

CONNECTIONS

→ SUMMIT ←

Building A Culture of Innovation and Learning

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ELECTRICITIES
of NORTH CAROLINA, INC.

INNOVATION & LEARNING

TOPICS DISCUSSED

Definitions

Challenge with being Innovative

Cross Functional Teams

T Shaped Employees

Learner Driven & Centered Training

Line of Sight with the Organization's Mission

Shift in Mindset (Culture)

Creativity with Guard Rails



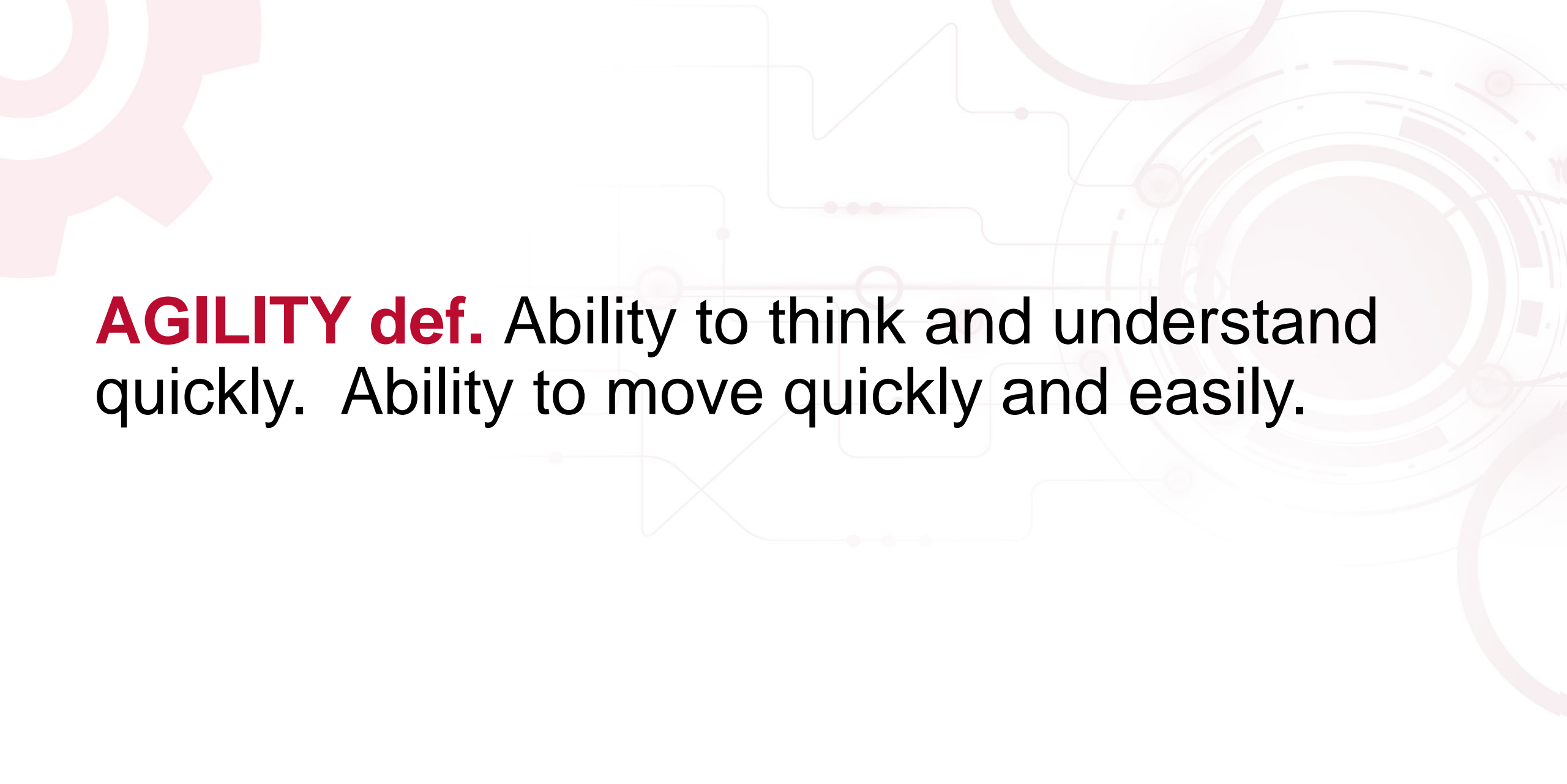


ORGANIZATIONAL CULTURE def. a system of shared assumptions, values, and beliefs, which governs how people behave in organizations



INNOVATE def. to make changes in something established, especially by introducing new methods, ideas, or products

