



Central
Arkansas Water

Essential & Exceptional

ONLY EXCEPTIONAL EMPLOYEES NEED APPLY!

*“The best way to find yourself
is to lose yourself in the service of others.”*

~ Mahatma Gandhi



Attitude Reflects Leadership



Attitude Reflects Leadership



The best leaders model the behavior they want.

Everything about the way you lead is studied.

Attitude Reflects Leadership

What traits do you look for?



Intellectual growth should commence at birth and cease only at death.

~ Albert Einstein

Only Exceptional Employees Need Apply

WHAT DO YOU LOOK FOR IN JOB APPLICANTS?

Have no friends not equal to yourself.
~ Confucius

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WHAT DO YOU EXPECT FROM YOUR EMPLOYEES?

Variety's the spice of life, that gives it all its flavour.
~ Cowper, The Task, 1785

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WHAT DO EMPLOYEES EXPECT FROM THEIR MANAGERS?

There are two golden rules for an orchestra: start together and finish together. The public doesn't give a damn what goes on in between.

~ Sir Thomas Beecham

What is the job of a “Walmart Greeter”?

How critical is a “Walmart Greeter”?

Willie the Walmart Greeter – “BAM!”



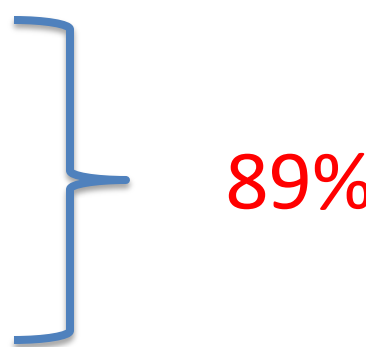
“Whatever you get into,
you’ve gotta try to be the
best you can at it.”



~ Willie Perkins, Walmart Greeter

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THE HIRING DILEMMA

- 46% of newly hired employees will fail within 18 months, while only 19% will achieve success.
 - Why do people fail?
 - Technical Competence – 11%
 - Coachability
 - Emotional Intelligence
 - Motivation
 - Temperament
- 

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“If you don’t have a good attitude, we don’t want you, no matter how skilled you are. We can change skill levels through training. We can’t change attitude.”

~ Herb Kelleher

Founder of Southwest Airlines

If your Utility has a “bad”
employee it is your fault!

Excellence
is not a Skill.
It's an
Attitude.

Ralph S. Martson, Jr.,
The Daily Motivator

Only Exceptional Employees Need Apply

THREE TYPES OF EMPLOYEES



Only Exceptional Employees Need Apply

THREE TYPES OF EMPLOYEES

- ENGAGED



- DISENGAGED



- ACTIVELY DISENGAGED



Only Exceptional Employees Need Apply



THREE TYPES OF EMPLOYEES

- **ENGAGED** employees work with passion and are truly “connected” to their company. They are contagious in a positive way . . . and move the utility forward.
- **DISENGAGED** employees are essentially “checked out” or “coasting.” They’re sleep-walking through their workday, putting time, but not energy or passion, into their work.
- **ACTIVELY DISENGAGED** employees act out their unhappiness. Every day they undermine what their engaged coworkers accomplish. Described as “toxic,” a “cancer,” etc.

Only Exceptional Employees Need Apply



THREE TYPES OF EMPLOYEES

- ENGAGED –
- DISENGAGED –
- ACTIVELY DISENGAGED – 16%

Only Exceptional Employees Need Apply



THREE TYPES OF EMPLOYEES

- ENGAGED –
- DISENGAGED – 55%
- ACTIVELY DISENGAGED – 16%

Only Exceptional Employees Need Apply



THREE TYPES OF EMPLOYEES

- ENGAGED – 29%
- DISENGAGED – 55%
- ACTIVELY DISENGAGED – 16%

Only Exceptional Employees Need Apply



THREE TYPES OF EMPLOYEES

- ENGAGED – 29%
 - DISENGAGED – 55%
 - ACTIVELY DISENGAGED – 16%
- 71%**
-
- Two red arrows originate from the large red '71%' text. One arrow points to the 'DISENGAGED – 55%' bullet point, and the other points to the 'ACTIVELY DISENGAGED – 16%' bullet point, indicating that these two categories together total 71% of the workforce.

