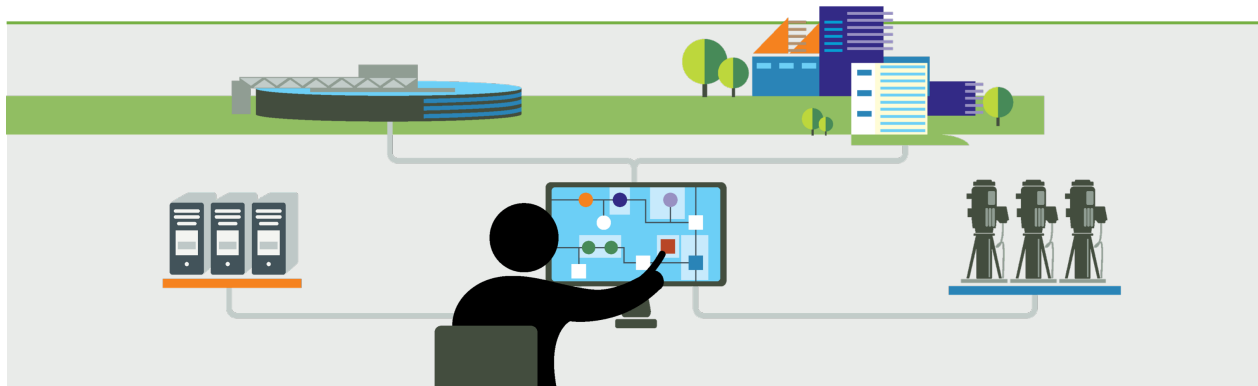


Leadership in the “Utility of the Future”

