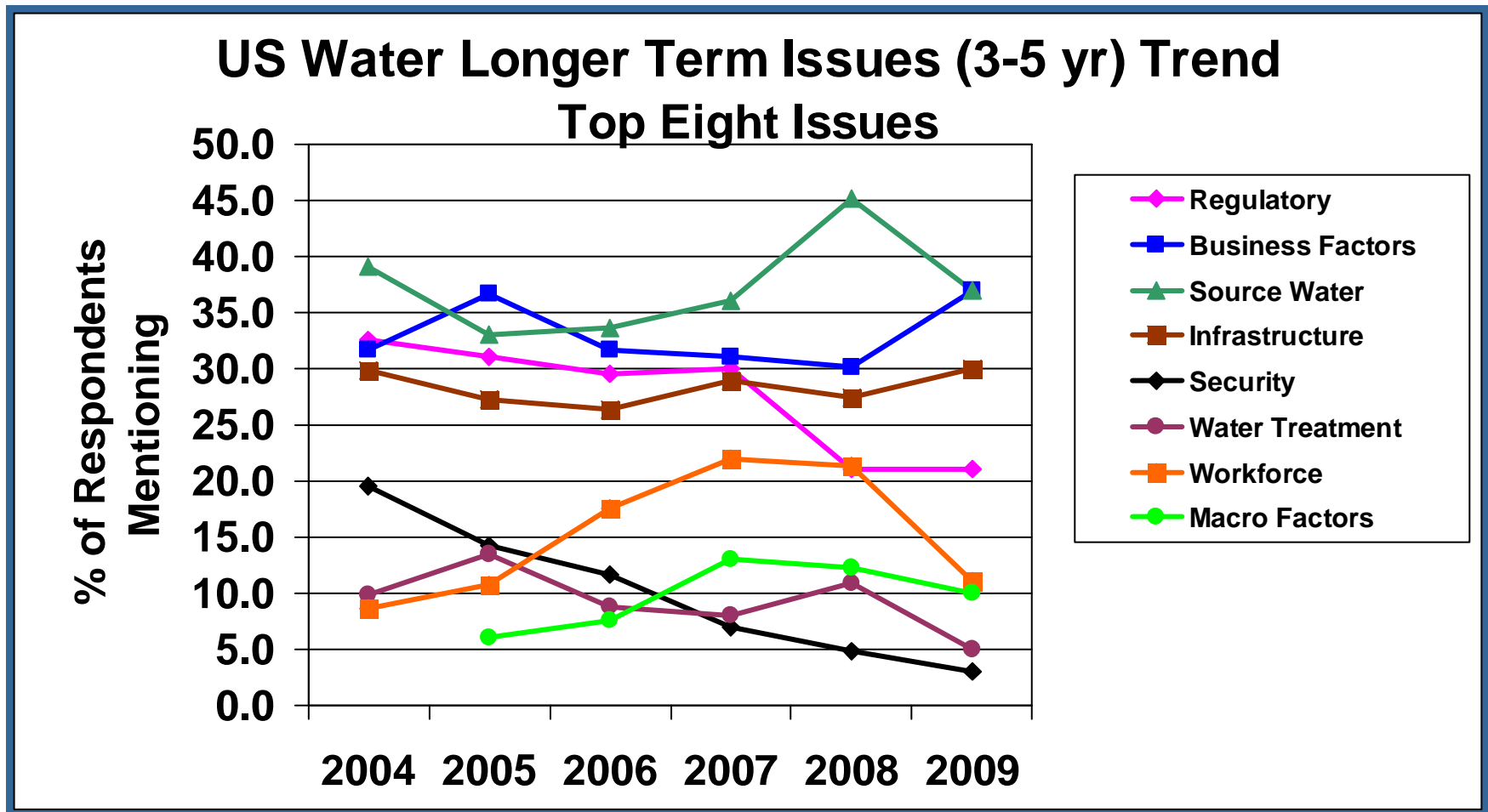
# State of the Industry (SOTI) Report

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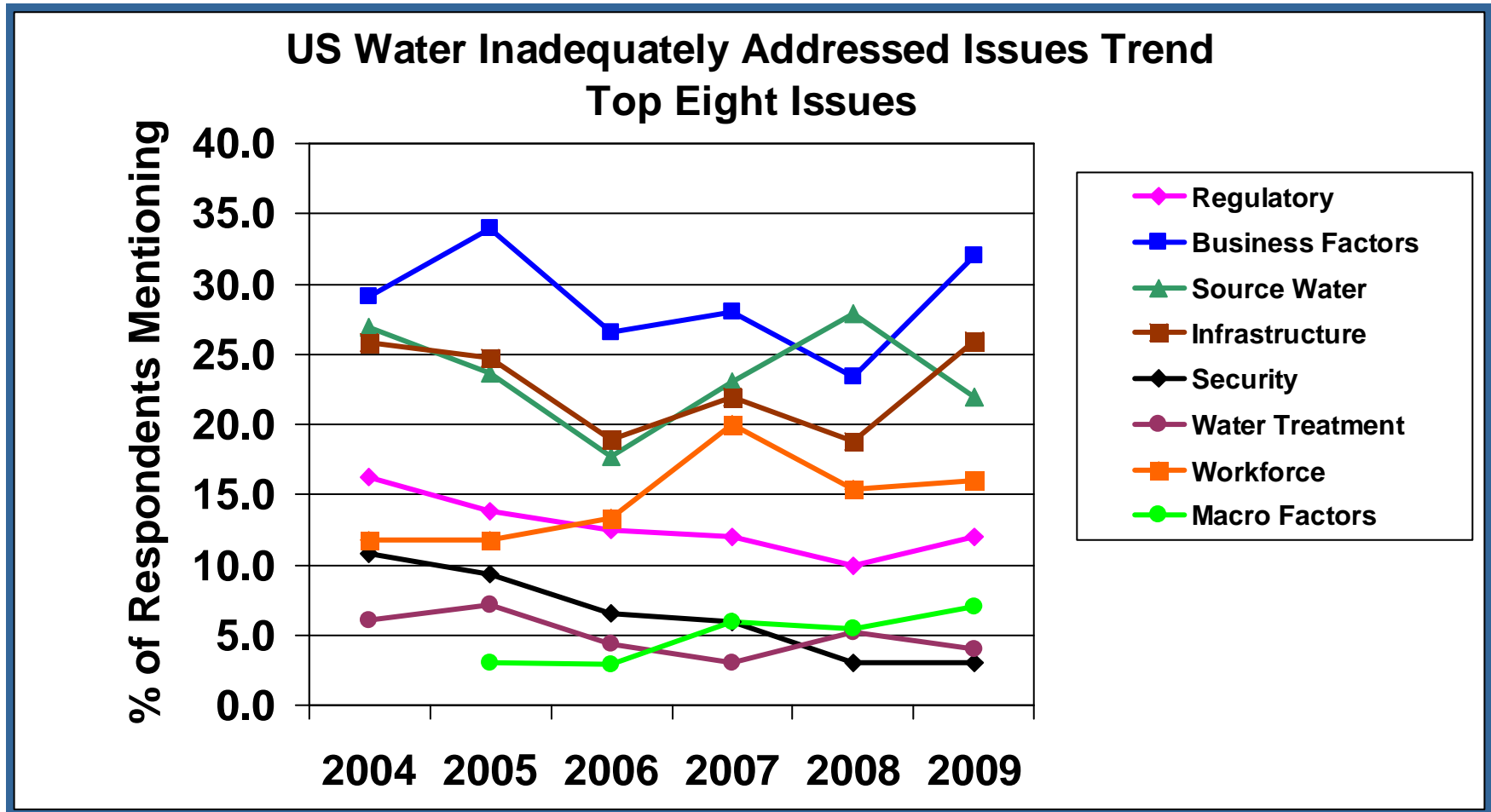
- An annual AWWA “report” highlighting AWWA / industry perspectives supported by primary and secondary research
- “Where is the profession going?”
- “What are we going to have to pay attention to in the future?”



Source Water and Business factors converged at the highest level of concern, followed closely by Infrastructure. Workforce concerns dropped sharply.