“ . . . You have to want to be engaged. There has to be deep-seated desire in your heart and mind to participate, to be involved, and to make a difference. If the desire isn’t there, no person or book can plant it within you.” ~ Tim Clark

Only Exceptional Employees Need Apply

How do you define an “exceptional employee”?

“The only way to do great
work is to love what you do.”

~ **Steve Jobs**



Only Exceptional Employees Need Apply

How do you define an “exceptional employee”?

VIP²



Only Exceptional Employees Need Apply

How do you define an “exceptional employee”?

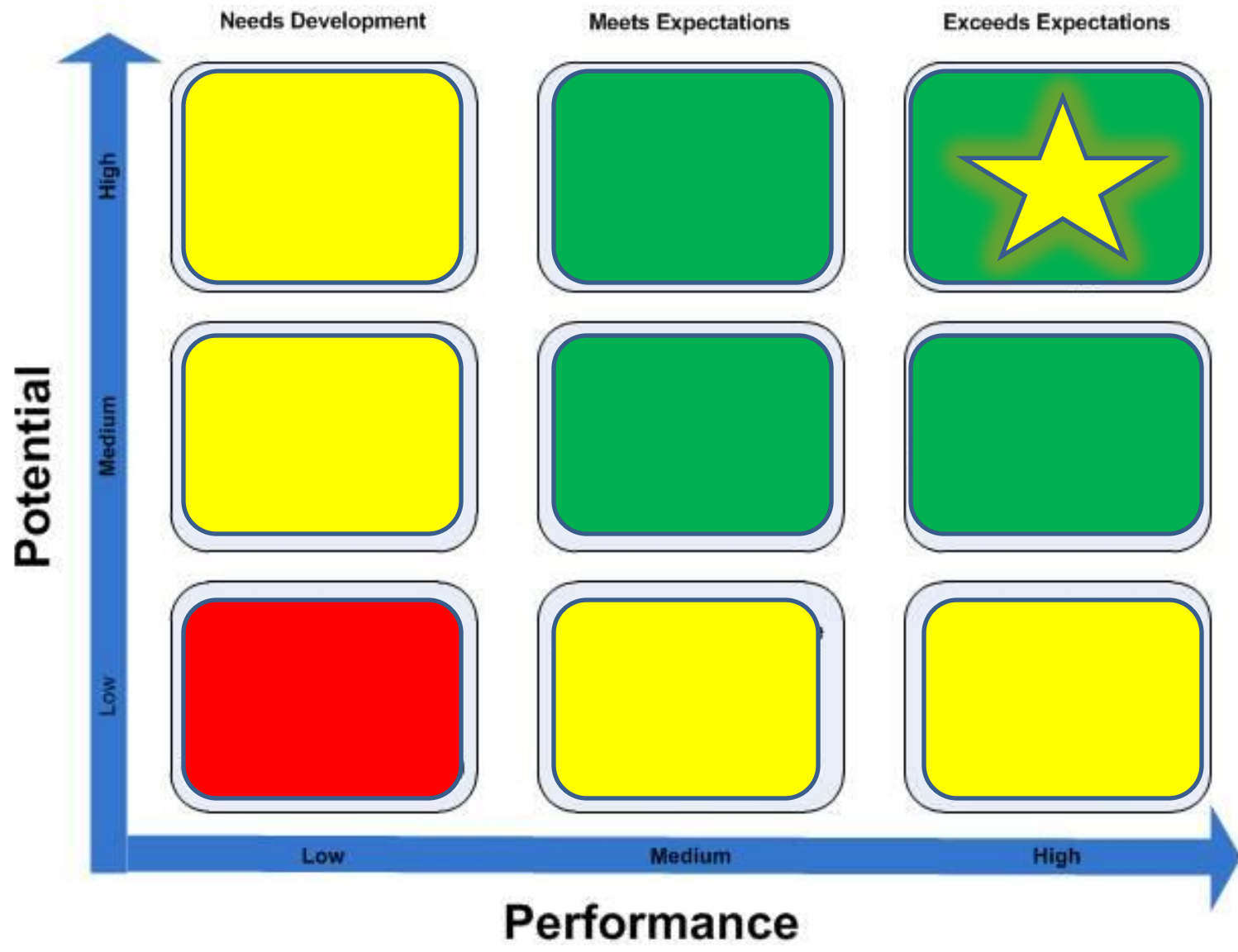
- High Performing
- Innovative
- Values-Driven
- Informed
- Passionate