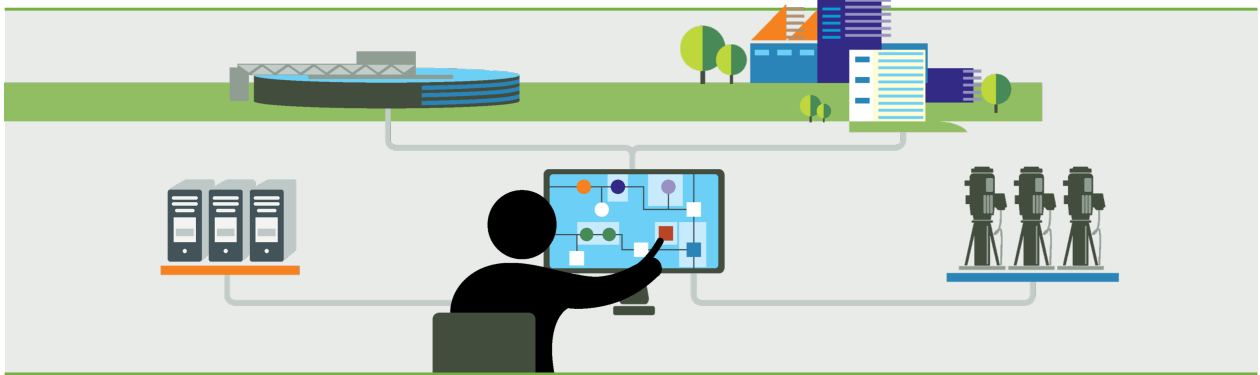


Today's Agenda ➤



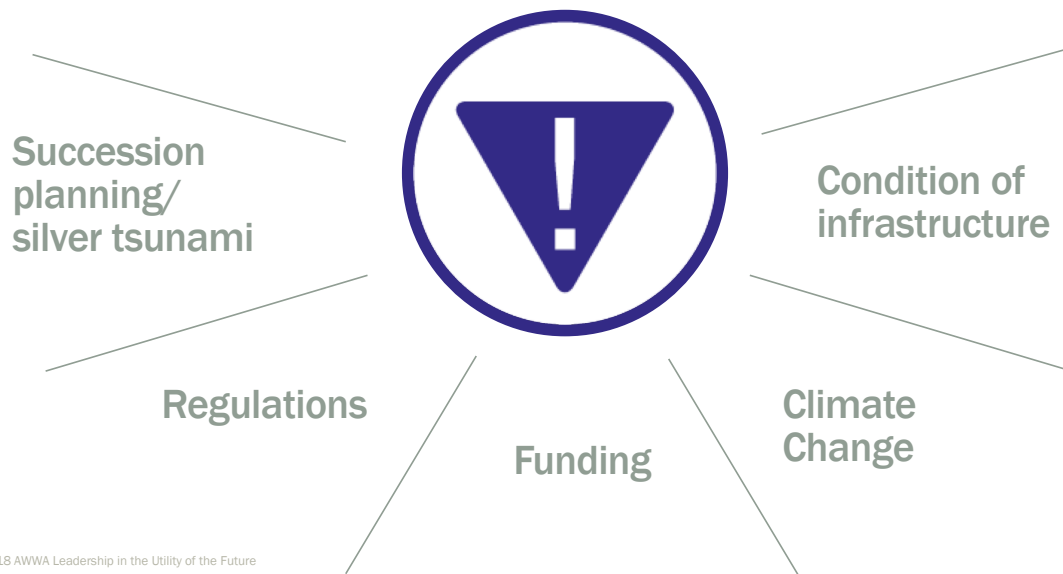
1. Today's Challenges
2. Leading with a Purpose
3. Creating the Future
4. Leaving a legacy

Why are we here today?



State of the Industry

Today's challenges



Succession planning

- Identify future leaders
- Mentoring
- Relationship/Trust building
- Developing leaders –
Leadership Symposium

We are overwhelmed with technology and information



2018 AWWA Leadership in the Utility of the Future

Utilities are facing changes in technology, regulations, and certainly – customer expectations



2018 AWWA Leadership in the Utility of the Future

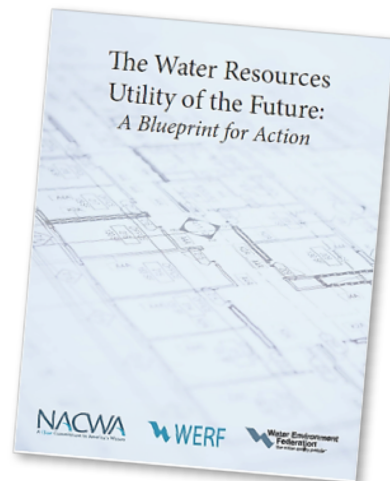
What does the future look like?



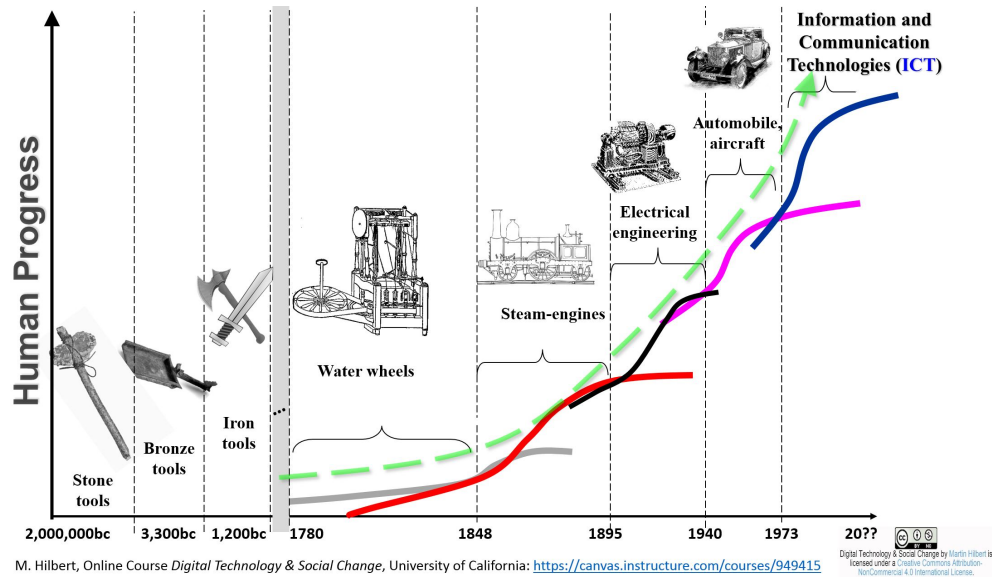
Leveraging People, Process and Technology in a common direction.

