Improvements in Work Place Culture

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Components of Performance

Leadership/Culture
States – can change

Personality
Traits – does not change

Skills/Knowledge

Attitude/Motivation

Talent
Corporate Culture

Culture is the shared beliefs and values guiding the thinking and behavior styles of members.

- What is normal?
- How decisions get made when you can’t be there.
- The way we do things around here.
- How people will act under pressure.
- The glue that holds the organization together.
These Crazy Times Challenge Old Public Agency Paradigms

★ Economy (e.g., state impacts & the trickle-down effect)
★ Public Scrutiny
★ Reserves
★ Water Rates
★ Pensions & OPEB
★ Aging Infrastructure & Asset Mgmt
★ Succession Planning
★ Conservation vs. Revenues
Need for Real Change

“We’re ready to begin the next phase of keeping things exactly the way they are.”
Two General Types of Culture

- **Defensive Cultures - Inactive/Reactive**
  - How people see you more important than what you do
  - Focus on blame
  - Maintain the status quo

- **Constructive Cultures - Proactive**
  - Fosters innovation
  - Reinforces personal responsibility and accountability
  - Value performance
Kotter & Heskett: Study of 207 firms over an eleven year period as reported in their book Corporate Culture and Performance

<table>
<thead>
<tr>
<th></th>
<th>Non-Adaptive Enhancing Culture</th>
<th>Adaptive Enhancing Culture</th>
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</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>166%</td>
<td>682%</td>
</tr>
<tr>
<td>Stock Prices</td>
<td>74%</td>
<td>901%</td>
</tr>
<tr>
<td>Net Income</td>
<td>1%</td>
<td>756%</td>
</tr>
</tbody>
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Outcomes of Culture: Employees
The Circumplex

OCI Circumplex from Robert A. Cooke and J. Clayton Lafferty, Organizational Culture Inventory, Human Synergistics International, Plymouth MI USA. Copyright © 1987-2006, All Rights Reserved. Used by permission.
Vision
Employees
i=653
n=85
Vision
Leaders
n=11
It is the mission of Western Municipal Water District to provide water supply, wastewater disposal, and water resource management to the public in a safe, reliable, environmentally sensitive, and financially responsible manner.
Align with the Vision

To transform Western Municipal Water District into a regional water resource leader by integrating the best in business processes and business systems, while developing a leading-edge workforce that continuously creates greater efficiency and value for our customers.
Align with the Values

- Customer Satisfaction
- Safety
- Responsibility to Our Community
- Teamwork
- Performance-Based Management
- Innovation, Efficiency and Effectiveness
- Employee Development
Current Reality Employees
i=219
n=85
Current Reality vs. Vision Employees
Top 5 behaviors to reduce

- not “rock the boat”
- accept the status quo
- tell people different things to avoid conflict
- treat rules as more important than ideas
- lay low when things get tough
Top 5 behaviors to increase

give positive rewards to others

think in unique and independent ways

help others think for themselves

enjoy their work

involve subordinates in decisions
The Impact of our Culture

How does this culture impact our ability to meet the needs of our stakeholders?

How does this culture impact the performance and engagement of our staff?
Culture Change

- Assess Current State
- Align Systems to Vision/Strategy
- Align Leadership
- Build Cultural Consensus
- Reward Value Based Behavior
- Future State Vision/Values Performance

Build Efficacy in the Work Force

Vision/Mission - Values - Strategy

Leadership
Other Considerations

- Prepare Human Capital Plan
- Consider Human Capital Plan in Strategic Plan
- Tight Definitions of Role Definitions
- Climate that Encourages Honest Feedback, Bi-Directional
- Communicate, Communicate, Communicate
Communications Planning: 2-Way Info Flow

- Bi-Monthly All-Employee Meetings at All Facilities with Q&A Periods
- Quarterly Employee Newsletters
- Sharing Copies of Weekly Board Briefings
- Management Suggestion Boxes
- Formation of Management Advisory Team & Staff Advisory Team (MAT/SAT)
Recognizing Individual Styles

DISC – the Four Basic Styles:

- Direct
- Intuitive/Influence
- Stable/Steady
- Cautious
THE MORE EXTREME THE PROFILE, THE MORE PREDICTABLE THE BEHAVIOR

D - DIRECT
- Domineering
- Harsh
- Pragmatic
- Reacting
- Decisive
- Efficient
- Results-oriented

I - INFLUENCE
- Process-oriented
- Experiments
- Supportive
- Instinctive
- Dependent
- Appeasing
- Feeling

S - STEADY
- Observing
- Research
- Reflective
- Implement well
- Rigorous
- Avoid conflict

C - CAUTIOUS
- Analyzing
- Evaluating
- Planning
- Investigative
- Manipulating
- Critical
Decisions: Quick, willing to take risk
Trust: Immediate in limited way
Fear: Being taken advantage of
Need: Direct communication
Dominant “I”

- Decisions: Based on what feels right
- Trust: Total trust with everything
- Fear: Loss of social approval, rejection
- Needs: a) Optimistic environment b) To be liked, included
Dominant “S”

Decisions: Based on trust, consensus

Trust: Earn it -- but open

Fear: Instability, lack of security

Need: a) Trust in manager
     b) Slowness to change
Decisions: Based on facts
Trust: Earn it, and it’s not easy
Fear: Criticism of their work
Need: Detail, explanation
Motivational Principles

- All people are motivated
- People do things for their own reasons
- It is easier to motivate people through their strengths than it is to change their weaknesses
- DISC can be used to identify individual motivation and approaches to communicating
Working Together/Shared Traits

D’s and I’s are:

- People-oriented
- Change-oriented
- Process-oriented
- Direct in communication
- Leaders through inspiration
Working Together: Shared Traits, con.

S’s and C’s are:

- Task-oriented
- Status quo-oriented
- Content-oriented
- Indirect
- Leaders by example
Organizational Culture Inventory®


Good to establish baseline culture using survey and then, 2-5 years after implementing changes, do a second survey.

Individual Styles (DiSC®)

http://www.onlinediscprofile.com/

Can demonstrate pervasive styles that influence agency culture.

Potential Privacy Issues