HIGH PERFORMING



HIGH PERFORMING



Only Exceptional Employees Need Apply

How do you define an Exceptional Employee?

- Innovative



A few honest men are better than numbers.
~ Oliver Cromwell

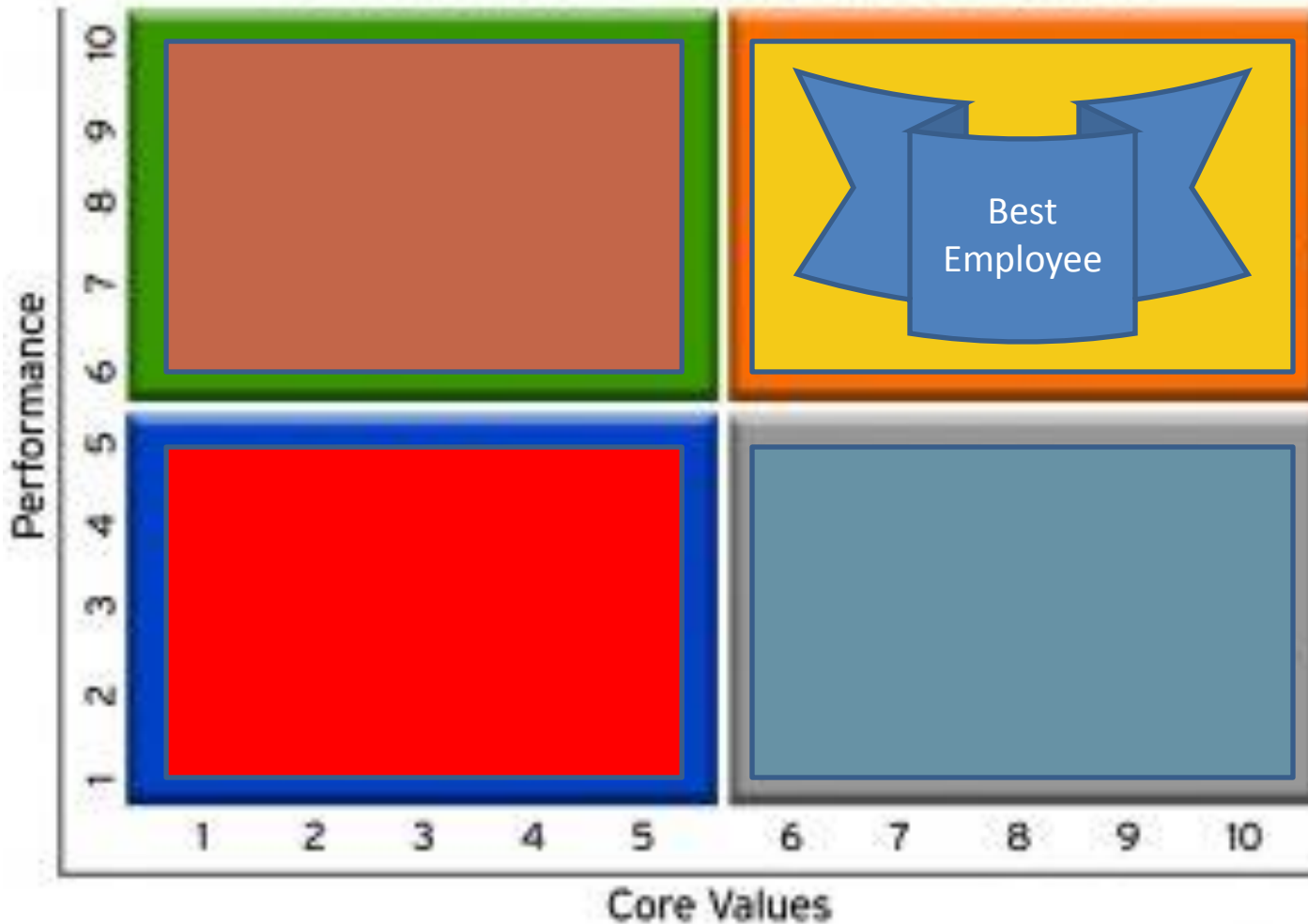
VALUES DRIVEN

Performance - Values Matrix



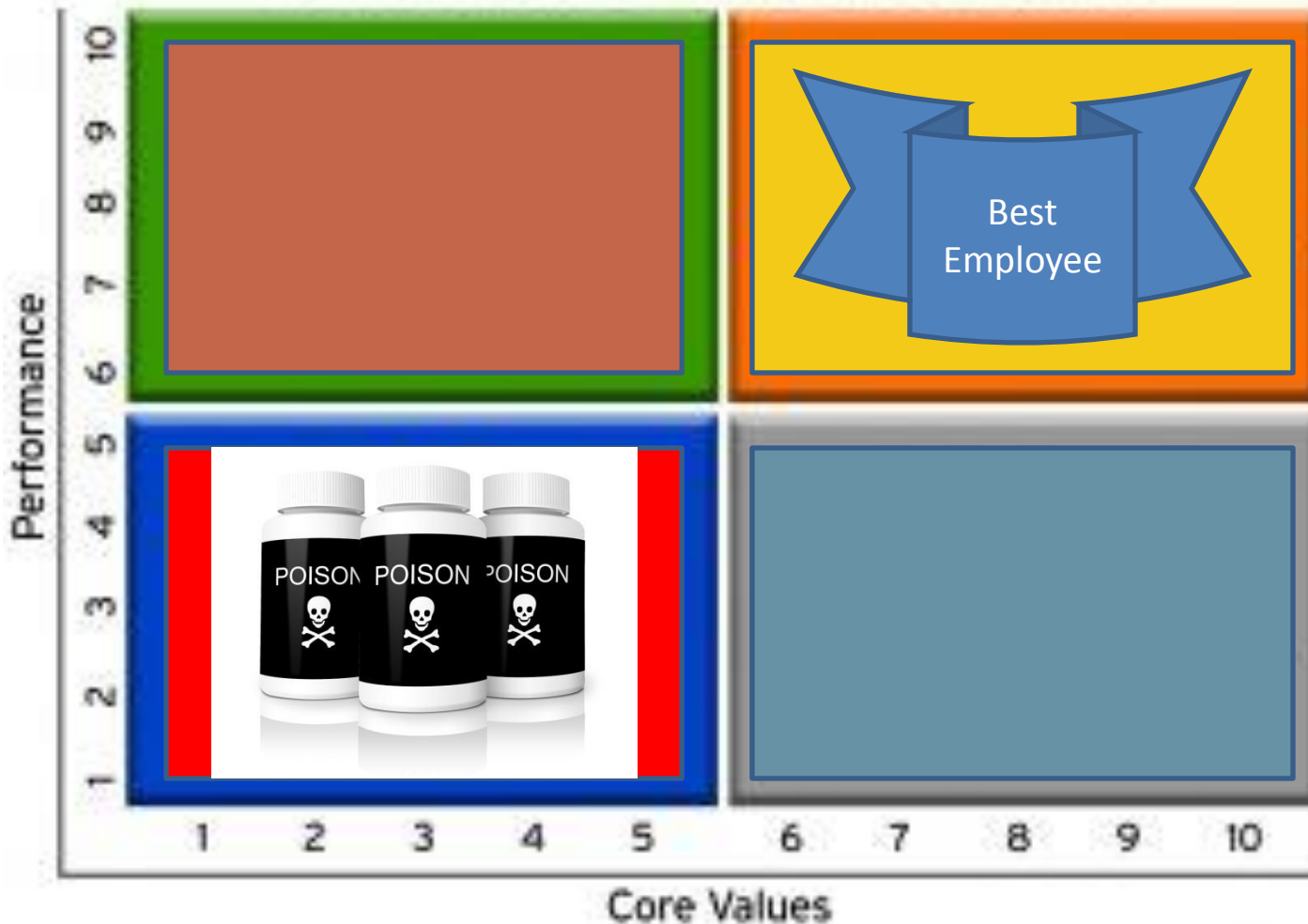
VALUES DRIVEN

Performance - Values Matrix



VALUES DRIVEN

Performance - Values Matrix



VALUES DRIVEN

Performance - Values Matrix



VALUES DRIVEN

