

# The Connection Continuum: *Developing Leaders and Relationships at the Frontlines*

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Ever had an  
issue with a  
new vehicle?





Organizational  
Silos

## How did we get here? Leveraging Machines



### MECHANIZATION

Late 18<sup>th</sup> – early 19<sup>th</sup> Century

Machines *automate* expert work and roles jobs change



### MASS PRODUCTION

Late 19<sup>th</sup> – MID 20<sup>th</sup> Century

Machines *connect* experts across work



### AUTOMATION

Second half of 20<sup>th</sup> Century

Machines take on specific portions of expert work and the focus shifts to *KPI's*



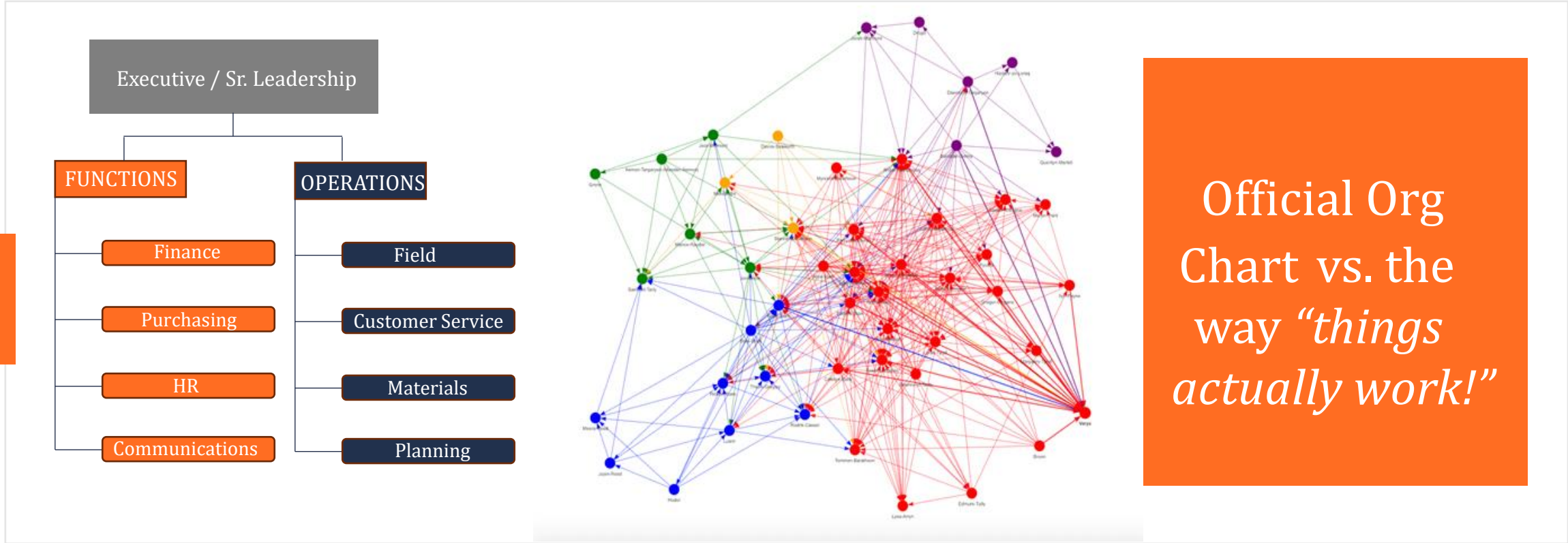
### ROBOTIZATION / AI

Early 21<sup>st</sup> Century

Machines pick up the *repeatable* part of expert work

Results in increased...

- *specialization*
- *leveraging KPI's*
- *reducing costs*
- *reducing waste*
- *desk based employees*
- *siloes*
- *internal competition*
- *disconnected processes*
- *multiple cultures*
- *remote / in person divide*



## Challenge: Hypergrowth

20 – 50K employees / 4 -18 countries / recently acquired / requirement to integrate two divisions