**Business Factors were the most inadequately addressed area.  
Disappointment that water infrastructure did not receive more stimulus  
funding.**



# Key Findings AWWA State of Industry

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**1. INFRASTRUCTURE**

**2. BUSINESS FACTORS**

**3. SOURCE WATER**

**4. SECURITY**

**5. REGULATIONS**



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# **Keys to Your Development Opportunities Created By Trends**

# W / WW Industry Trend Analysis

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## W /WW Trends

- Dawn of Replacement Era
- Key Decision Maker Shift
- Wave of New Regulations
- Limited Access To Capital/Revenues

## Implication

- Need is Great
- May Not Get Full Cost recovery
- Have To Find Value for Dollar

## Industry Need

- Alternative Delivery W/ Private Financing
- Total Life Cycle Costs w/ Custom Design
- Consider use of new Technologies
- Long Range CIP Master Planning





# W / WW Industry Trend Analysis

## W /WW Trends

- Dawn of Replacement Era
- Key Demographic Shifts
- Technological Advances

## Implication

- Core Distribution and Collection System Failure
- Critical To Reach Population Served
- Have To Find Value for Dollar

## Industry Need

- Rehabilitation and Upgrade Planning and Design
- Total Life Cycle Costs w/ Rehab Designs
- Consider use of new Technologies
- System Needs Greater than Plant Needs

# W / WW Industry Trend Analysis

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## W /WW Trends

- More Customer Focus/Awareness/ Green
- Key Decision Maker Shift
- Rising Water/ Wastewater Rates

## Implication

- Public Outreach
- Project LEED / Positioning
- Project Alignment w/ Community Goals

## Industry Need

- Public Relations/ Communications
- Creative Project Positioning
- Business Planning/ Rate Impact Eval.
- Low Cost Green/Sustainable Technologies

# W / WW Industry Trend Analysis

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## W /WW Trends

- Work Environment Changes
- Dawn of “Replacement Era”
- Greater Efficiency/ TQM

## Implication

- Not Enough Staff
- Need is Great
- Have To Find Value for Dollar

## Industry Need

- Consultant as Institutional Knowledge
- Program Mgmt./Project Mgmt. for CIP
- More “Standard Specifications” & Guidelines



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# How to Develop Your Career Path

## Your Strategic Vision/Brand

# Personal Vision/Mission Statements

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- **Personal/Career Vision Statement** - is about crafting a mental image of the future with you at your absolute peak in your career.
  
- **Personal/Career Mission Statement** - is about focusing on who you are now and provides an opportunity to review what's important to you now. It can also enable you to chart a new course to reach your vision. Not written once may change over time, but does provide direction.

# A Career Vision Statement

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**Provide Clear and Inspiring Direction for the Future:**

- **Begin With The End In Mind – “What do you want to be when you grow up?”**

**A Statement About What You Want to Achieve in your Career:**

- **Major Accomplishments You Hope to Obtain?**
- **Level of Position You Hope to Rise To?**
- **The Lasting Impacts and Contributions You Hope to Make**



# Example Career Vision Statement

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## Sample # 1:

- **“I will become a well-known and respected leader in the Water and Wastewater Industry, contributing to the ways water and wastewater is managed and treated for the betterment of the quality of life for those communities I have the honor to serve.**

## Sample #2:

- **To become the best Professional Engineer, implementing world class projects, and helping improve the lives of people around the country -- and around the world.**

**I will achieve this goal by completing multiple studies and designs while learning from the world's leading experts on water and wastewater issues, pushing my limits as far as they will go and extending current thinking into new paradigms in partnership with national and international organizations.**

# Personal Mission Statement

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## YOUR PERSONAL MISSION STATEMENT