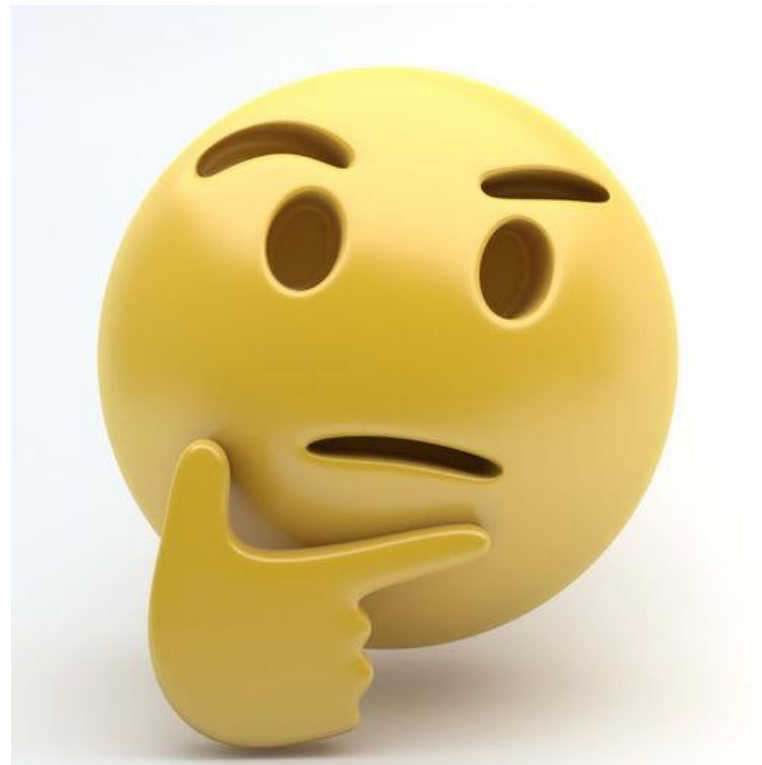
Performance - Values Matrix



Only Exceptional Employees Need Apply

How do you define an Exceptional Employee?

- Informed



Only Exceptional Employees Need Apply

How do you define an Exceptional Employee?

- Informed
 - Trained/Educated
 - Understands your business
 - Takes ownership of your business



Only Exceptional Employees Need Apply

How do you define an Exceptional Employee?

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Only Exceptional Employees Need Apply

How do you define an Exceptional Employee?

- Passionate



“Paychecks
can’t buy
passion.”

~ Brad Federman

Only Exceptional Employees Need Apply

How do you define an Exceptional Employee?

- Passionate
 - Openly discusses issues/problems
 - Pictures and focuses on success for utility
 - Sets individual goals that match or assist in accomplishment of utility's goals
 - Willingly involved in decision process

Employee Leadership

What type of employee are you?