Learning & Development	Talent Management	Recruiting
<ul style="list-style-type: none"> <li>Leadership Training</li> <li>Operational Training</li> <li>Technical Training</li> </ul>	<ul style="list-style-type: none"> <li>Workforce Planning</li> <li>Succession Planning</li> <li>Career Planning</li> <li>Performance Management</li> <li>Employee Engagement</li> </ul>	<ul style="list-style-type: none"> <li>External Recruiting</li> <li>Military Recruiting</li> <li>College Recruiting</li> <li>Supported Internal Interviews</li> </ul>
<p>One size training focused on growing in place (stay)</p>	<p>KPI's</p>	<p>Takes &gt;30 days to move / backfill internal talent</p>
<ul style="list-style-type: none"> <li>% manager attending</li> <li>participant evaluations</li> </ul>	<ul style="list-style-type: none"> <li>% jobs w/ backfill</li> <li>targeted development</li> <li>% backfills staffed</li> </ul>	<ul style="list-style-type: none"> <li>days to fill (30)</li> </ul>

## Solution

Created a leadership development framework based on talent outcomes (stay, transition, accelerate, targeted)

Defined integrated KPI's: "total cost of talent"

Invite recruiter assigned to a sector to that groups succession know internal talent as well

# Challenge: Megatrends



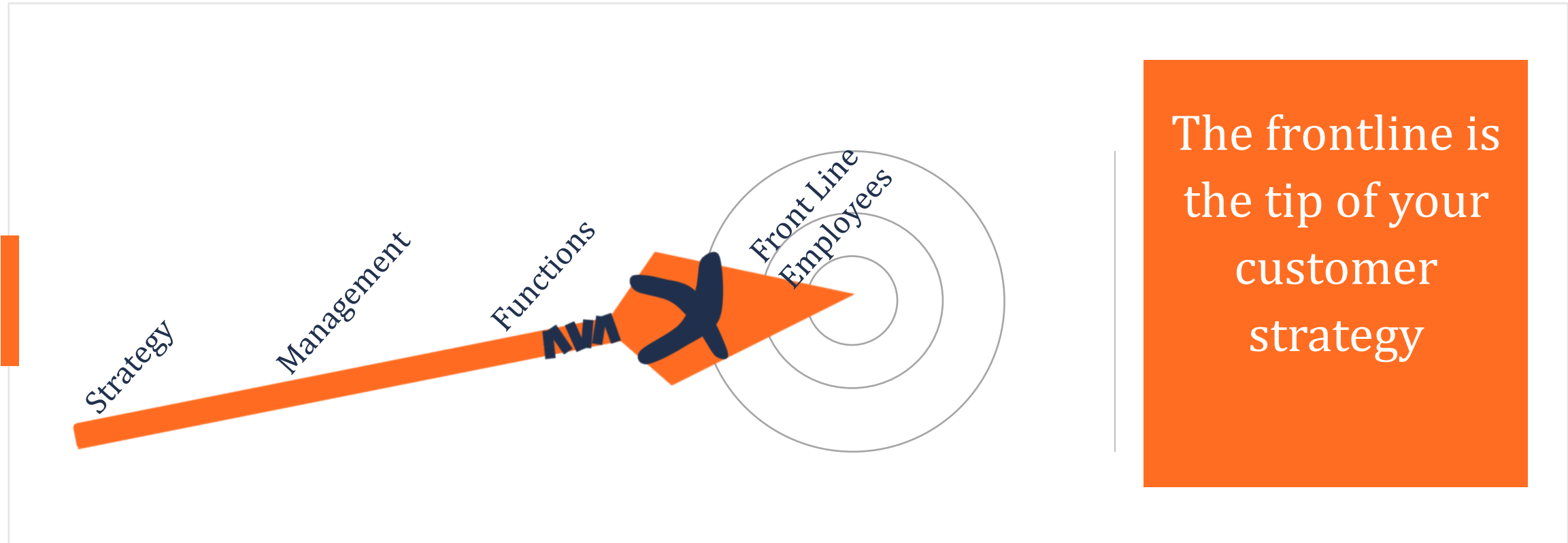
This is the water we are swimming in

# What's the effect on you? Your organization?

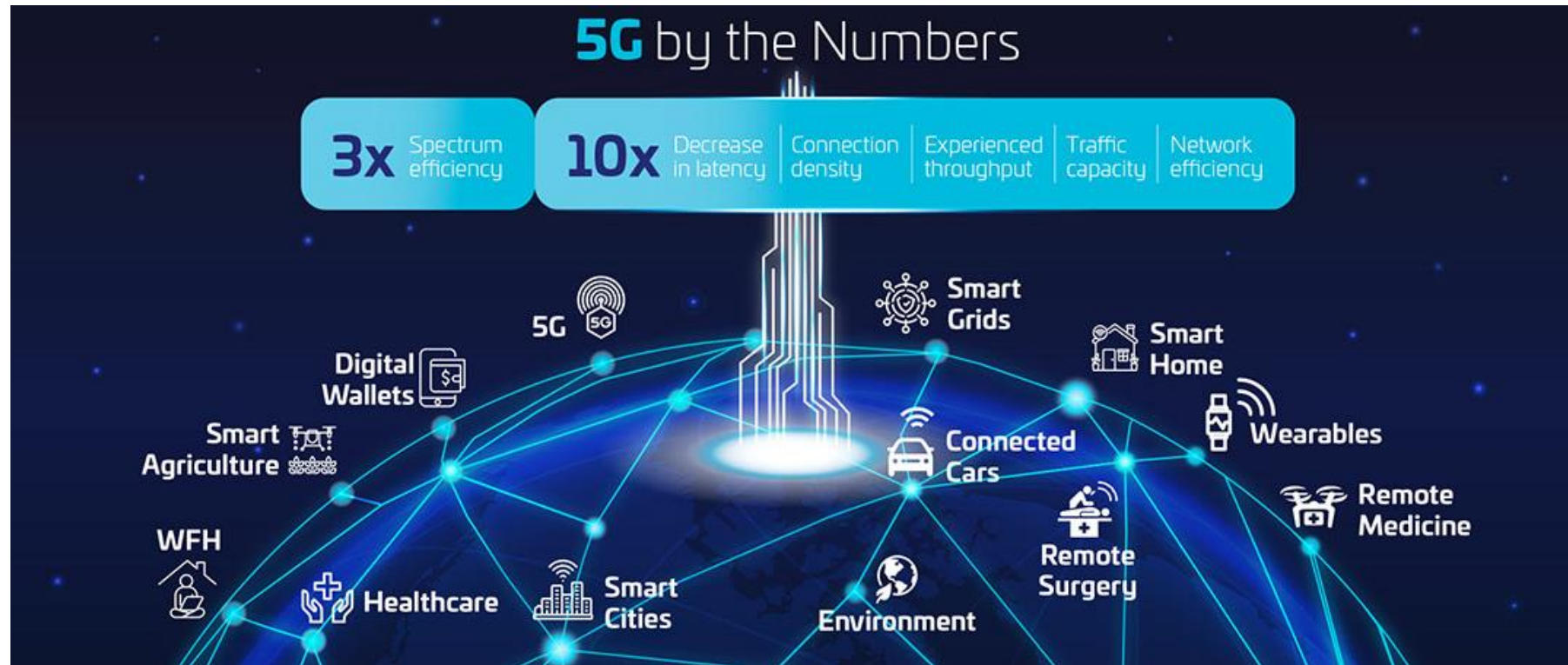
- Turn to your neighbor
- How are the historic and societal trends effecting you



## FRONTLINE: Face to your Customer



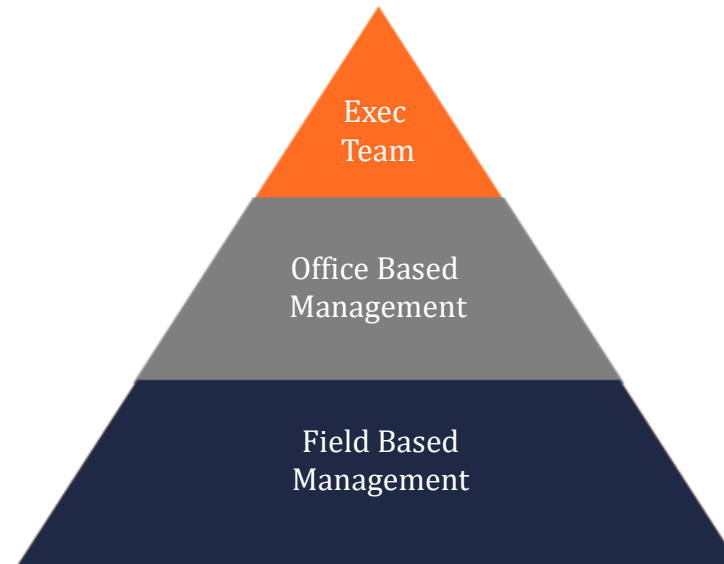
# Why should we care?