### Thoughts to consider:

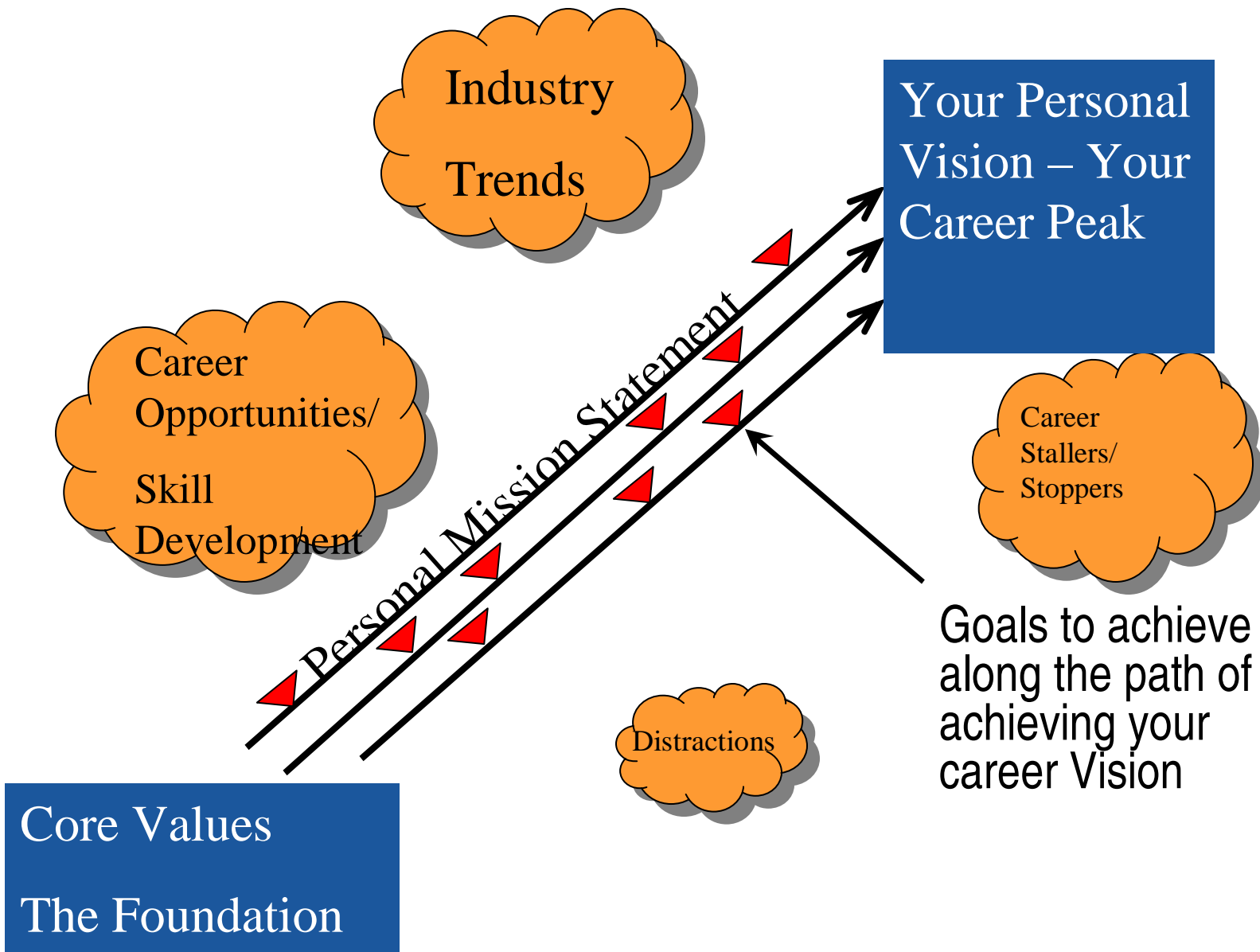
- What do you care about most?
- What do you want to get from your work life?
- What do you want your relationships at work to be like?
- What are you hungry to learn?
- What environment will best foster your learning?

### How to word your statement:

- Make it active
- Make it inspirational
- Make it forward thinking
- Make it a stretch for you







# Brand Image Discussion

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You!



**Microsoft**<sup>®</sup>

**WAL★MART**<sup>®</sup>

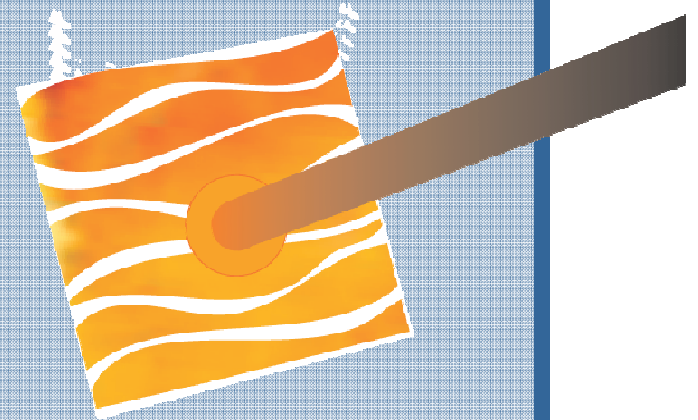


# A brand is...

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bra•nd (brând ) *n.*

1. a promise that is clear, meaningful, unmistakable and absolutely owned by you



# What is your Personal Brand Image?

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- What do people think of you?
- Why do they think of you that way?
  - Colleagues
  - Supervisor
  - Clients
  - General Public
  - Professors
- How do you want to be known?
  - How are you actually known?
- What can you do to promote/strengthen your personal brand?





