

Future of JEA Workshop

Minutes

May 31, 2018

The Senior Leadership Team (SLT) of JEA met at White Oak Conservation at 581705 White Oak Road, Yulee, FL 32097 on May 31, 2018 at 8:00 AM to hold a workshop related to the "Future of JEA". In attendance were Aaron Zahn, Melissa Dykes, Ted Hobson, Paul Steinbrecher, Angie Hiers, Ryan Wannemacher, Paul Cosgrave, Mike Hightower, John McCarthy, Kerri Stewart, Mike Brost, Jody Brooks, and Brian Roche. Melissa Charleroy and La'Trece Bartley attended to observe and capture minutes.

Alex Willis, Chief Executive Officer, Leadership Surge, provided a presentation on "Creating a Winning Lifestyle Through the Power of Leadership". Mr. Willis covered industry challenges including: communication challenges, decrease in manpower, aging workforce and lack of qualified leaders. The SLT conducted an exercise brainstorming the attributes of an ideal employee at the Senior, Director, Manager, and Frontline employee levels. Mr. Willis presented the eight leadership gap traps including:

- Assumption gap
- Knowledge gap
- Timing gap
- Mistake gap
- Perfection gap
- Inspiration gap
- Comparison gap
- Expectation gap

The Senior Leadership Team broke into small groups and discussed the attributes needed for an effective Senior Leader, Director, Manager, and Frontline Employee.

Senior Leader

- Big picture thinker
- Forward-looking/anticipatory
- Leadership modeling
- Accepts responsibility
- Strategic
- Collaborative, especially across silos
- Blend from the other levels based on role and position

Director

- Accepts responsibility
- Business sense/cross organization

- Good communicator – verbal/written
- Proactive/Self-starter
- Team player
- Technically Competent

Manager

- Customer focused
- Good Communicator
- Encouraging
- Invested in team success
- Lead by example
- Open-minded
- Self-starting
- Perseverant
- Proactive
- Willing to fail to be better

Direct Reports

- Self-motivated
- Hands-on/owns process/role
- Technical competence
- Emotional intelligence
- Innovative
- Solutions oriented
- Self-learner

Perfect Frontline Leader (Manager)

- Affable/good attitude
- Change influencer
- Command respect
- Competent
- Decisive
- Desire to grow/adapt
- Ethical and fair
- Good verbal communicator (up/down)
- Listener and communicator
- Motivated/Self-starter
- Personal responsibility – “walk the talk”

- Proactive
- Results-oriented
- Skilled at setting goals and providing feedback
- Skilled in leadership and area
- Team oriented
- Very technically competent (experts)
- Process/Business orientation

Frontline Employee

- Adherent to policy
- Big picture awareness
- Conscientious
- Open-minded
- Committed
- Customer-Focused
- Flexibility
- Inquisitive
- Organization/Company champions
- Perseverant
- Possess informal leadership capabilities
- Pushing for higher expectations
- Reliable
- Self-starting
- Self-motivated
- Team player
- Well-trained/capable

The SLT discussed methods for employee development and improvement.

- Change the culture of JEA
- Coaching during Two-ways
- Use Two-ways for original intent
- More consistent follow-up/feedback
- Reinforce coaching model/training
- Executive Coaching
- Mentoring
- Assessments to objectively identify improvements
- Better use of Individual Development Plan (IDP) framework
- Cross-functional experiences (projects)

- Training/personal development (JEA Academy)
- Setting clear and deliberate expectations
- Role modeling
- Not accepting mediocre efforts
- Right seat on the bus
- Are you the right fit?

Communication Skills

- Train and bridge to person/family
- Train - writing and speaking

Business

- Focus the business resource
- Train/example/share [Model – Publix, FEDEX, UPS]

Team - Management to:

- Share Information
- Cross functional teams
- On-boarding

Ways to Make Senior Leaders More Strategic

- Forced time for reflection and planning
- More processes forcing collaboration across silos
- Empowering people lower on organization chart to resolve issues – tied to willing to fail

Today

- Level set training (baseline)
- Offer wide range of training for skills and employee self-select
- Goals and IDPs and CTAs, PIPs – Outcomes – Rewards
- PRIDE points (subjective)
- Mentor programs (external)

Mr. Willis presented the “have it all lifestyle” including the four quadrants of body, balance, being, and business.

Mr. Willis provided the SLT with a few key strategies including:

- Lead from the front
- Continually analyze habits
- Operate with a sense of urgency
- Limit daily decisions
- Schedule time to pause and reflect (everyday, weekly, monthly, annually)
- 90-Minute Jam Sessions
- Expect to dominate
- Don't let people steal your most valuable asset: Time

Mr. Willis concluded his presentation with additional services his company provides that could be beneficial to JEA's frontline employees, which includes quick-burst mobile gamification to train employees in the areas of communication, time management, problem solving, high performing teams, and personality assessments. Mr. Willis covered the expected outcomes from the gamification experience including:

- Lower rate of absenteeism
- Improve profitability
- Alignment through the entire organization from the top to the bottom; speaking a common language
- Employees that are inspired to come to work for a common cause
- Employee satisfaction will thrive at home thanks to work-life modules
- Increase in productivity
- Foremen leaders ready to step up
- Workforce that understands how to coach and its benefits
- Positive work environment

Mr. Willis provided multiple case studies with businesses that included the challenge, the solution, and the outcome, which led to better engagement from frontline employees and stronger relationships with their direct supervisor and senior leadership, as well as an increase in profit margin.