NACWA: The Utility of the Future will be...

- Focused on innovation
- Highly automated
- Predictive infrastructure
- Enabled with full real-time monitoring and control
- Highly leveraging analytics and intelligence systems
- Highly integrated digital and physical systems

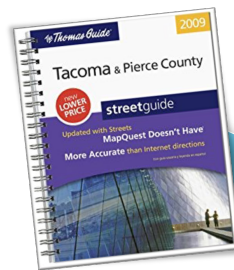


Technology is changing at an exponential pace

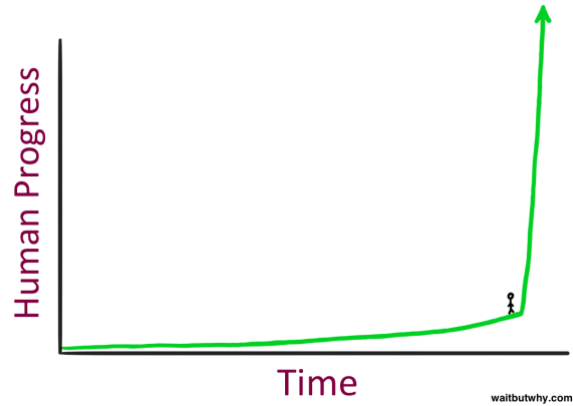
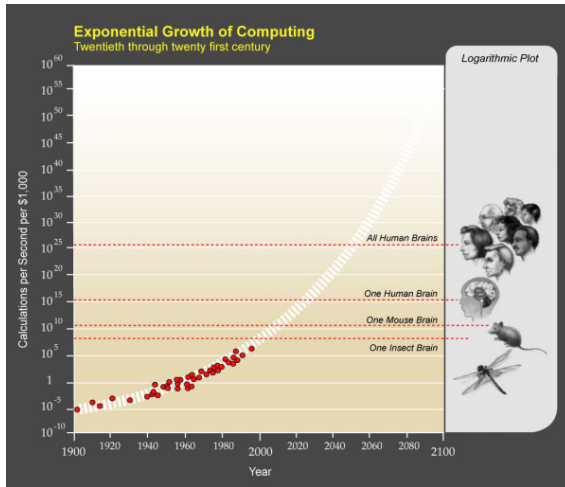


Future work will be different

- Greater Automation
- Increased Human Assistancess
- Cloud Processing
- Deep Learning Algorithms



Technology is changing at an exponential pace



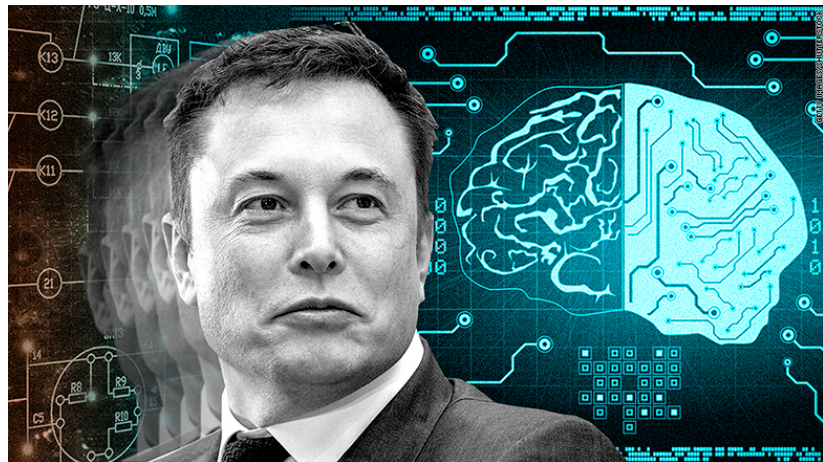
Source: Wait but why
<https://waitbutwhy.com/2015/01/artificial-intelligence-revolution-1.html>

2018 AWWA Leadership in the Utility of the Future

It's hard to predict how different these changes will be

Elon Musk's next move: Merging brains and computers?