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# **How to Develop Your Career Path**

## **Short Term Career Planning**

# Short-Term Career Planning

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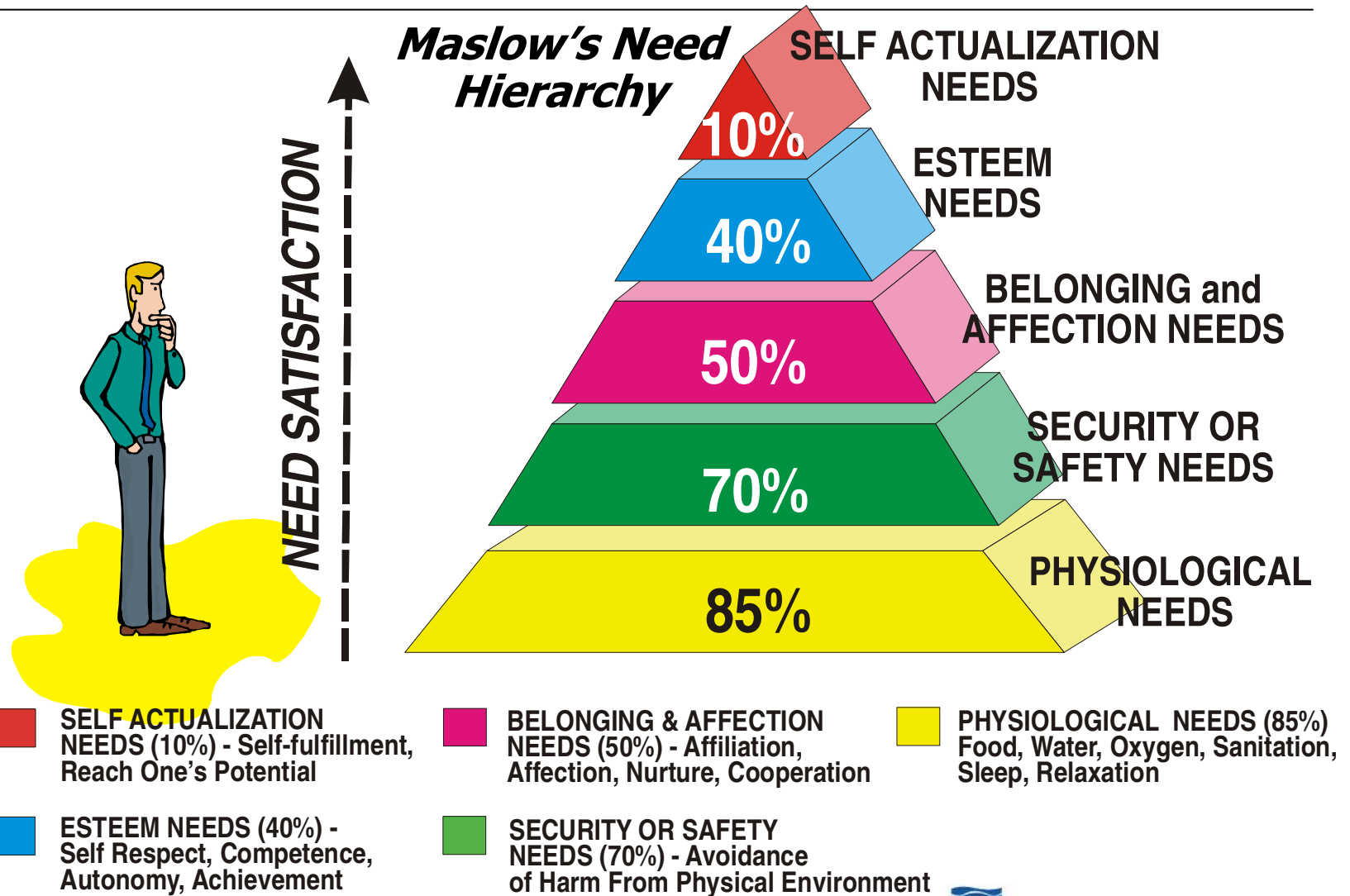
**Focus on a Time Frame This Year to the Next Few Years:**