Today will be as good as you choose to make it.

Employee Leadership

What type of employee are you?



Do your employees believe you are engaged, disengaged, or actively disengaged?

What is HIVIP?

- Do what's best for the customer
- Do the right thing, always
- Make quality personal
- Deliver legendary customer service
- Be a fanatic about response time
- Check the ego at the door
- Honor commitments
- Practice blameless problem-solving
- Practice the "human touch"
- Find a way
- Get close on expectations
- Listen generously
- Speak straight
- Communicate to be understood
- Go the extra mile
- Create win/win solutions
- Share information
- Celebrate success
- Follow up everything
- Deliver results
- Be obsessive about organization
- Look ahead and anticipate
- Be process-structured
- Always ask why
- Get the facts
- Be relentless about improvement
- Pay attention to the details
- Assume positive intent
- Keep things fun

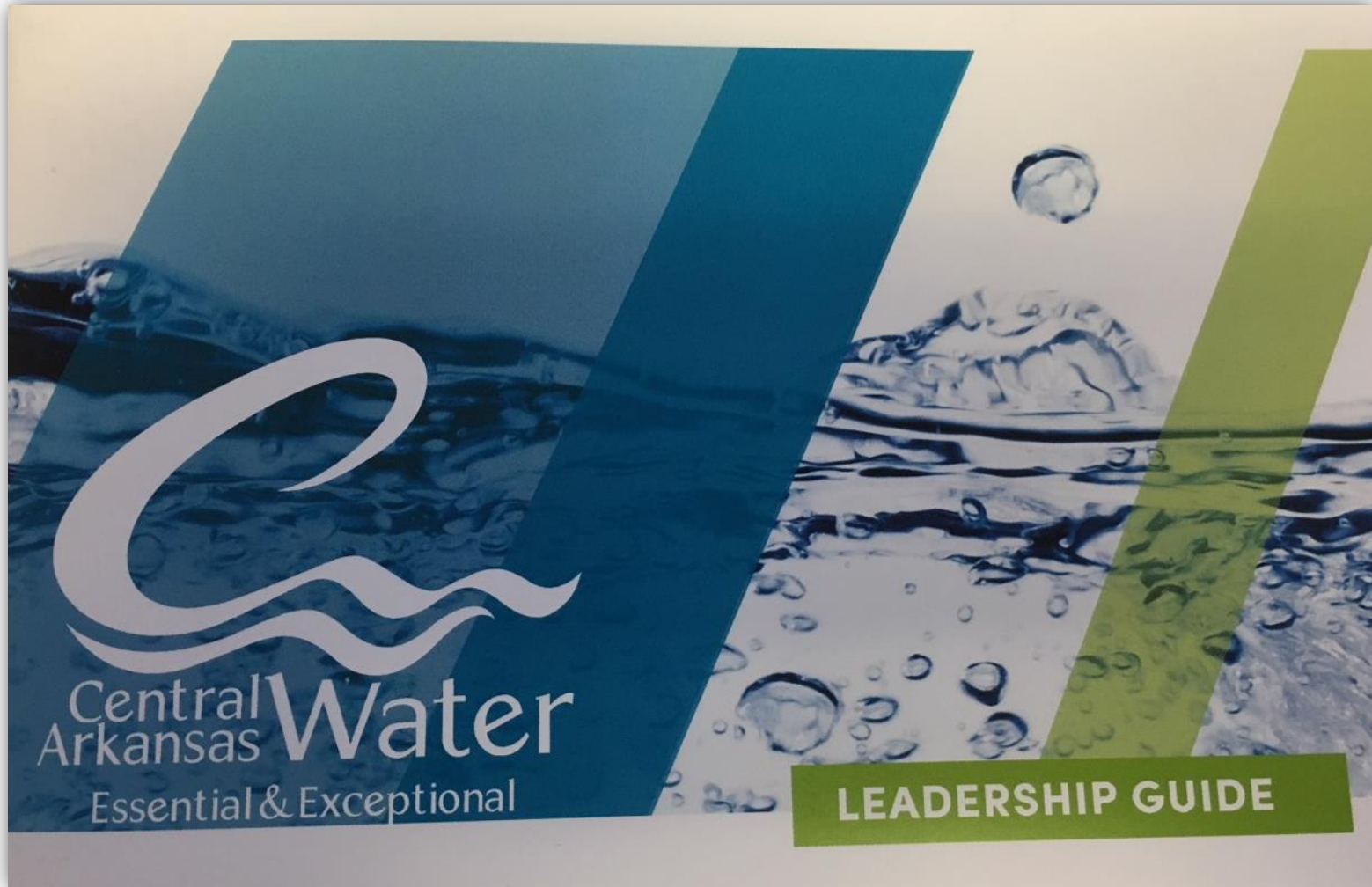
Only Exceptional Employees Need Apply

What is a manager to do?

**I actually don't
need to control
my anger.
Everyone
Around
me needs to
control their
habit of pissing
me off..**



Only Exceptional Employees Need Apply



Only Exceptional Employees Need Apply

Central Arkansas Water – Leadership Guide

- Champion our values and utility pride
- Champion health and safety
- Champion outstanding customer service
- Champion quality
- Communicate with excellence
- Foster a positive work environment
- Develop employees
- Ensure accountability
- Make sound decisions
- Support the communities we serve

52 BEHAVIORS

Only Exceptional Employees Need Apply

Get the most out of your engaged employees

Engaged

- Everyone is different
- Establish expectations, benchmarks, open communications, transparency
- Develop them
- Challenging and dynamic work environment
- Reward them
- Foster strengths and manage weaknesses
- Fire bad employees
- ***SPEND TIME HERE***

Disengaged

- Building their confidence by increasing their responsibilities
- Give frequent and accurate performance feed back (if they want to get better, they will)
- Provide Resources (opportunities to improve)
- Teach them to set their own goals