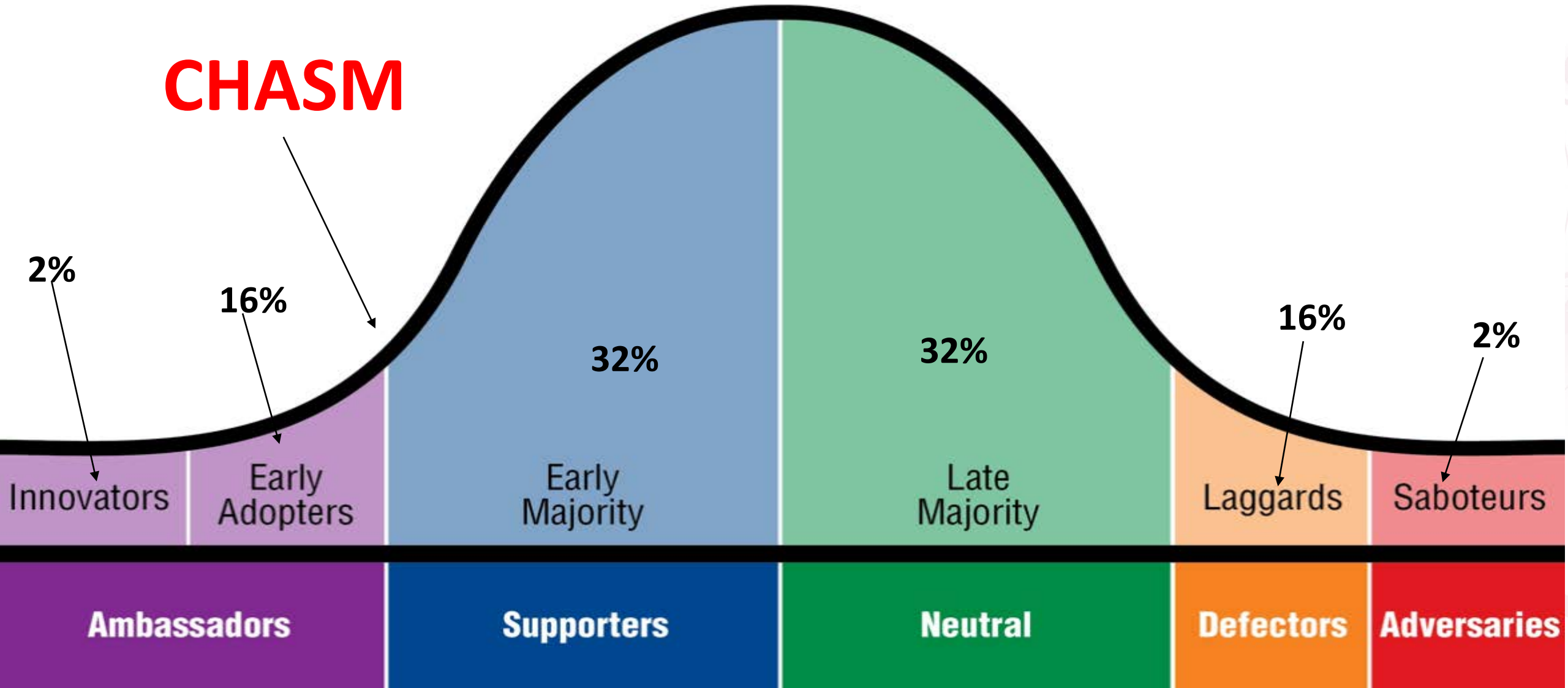
LEARN def. gain or acquire knowledge of or skill in (something) by study, experience, or being taught



AGILITY def. Ability to think and understand quickly. Ability to move quickly and easily.

WILLINGNESS TO ADAPT TO CHANGE

CHASM





Greenville Utilities

OUR DILEMNA... Silver tsunami

- In **5 YEARS**, a **TOTAL of 36%** of workforce could retire
- In **10 YEARS**, a **TOTAL of 54%** of workforce could retire
- An alarming number of employees eligible for retirement, including a large number in **leadership** and **key positions**





Greenville Utilities

OUR GOALS

- Identify and develop talented, committed & diverse employees
- Mitigate loss of institutional knowledge
- Opportunities for formal advanced learning
- Build reputation as employer that values employees & invests in their development





***Greenville
Utilities***

OUR SOLUTION...

iLead

Diverse group

- Leadership Experience
- Entry, Mid and Upper Level experience
- Different Organizational Roles



The logo for iLead features a green vertical bar with a green triangle pointing upwards at the top, followed by the word "Lead" in a blue, sans-serif font.

iLead

The logo for Greenville Utilities consists of a blue square containing a white stylized 'G' and a green arrow pointing upwards and to the right.