- **Analyze Your Current/Future Life Style**
- **Analyze Your Likes/Dislikes**
- **Analyze Your Passions**
- **Analyze Your Strengths and Weaknesses**
- **Analyze/Understand Your Definition of Success**
- **Analyze Your Personality**
- **Analyze/Define Your Dream Job**
- **Analyze Your Current Situation**



# Understanding Motivation and Career Development

## *The Individual*





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# **How to Develop Your Career Path**

## **Long Term Career Planning**



# Long-Term Career Planning

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**Usually Involves a Time Frame of 5 Years or Longer; Includes Core Workplace Skill Development and Understanding Trends:**

- **Workplace skills:**
  - Communications
  - Critical/Creative Thinking
  - Teamwork/Team Building
  - Listening/Social Skills
  - Leadership/Project Management
  - Commitment to continuous/lifelong learning
- **Understanding Trends/Performing Environment Scans**
- **Networking/ Develop a Quality Contact Network**



# Short/Long-Term Career Planning

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## Four Dimensions for Career Success:

- **Strong Skills & Broad Competencies**
- **Great Attitudes & Behaviors**
- **Managing Bosses & Others Well**
- **Understanding The Unwritten Rules**



# What is Communication?

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- **Communication by definition**

**Communication.**

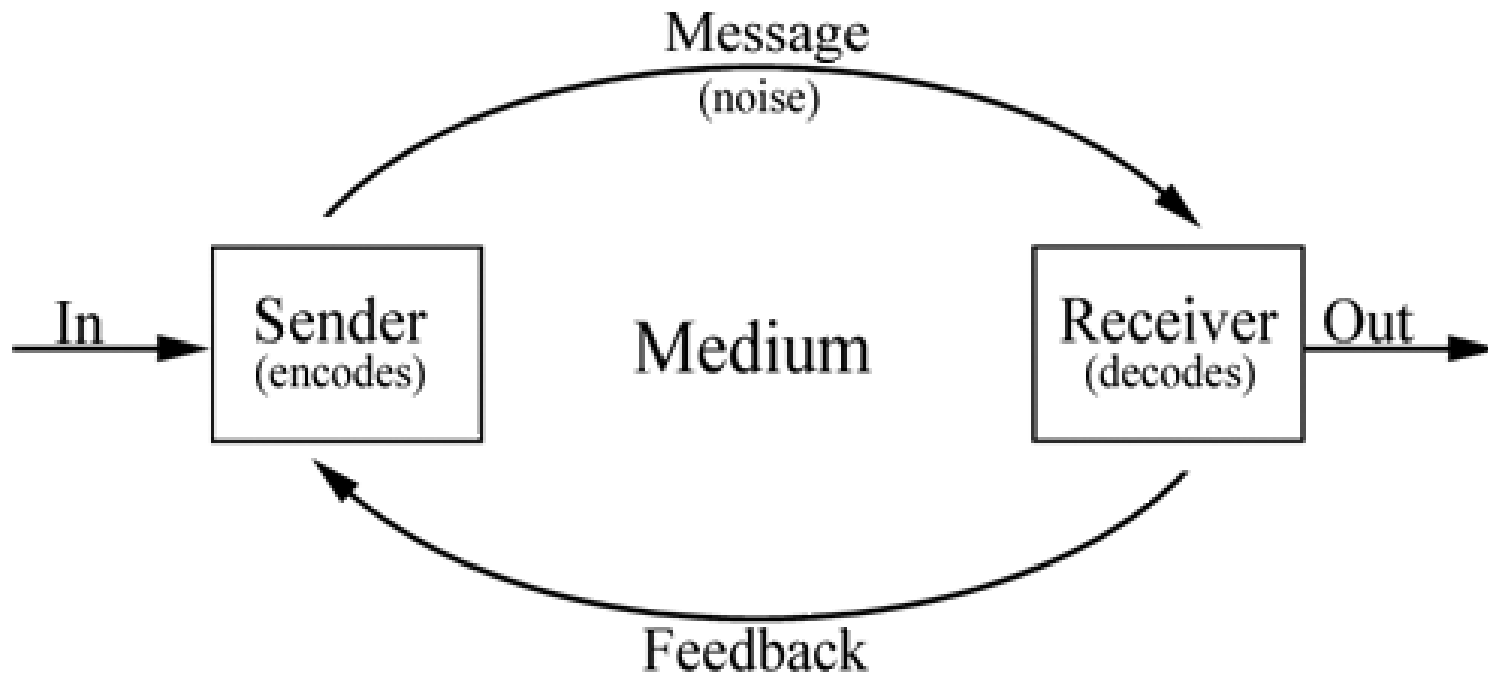
- The exchange of thoughts, messages, or information, as by speech, signals, writing, or behavior.
- The imparting or interchange of thought, opinions, or information by speech, writing, or signs
- Conveying information; providing feedback



