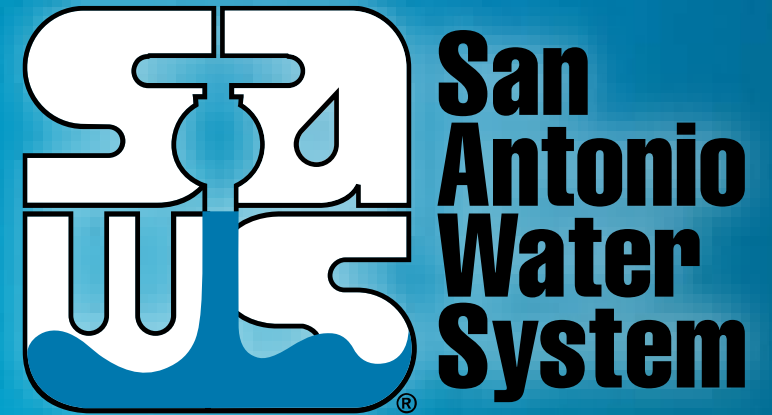


But WHY? Why we do what we do

Greg Wukasch

External Relations Manager-San Antonio Water System

November 15, 2018



MAKING SAN ANTONIO
WATERFUL





What If...

Every person in your community believed that water was **THE** most important resource and that your organization was **THE** most important organization in your community?

But WHY?

So, what happened ?

Honestly ?





But

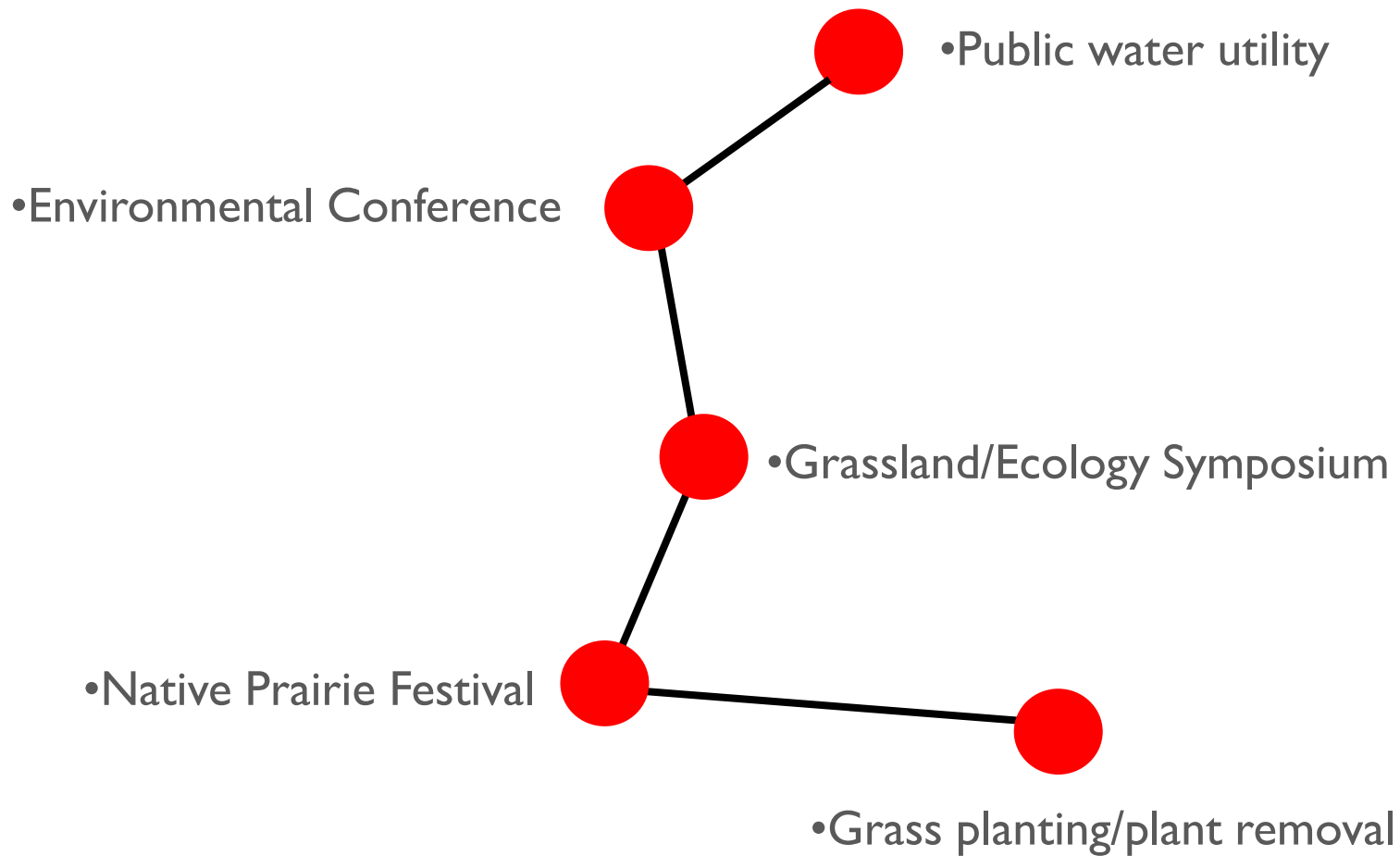
WHY?