***Greenville
Utilities***

- Individual development plan
- Core curriculum
- Culminates with group projects
 - Behavioral Assessments
 - Communication Styles



RESULTS

Projects

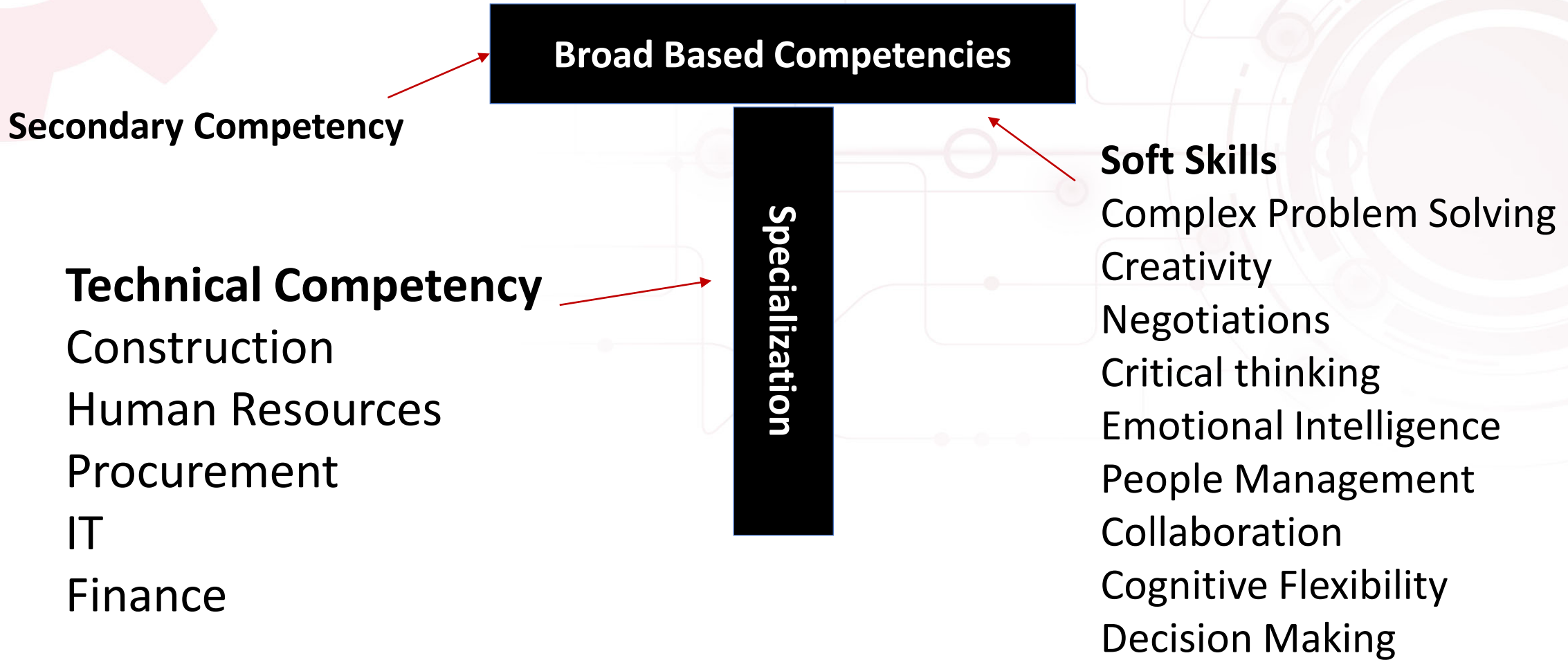
- Company mission-centric
- Address real needs or opportunities
- Employees' perspective
- 17 diverse ideas generated to-date
- Approximately 50% implemented/planned for implementation



QUESTION

If you wanted to implement a program to foster innovation within your organizations how would you go about it?

21st CENTURY EMPLOYEES NEED T SHAPED COMPETENCIES



LEARNING & DEVELOPMENT

Mastery Tied to Organizational Purpose

Adaptive Learning Strategies (70/20/10)

Just-in-Time / On-Demand

Web/Face-to Face/Conference/School

Team-based, Peer to Peer, Industry

Kinetic, Auditory, Visual

Learner Centered & Learner Driven





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Utilities**

OUR DILEMNA... Candidate Desert

- Plant Operators (WTP & WWTP)
- 2-4 months to fill 1 position
- 50% of Operators eligible for retirement in next 5 years





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OUR GOALS

- Grow our own “certified” applicant pool within 6 months
- Ensure continuity of service
- Provide advancement opportunities
- Could model similar programs for other departments or hard to fill positions





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Utilities***

OUR SOLUTION...