Mr. Willis provided the SLT with materials for their review entitled “Four Lenses, 4-Temperament Discovery, The Kit”. Mr. Zahn stated Mr. Willis will be following up to provide additional materials.

At 10:00 AM, the Senior Leadership Team participated in educational exercises with Brandy Carvalho, Development & Sustainability Manager, White Oak Conservation Foundation.

At 12:10 PM, the Senior Leadership Team took a break for lunch at White Oak Conservation.

At 1:00 PM, the Senior Leadership Team resumed facilitated discussions with Chip Scholz, Head Coach, Scholz and Associates.

The Senior Leadership Team broke into four groups and held discussion sessions related to the following questions:

Question Set 1

A. What are the three things that JEA does well and should continue to do?

Truth

- Provide safe, reliable, affordable and environmentally compliant utility services
- Culture of community/service
- Customer-centric

Trend

- Continue training employees well via JEA Academy (benchmark)
- Executing
- Collecting data

Unique Ideas

- Resiliency planning/execution
- Supplementing Duval County Schools curriculum

B. If the organization were to accomplish three things in the next five years, we would be seen as extremely successful. What are those three things?

Truth

- Successful completion/execution of capital/infrastructure programs (e.g. Septic Tank Phase-Out, Resiliency, etc.)
- Sustainable water solution-set

Trend

- Streamlining cost structure
- Grow profitability
- Fully implemented distributed energy resources

Unique Ideas

- Fully automated Artificial Intelligence customer interface
- Leading country/world in renewable solutions
- Be ranked one of the top 100 places to work in the USA

Question Set 2

A. What are three conditions that limit the effectiveness of JEA?

Truth

- Sunshine law
- Charter/independent
- Political intrusion

Trends

- Cultural Identity
 - Risk aversion

- Not profit focused
- Cross-functional challenges
- Management/Union/Civil Service

B. How can we minimize their impact in the next five years?

- Extensible/AGILE/Change Management
- Treat union employees with “Have it all” work/life balance
- Explore governance/structural solutions
- Lobby for changes that are sensible
- Find ways to shift the culture toward risk taking
- Execute 12 month plan
- Compete for most skilled and talented staff

Unique Ideas

- Technology and data utilization as an asset

Question Set 3

A. What three things would you change immediately in order to improve the effectiveness of the organization?

Truth

- Policy makers and external community creating instability and dysfunction

Trends

- Charter and Sunshine laws create a big impediment to JEA’s success due to impacts on culture for people not wanting to share ideas or “step out”
- Need to do better job of recruiting and maintaining talent

Unique Ideas

- Arm all employees with smartphones and technology to train and communicate better
- Change physical environment
- Organize to promote cross-functional teams

B. What things are never discussed openly but need to be discussed?

Truth

- Profits
- Performance accountability

- Culture of retribution for ideas and/or stepping out

Trends

- JEA independence
- City reliance on money
- Individual misbehavior ignored

Unique Ideas

- Reward Ideas and good behavior in employees

Question Set 4

A. Imagine JEA receiving an award 5 years from now. What is the award and why is it being presented?

Truth

- Environmental Stewardship

Trends

- Innovation
- Customer Satisfaction

Unique Ideas

- Economic Development award
- Independence award
- Innovation award
- Best Place to Work

B. What are some exciting ideas you have heard about from other organizations or organizations that would improve JEA's effectiveness?

Truth

- Data Organization, use to monetize

Trends

- Purified water/Direct re-use
- Artificial Intelligence

Unique Ideas

- Consulting (Asia)
- UPS vehicle dispatch
- Storage
- Continuous employee reviews

The SLT worked in small groups to develop “I will and we will” statement to drive improvement.

I will

- Work towards organizing to promote cross-functional teams
- Work towards developing a successful program to reward ideas/innovation
- Model improved performance accountability
- Lead development of downtown campus solution
- Take risks for the benefit of the organization
- Seek and grow profits
- Explore governance/structure solutions
- Lobby for changes that are sensible
- Review and examine the Charter and create a list of effective changes
- Support the mindset change of Council/Mayor to shareholder trustees
- Work to implement a fully automated A.I. customer interface
- Work toward making JEA the leader in the country/world in implementing renewable solutions.
- Actively support successful completion of the capital program
- Drink the first beer made from JEA purified water
- Grow profitability
- Lead JEA and COJ in becoming a smart city by partnering with telecom companies
- Support promotion of environmental stewardship
- Engage the Office of Change Effectiveness on the Xtensible project and support visibly
- Partner with contracting community to develop an increased level of skilled workforce to build the JEA infrastructure
- Assist in helping JEA receive recognition as best place to work in USA
- Assist in helping JEA organize, utilize and monetize data

We will

- Collectively and individually influence BOD & PM to support entire SLT thereby creating stability and eliminating dysfunction

- We will collectively and individually organize to promote cross-functional
- We will have concerted initiatives and daily efforts to improve accurate and asset data utilization.
- Call out misbehavior
- Continue to be exception at our core business
- Lead a cultural change
- Collect, organize, utilize and monetize data to benefit all JEA

The SLT concluded the day with discussions for implementing the work discussed today. Significant discussion around the ability for the media and community to misinterpret minutes from the SLT Workshop on the Future of JEA – noting that the workshop was a “whiteboard” session rather than a decision making session.

Agreement that the SLT needs to lead “from the front”. Minutes to be published.

The workshop concluded at 6:00 pm

Melissa Charleroy, Executive Assistant