## ENTERPRISE SOLUTION

### Leverage HR scope

- *defined leader profile*
- *targeted skills for development*
- *created core content*
- *matched mentors with execs*
- *tailored programs for each level*



*“Leadership  
Culture Program”*  
Member owned  
wholesale power  
and svc provider



## TEAM SOLUTION

### Leverage HR scope

- *Improve performance and address retirements*
- *interviews, field shadow, focus groups (2 ops issues)*
- *6 session program: supervisors & high potentials*
- *candidates discussed content in interviews*
- *promotions: director & supervisor backfill*
- *used program framework for development feedback*

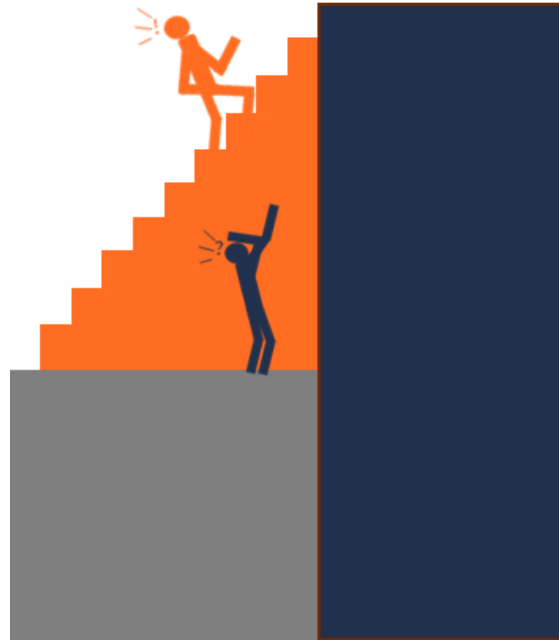


**“Performance & Succession Solution”**  
Municipal Electric Division

## INDIVIDUAL LEADER SOLUTION

### Leverage HR scope

- *supervisors promoted to superintendent*
- *360, assessments, half day workshop*
- *100-day plan (development & actions)*
- *bi-weekly coach check ins*
- *wrap up meeting*
- *12-month ROI calculator*



**“Leader  
Transition  
Program”  
Municipal  
Electric Division**



# Start Connecting Now: Take Aways

## Growing Team Trust (10-20 minutes)

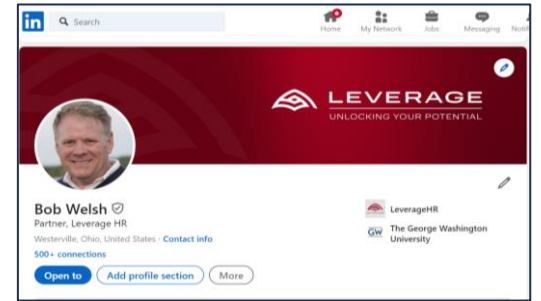
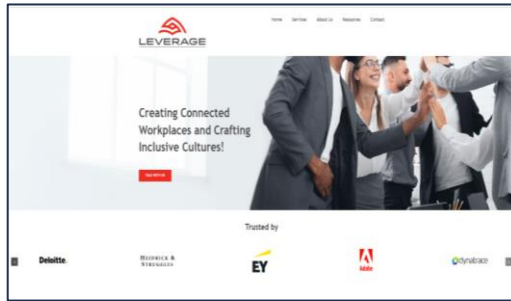
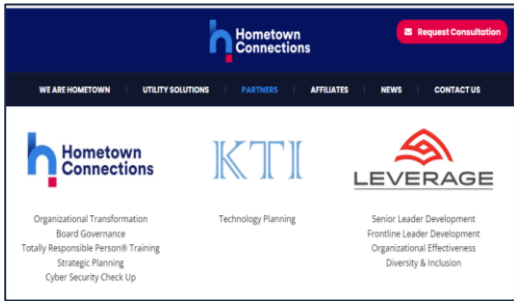
- each team member write down 10 interesting things about themselves
- you start, take no more than 40 seconds and have everyone present their list
- ask if everyone learned something new, new topics to connect on, etc.
- explain the more we know about each other and have ways to connect the more we increase team trust

## Culture by Design (30 minutes)

- ask everyone if we have good and common culture (most often people will say it is)
- ask each team member to write down 4 adjectives to describe the culture on sticky (don't show anyone else)
- collect them and consolidate on a sheet of paper / flip chart grouping similar
- Ask the team what they think of the list (most often people don't agree on some of the words)
- ask what the impact is on our teams. explain culture will happen by accident if we don't develop it by design
- ask them what the 3-5 words everyone can agree on should be the words for the culture we want



# Reach Out and Connect!





**LEVERAGE**

Culture Change Impact

Thank You



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