iGrow

Cultivate Opportunities





- Classroom
- OJT
- NCRWA Training
- NC Certification





RESULTS

- 9 internal NC certified applicants (WTP & WWTP)
- 1 promoted to WWTP Operator already

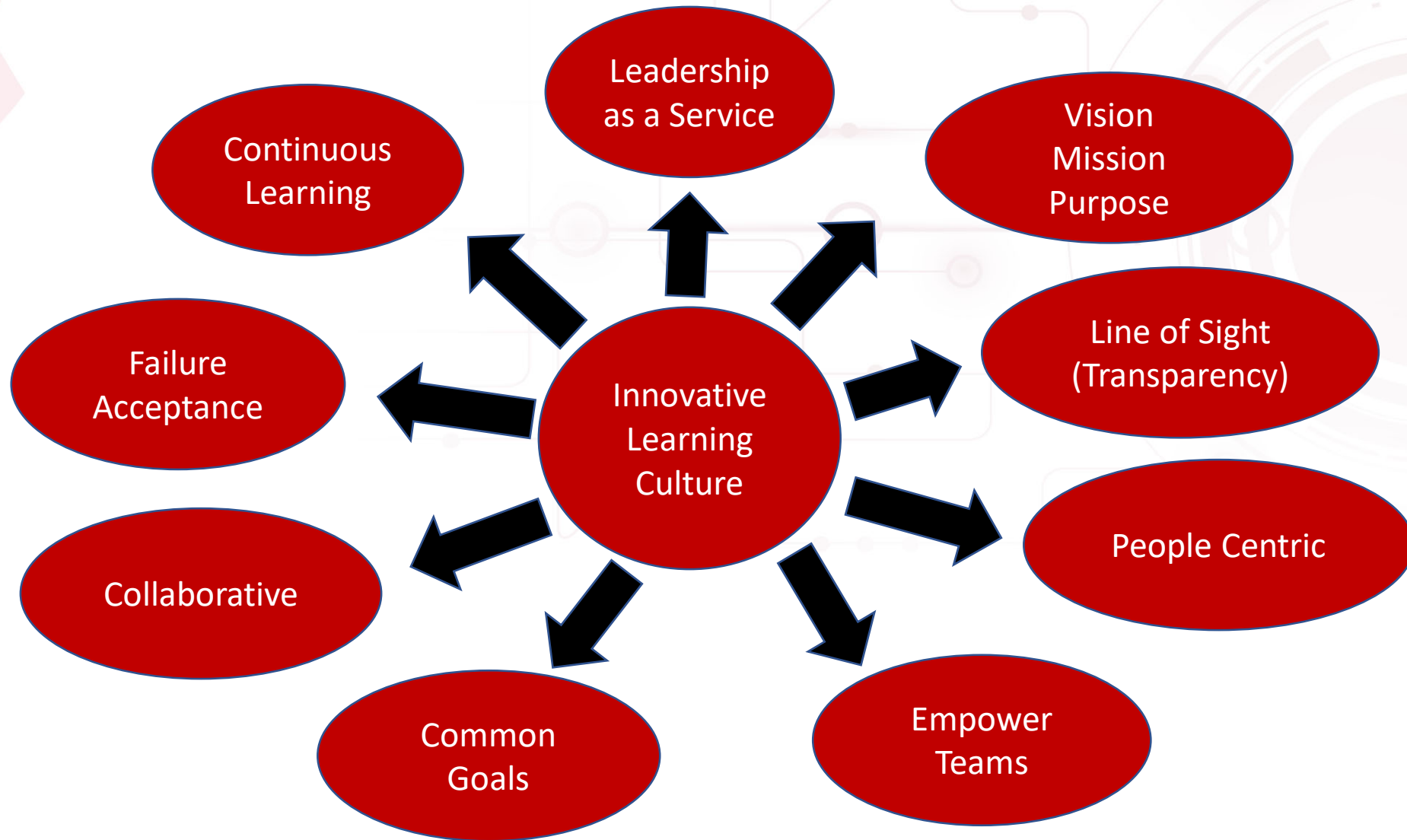




QUESTION

How can what we have been discussing help your organizations?

INNOVATIVE CULTURE IS A SHIFT IN MINDSET



INNOVATIVE LEARNING ORGANIZATION

Look at the **big picture** 1st

Ecosystem thinking. Solve the most pressing issues first

Transparency

Share organizational challenges and opportunities with to everyone

Tie every job to the Mission of the organization get ALL your employees to help solve challenges

Leadership as a Service

Clear the obstacles to effective teams

Invest in People

They want to do interesting things

They are an untapped reservoir of solutions and ideas

Share the learning

Lessons learned

Risk Tolerance

Recruit people to join in ad hoc AND formal teams across the organizations



QUESTIONS

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CFP Innovation, Execution & Growth






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