

# Leading People and Managing Assets for a Sustainable Future

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# Overview

- What we know
- Exposing the myth about Leading and Managing
- Leading people and Managing assets
- Keys to success
- Conclusion

# What We Know

- Early retirements of staff are taking vast amounts of system knowledge with them.
- As an industry, we don't do a good job working with long-term employee knowledge insecurity.
- Six different generations may be working in one utility but with different goals, objectives and priorities.

## What We Know (cont.)

- Understanding and believing that people are our greatest assets.
- That the past, present and future workforce think differently than in the 70's, 80's and 90's.
- We know that worker recognition, participation in decision-making and a safe workplace are the most important things that will keep you here.

# What We Should Know

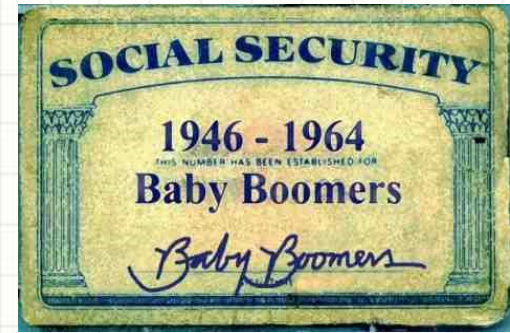
- The Matures or the “Great Generation” (born before 1945)
- Baby Boomers (born 1945 to 1964)
- Gen Xer’s (born 1965 to 1976)
- Gen Yer’s or Millennials (born between 1977 -1996)
- Gen Z or the “plurals” (born between 1997 -2012)

All six generations have one thing in common – they all may work together but they may not be working toward the same goals and objectives.

# Matures

- Grew into seniors.
- Started settling down and have the attitude, we raised them, educated them and now we can rest.
- There was a parent-child relationship with their adult children.

# Boomers



- Have become the new matures.
- We raised them, educated them and now we can enjoy the relationship with them.
- Adaptable to change, and have a sensitivity to challenge conventional ways of thinking.

# Xer's

- Saw the inception of the home computer, the rise of videogames and the internet as a tool for social and commercial purposes.
- Family and work-life balance is extremely important to Xer's.
- They have a non-traditional approach to time.



# Yer's

This generation is more likely to question authority and demand answers.

- Feel Entitled
- Ambitious
- Technology savvy
- Demanding
- And very skeptical



# Millennials

- Creative thinkers
- Optimistic and have high expectations
- Well-educated
- Collaborative, open minded, influential and achievement-oriented

# Generation Z, iGeneration, Homelanders, Plurals and “post-Millennials”

- First generation of the 21<sup>st</sup> century
- Always on; right from the start, grew up with everything most other generations never had
- Self starters; no need to be supervised
- Very competitive due to “FOMO”



## Fun Facts

Boomers had it a little easier because of the sacrifices our parents made.

Boomers did what they wanted, bought what they wanted, spent money on anything they wanted, because we were going to do and have everything our parents didn't have.

## What We Did Not Know

### There Would Be Consequences!

- We taught you, the X'ers, Y'ers and Millennials by our habits that you were entitled to everything you wanted and asked for and if your friends had it you should have it too.
- We screwed you up good.
- With the advent of video games you got instant rewards.
- Everyone gets a star today.
- There are no losers.

“Parenting does not come with instructions”

# What We Can Learn From Each Other

## My ah ha moment with an 8 year old.....

What do you know that I don't and what do I know that you don't; let's share.

Let's not look down on each other because we don't have the same abilities as each other.

Ask people "why they do what they do", how did they get started, what keeps them going?

What was it that made them accept low pay, knowing they'll get covered with crap, work all sorts of hours, sometimes in horrible weather and come back tomorrow to do it again?

# Exposing The Management Myth

“Leading and Managing are one and the same”

The Reality;

- Leading/Leadership is about influencing people to follow you.
- Managing/Management focuses on operating and maintaining systems programs and practices.

# Leading People

“The true measure of leadership is influence – nothing more, nothing less”

- Character – defines who they are
- Knowledge – what they know
- Intuition – what they feel
- Experience – what they’ve accomplished
- Vision – Where they want to take you and why



## Leading People (cont.)

Words and Phrases that are seldom heard or expressed in our industry today;

- Caring
- Sincerity and being genuine
- Respect
- “You can do it”
- “I’m proud of you”
- “I trust you”
- “Thank you”

## Leading People (cont.)

A Good Leader:

- Helps others to advance
- Will empower you
- Has been a follower
- Listens well
- Believes that “Trust” is the foundation of leadership

# Leading People (cont.)

A Good Leader:

- Will have to make tough decisions
- Will make unpopular decisions
- Will make decisions based on the facts
- Has to have the capacity to be as cold as ice and in that same moment have compassion and empathy

## Leading People (cont.)

A Good Leader Does Not;

- Worry about giving back more than they are given
- Strive to be or appear to be more than they really are
- Make decisions based on the fear of other people's reactions
- Turn away from change when change is necessary and inevitable

## Managing Assets “People”

“If you can’t hire, fire, discipline or lead people, do not apply or asked to be put in those positions”

# Questions You Should be Asking are Keys to Success

- Am I looking where there may be opportunities for improvement in my business practices?
- Do I have a programmatic approach to managing, operating and maintaining my utility?
- Do I have a plan that describes what I do, when I do it and why I do it?

# Take This To The Bank

If you are a good leader and good manager of people

And you listen to understand and not just to respond;

And you communicate effectively;

And you help staff be accountable;

And you are sincere, genuine and truly care about people

You will:

*Get, Grow, Keep and Replace the Best Staff Possible*

# Conclusion

- Leading people does not come naturally, your success will be based on the effort you put in.
- You have to want to be in this position, it is very demanding, and you must be responsible and accountable.
- “Leading and Managing people for a sustainable future”  
Is about providing the framework for a structured and programmatic approach to managing, operating and maintaining your utility in a more business-like manner.





# Are You Thinking Differently?

If so, Why?



## *Leading People and Managing Assets for a Sustainable Future*

- Be genuine
- Listen to understand
- Help others be accountable
- Always be fair and respectful
- Trust that staff are responsible
- Make communication a priority
- Do what you said you would do
- Empower the right people for the right reason