Neuralink: Implantable brain-computer interface

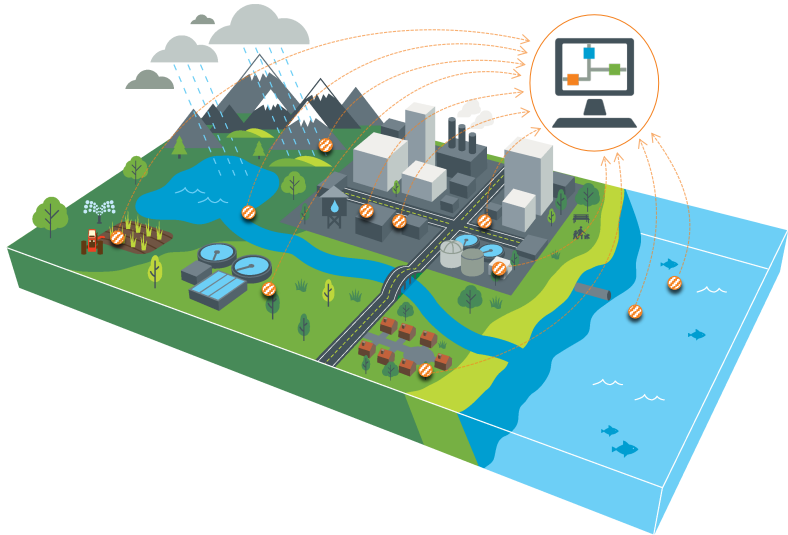


Source: CNN Money
<http://money.cnn.com/2017/03/28/technology/musk-neuralink-brains-computers-ai/index.html>

2018 AWWA Leadership in the Utility of the Future

What could the future look like for utilities?

- Sustainable OneWater strategies
- Humans and machines working in symbiosis
- Solve clean water for everyone



2018 AWWA Leadership in the Utility of the Future

Utility of the Future Today Recognition Program

- The *Utility of the Future Today* recognition program returns for a second year to **honor agencies implementing the innovative “Utility of the Future” business model**. The program seeks to promote and recognize utilities that are building on a foundation of excellent management and help small, medium, and large utilities transform their operations over time.
- The recognition program was launched last year by four water sector organizations — the National Association of Clean Water Agencies (NACWA), the Water Environment Federation (WEF), the Water Environment & Reuse Foundation (WE&RF) and WateReuse



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We create this future!

"Leadership is not about a title or a designation. It's about impact, influence and inspiration. Impact involves getting results, influence is about spreading the passion you have for your work, and you have to inspire team-mates and customers."

- Robin S. Sharma



Leading with a Purpose

"Managers do things right. Leaders do the right thing."
Warren G. Bennis



Utility Leadership



- 1 Leadership vs management
- 2 Leadership progression/
career path
- 3 Understanding all the
elements of a utility
- 4 Working with elected officials
and executive management
- 5 Emotional Intelligence –
especially during hiring

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Operating as a team

- Collaborating with a diverse network
- Busting silos and integrating across groups
- Building trust through teamwork
- Sharing information



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Partnership

Building relationships with:

- Regulators
- Other agencies, utilities
- Other industries
- Research agencies



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Leaders need to inspire the workforce and recruitment new leaders

- **Attracting student interest**
 - Community college water programs
 - Partner with PSU/Catherine Howells
- **PWB educational field trips**
 - “Aquifer Adventure”
 - School tour programs
 - Groundwater 101



Actions you can take to create the future



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Key elements for leadership, knowing why you do what you do!



Simon Sinek's Golden Circle

Source: www.startwithwhy.com
<http://life.engineering/how-great-leaders-inspire-action-the-golden-circle/>

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Creating a career plan



Self Reflect

“It’s never too late to be what you might have been”
- George Eliot

Past

- Skills you’ve developed
- Projects you’ve worked on

Present

- What you do
- How you feel about your career

Future

- What you want to do
- What gaps need to be filled
- What you want from your career



Write the goals you have to hit and make them as detailed as possible

Use S.M.A.R.T

- Specific
- Measurable
- Actionable
- Realistic
- Timely

Gain agreement to build an innovation program within 6 months

Establish outreach program to educate community about protecting our water

Learn about operations by setting up 2 day sessions with two crews within 6 months

Mentors are critical!