# The Communication Model

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- A simple communication model with a **sender** transferring a **message** containing information to a **receiver** who responds with **feedback**.



# Why do we communicate in the workplace?

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- **Develop Solutions**
- **Explain Information**
- **Improve Performance**
- **Make Informed Decisions**
- **Streamline Project Work**
- **Tap into strengths of teammates**
- **Build Trust and Respect**
- **Document work**
- **Develop business opportunities**
- **Describe a construction project**
- **Interview people to check their qualifications**



# Question:

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How else do people communicate  
in the workplace?



# Response

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- **Non-verbal communication**
  - Gestures, facial expressions, posture, eye contact
- **Image**
  - Clothing, hair style, general hygiene, etc.
- **Social Interaction**
  - Lunch, breaks, outside activities with colleagues, travel time



# Habits for Success

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- **Maintain a healthy lifestyle outside of work**
- **Get Involved**
- **Keep it Positive**
- **Give it time**
- **Celebrate your successes**





# Finding a Mentor

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- **The Importance**
  - Acclimating, Transitioning, Learning
- **How to do it**
  - Observation
  - Who are the people who “get things done”
  - Role Model
  - May or may not be your manager



# Managing Bosses and Others Well

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**It is All About Knowing and Understanding Expectations of All Parties, as well as Knowing What's Going on Around You:**

- **As a Subordinate:**
  - Get Involved
  - Collaborate – Exhibit “Team Spirit”
  - Lead Initiatives – “Take Command”
  - Develop Your Own People – Be “Outwardly Focused”
  - Stay Current
  - Drive Your Own Growth
  - Be a Player for All Seasons



# Managing Bosses and Others Well

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**It is All About Knowing and Understanding Expectations of All Parties, as well as Knowing What's Going on Around You:**

- **As a Leader:**
  - Define Specific Goals for Your People
  - “Paint a Picture” of What Accountability Looks Like – Discuss It
  - Be Available
  - Be Approachable
  - “Take One for The Team” – Don’t Throw Your People Under the Bus
  - Compensate People Fairly – Explain How People are Rewarded

# Career Stallers and Stoppers

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## **Trouble With People – Not Relating Well to Others:**

- **Unable to Adapt to Differences**
- **Blocked Personal Learner**
- **Defensiveness**
- **Insensitive to Others**

## **Trouble With People – Self Centered:**

- **Lack of Ethics and Values**
- **Arrogant**
- **Betrayal of Trust**
- **Lack of Composure**
- **Overly Ambitious**
- **Political Missteps**



# Career Stallers and Stoppers

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## **Trouble With People – Doesn't Inspire or Build Trust:**

- **Failure to Build a Team**
- **Failure to Staff Effectively**
- **Overmanaging**

## **Trouble With Results – Too Narrow:**

- **Key Skill Deficiencies**
- **Non-Strategic**
- **Overdependence on an Advocate**
- **Overdependence on a Single Skill**
- **Poor Administrator**



# Criteria for Identifying High Performance Individuals

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- 1. Drive to Excel:**
  - Driven to Succeed – Good Isn't Enough – Willing to Go the Extra Mile
  - True to Their Values – Willing to Sacrifice/Make Hard Choices
- 2. Catalytic Learning Capability**
  - Relentless Learners Coupled With Action/Results Orientation
  - Common Sense to Translate New Ideas into Results for Company
- 3. Enterprising Spirit**
  - Always Searching for Productive Ways to Blaze New Paths
  - Take on the Challenges of Leaving Comfort Zones for Advancement
- 4. Dynamic Sensors**
  - High EQ – Ability to Quickly Read Situations and Know the Right Action
  - Knack for Being in the Right Place at the Right Time to Take Advantage

