YOU CAN’T DO THAT!
MY JOURNEY TO CREATE THE WORK CULTURE I ALWAYS WANTED
THE PROBLEM

- “Operators are too combative”
- “Union labor is too lazy to finish this”
- “The lab techs are too stupid to realize we don’t need this”
- “Engineering just doesn’t understand”
- “Management is out to get us”
Silos are naturally created when workers interface with only a small section of the workforce.

- Geography
- Work Classification
- Department
THE GOAL

- Improve work culture
  - An evolving set of collective beliefs, values and attitudes
- Break down silos
  - Employees feel they are a part of the team
Personalized Journey
I focused on three main development areas:
- personal soft skills development
- networking through an employee resource group
- creation of an operations challenge team
SOFT SKILLS

- Non-technical skill set
  - Emotional Intelligence
  - Conflict Resolution
- Some people naturally have these skills
- Can be learned!
RECOMMENDED:

- **crucial conversations**
  - Tools for talking when stakes are high
  - Foreword by Stephen R. Covey
  - Author of *The 7 Habits of Highly Effective People*
  - Kerry Patterson, Joseph Grenny, Ron McMillan, Al Switzler

- **TED TALKS**

- **Turn the Ship Around!**
  - A true story of turning followers into leaders
  - L. David Marquet, Captain, U.S. Navy (Retired)
  - Foreword by Stephen R. Covey
  - “The best book to boost morale for managers in delegating, trusting, and driving flawless execution.” - FORTUNE
Women’s Employee Resource Group: Celebrating, educating, guiding and supporting women and their achievements

- Group is required to have Leadership Team members from each location
- Rotate location, content, and time of meetings
- Focus on improving communications, networking, and training
OPERATIONS CHALLENGE

• Choosing diverse team members breaks down silos
  • Union/management
  • Gender
  • Department
  • Age
  • Races
  • Location
• The camaraderie developed in competition carries over to the workplace as improved motivation, collaboration, and drive for excellence.

• The cross-discipline learning requirements mean our competitors become highly skilled and versatile.
THE FUTURE OF WASTEWATER

- Break silos to create whole-team culture
- Everyone is recognized as an intricate and important part of the process to create clean water.
- Attract the best, train the best, retain the best!