- “Catch” them doing good things
- Hook them up with an engaged employee
- ***ONLY SPEND A LITTLE TIME HERE!***

Actively Disengaged

- **DON'T SPEND A LOT OF TIME HERE!**
- Once you enable your employees, the responsibility for being an engaged employee is the employee's, not the managers.

The most powerful force in the universe is compound interest.

~ Albert Einstein

Only Exceptional Employees Need Apply

Get the most out of your engaged employees

Engaged



Disengaged

...building their
...by

Actively Disengaged

➤ DON'T SPEND A
LOT OF TIME
HERE!

Celebrate Engaged Employees

Celebrate Their Successes

Reward Them

Coach Them

Spend Time with Them

Promote Them (if they want to be promoted)

Weaknesses

- Fire bad employees
- **SPEND TIME HERE**

- engage
- **ONLY SPEND
LITTLE TIME HERE!**

~ Albert Einstein

Only Exceptional Employees Need Apply

7 questions you should ask yourself ?

- Do we hire the right people (engaged employees)?
- Do we provide them with the necessary training?
 - To help them become more effective
- Do we support them? (eliminate roadblocks & promote excellence)
- Get your employees involved?
 - Participation is a great motivator
- Delegate extensively?
 - Avoid micro-management
- Encourage engaged employees to teach others and share knowledge?
- Stretch them?

Only Exceptional Employees Need Apply

7 Things Great Employers Tell Engaged Employees

- I trust you.
- I'm proud of you.
- Thank you.
- I always have time for you.
- What can I do to help you?
- I'm sorry.
- Don't worry about it.

"Clients do not
come first.
Employees come
first.
If you take care of
your employees ,
they will take care
of the clients."

Richard Branson

Only Exceptional Employees Need Apply

Remember –

- Leadership is getting things done through **your employees.**
- You need your employees more than . . . **they need you.**
- You get paid for **what your employees do.**

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A utility doesn't get
better on its own.
The people at the
utility get better!





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*Just can't live that negative way . . .
Make way for the positive day!
~ Bob Marley*