# Career Ambition

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*“ Champions aren’t made in gyms. Champions are made from something they have deep inside them: A desire, a dream, a vision. They have to have last minute stamina, they have to be a little faster, they have to have the skill and will -----  
But, the will must be stronger than the skill.”*

---- Muhammad Ali





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# Summary



# Career Path

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Today

Determine Your Vision

Set a Course, Build Skills, & Monitor Environment

Successful Career – Doing Your Best Each Day

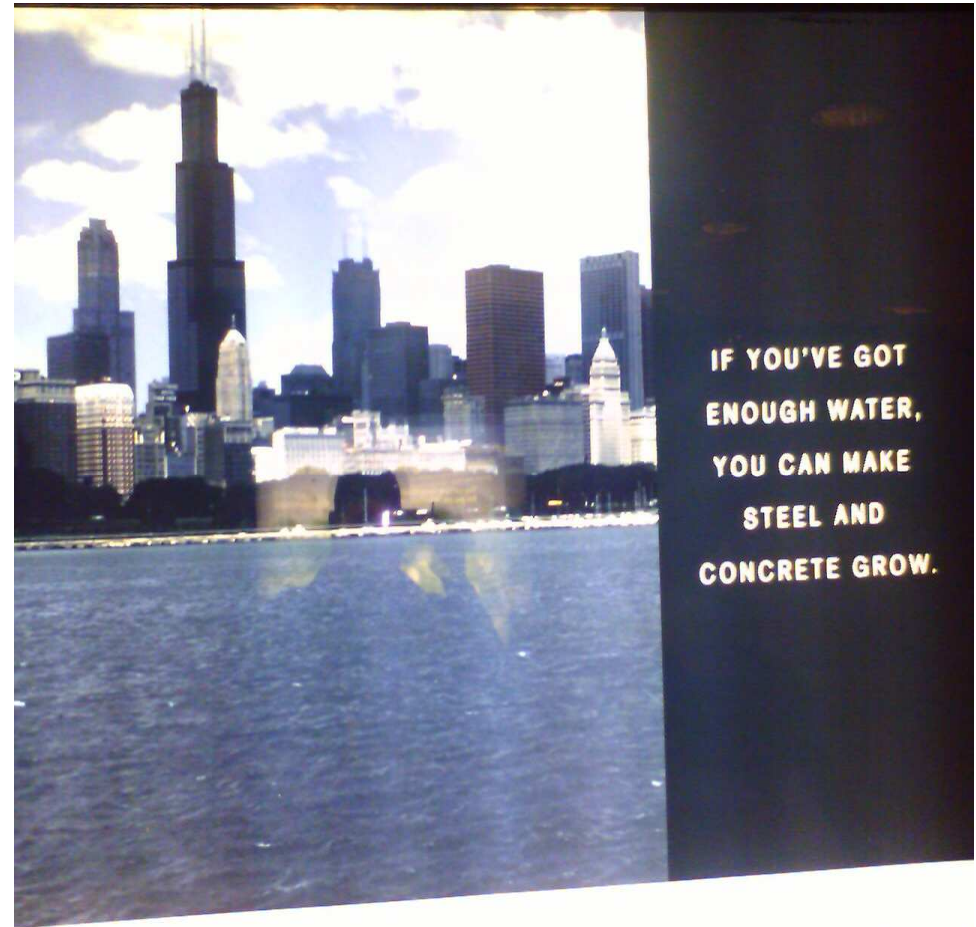
Future



# Summary

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- **The 21<sup>st</sup> Century Is the Water Century**
- **It's Your Career – Manage It!!!**
- **Trends Will Change – Be Familiar With Them/Look for Opportunities**
- **Continue Life Long Learning and Knowledge Transfer**
- **Leadership & Communication Skill Development Critical to Your Future**
- **Now is the time for Imagination/Creativity to Understand the Relationship of Technical Solutions to Meeting Society Needs**



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# You Have Chosen A Nobel Profession



## Do you know how often you turn me on?

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Only Tap Water  
**Delivers™**

Utility Company  
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**QUESTIONS?**



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