- Identify those who share your values
- Seek those who can help you reach your goals
 - Management team
 - **Mentor**
 - Manager
 - Outside team members
- Focus on ways you can give back!



Creating the future



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500 Full-time Employees

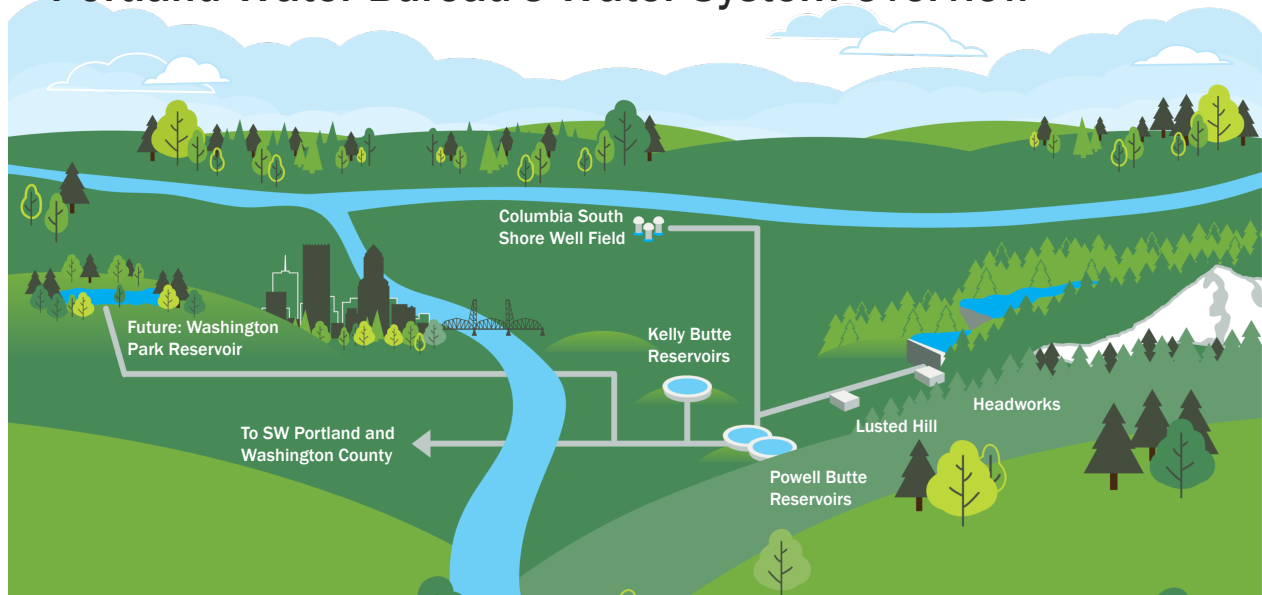
1,000,000 Portland Residents



Providing water from the forest to customers since
1895

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Portland Water Bureau's Water System Overview



To create a legacy we have to plan for the future

- Committed to understanding and planning for a range of climate change impacts to the City's drinking water
- **Partnering** with large drinking water utilities (through the [Water Utility Climate Alliance](#))
- Working with universities on climate and population changes
- Research partners
- Power issues – waste energy recovery
- City policies drive partnering – net zero energy for example



My Story and Career Path

- Instrumentation to Operations Director
- Leadership Challenges
 - Building an effective team
 - Talent development
 - Efficient decision making
 - Leaving a sustainable future



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Facing challenges requires dynamic leadership

- Ask yourself the three Questions: What, Why and What should we do?
- Process vs decision making (analysis paralysis)
- Making decisions with imperfect understanding
- Case Study:
 - **Leadership challenge of finding Crypto in the watershed**



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My passion and challenge to you

- Inspire the future workforce
- Build relationships with people that you can trust
- Develop yourself
 - Work with leadership to prepare for career advancement
- Know yourself
 - What motivates you, what you believe in and are passionate about

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If you want to go fast, go alone. If you
want to go far,

GO TOGETHER.

African proverb

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