- Must become the starting point for strategic direction
- Must be the beginning place for any launched program
- Has to be the foundation for leadership decisions

But WHY?



Losing Your Way



But WHY?

But WHY?



But WHY are we here?

- Professionally
- Programmatically
- Personally
- Purposefully

Which I call the 4 P's

But WHY?

But WHY? Professionally

...

TIRES OR TENNIS SHOES?



But WHY?

But WHY? Professionally

...



But WHY?



But WHY? Professionally

...



But WHY?



But WHY? Professionally



- Some might believe they are creating tires
- Some might say they were assembling tennis shoes
- Some might explain they are manufacturing trash cans



But WHY?

But WHY? Professionally



Misdirection

The process of becoming “lost” professionally—in other words, your department or program or even the entire organization not doing what it is tasked with doing—inevitably comes from misdirection. Perhaps you have experienced it before:



But WHY? Professionally



➔ Misdirection from an outside influence: Is there someone around you with a political agenda, gut feeling or pet project that is trying to lure you in? What about the enticement of a new and potentially impactful funding source that could get you off track?



But WHY? Professionally



➔ Misdirection as an inside job: This occurs when we forget why we are doing what we are doing. Eventually personal interests and agendas (our “hobby horses”) replace focus and direction.



But WHY? Programmatically



WHAT do we do?



But WHY?

But WHY? Programmatically

...

COOL “Wouldn’t it be COOL if...”

FUN “Hey, you know what would be FUN?”

INTERESTING “It could be INTERESTING if we...?”

The reality is that fun, cool and interesting programs are not the **WHY** in education—transformative programs are.

But WHY? Programmatically (example)



DNA of a Water Literate Citizen...CORE Characteristics

Water Literate Students:

Community - understand their place and value in the community.

Ownership - take ownership of water resources in the community. They identify water resource issues affecting their community and develop skills necessary to actively propose and implement solutions.

Responsibility - understand the necessity of water to the health and growth of a community and take personal responsibility to care for this important resource.

Engagement - proactively engage in opportunities to increase their awareness, knowledge, skills and stewardship of water resource issues facing the community and carry-on the process by sharing with others in their circles of influence.

But WHY? Personally



HOW are we doing?

- What drives me to keep doing what I am doing?
- Have I forgotten my **WHY**?
- What fills up my own tank?
- Is my tank empty?



But WHY?

But WHY? Personally



Am I empty?

1. Perhaps some of you are so busy pouring yourself out that you aren't having your own tank filled.
2. You cannot wait to have someone else fill your tank. "Self Leading-Self Feeding".
3. Well done attending this conference—this is a GREAT starting point to refuel.

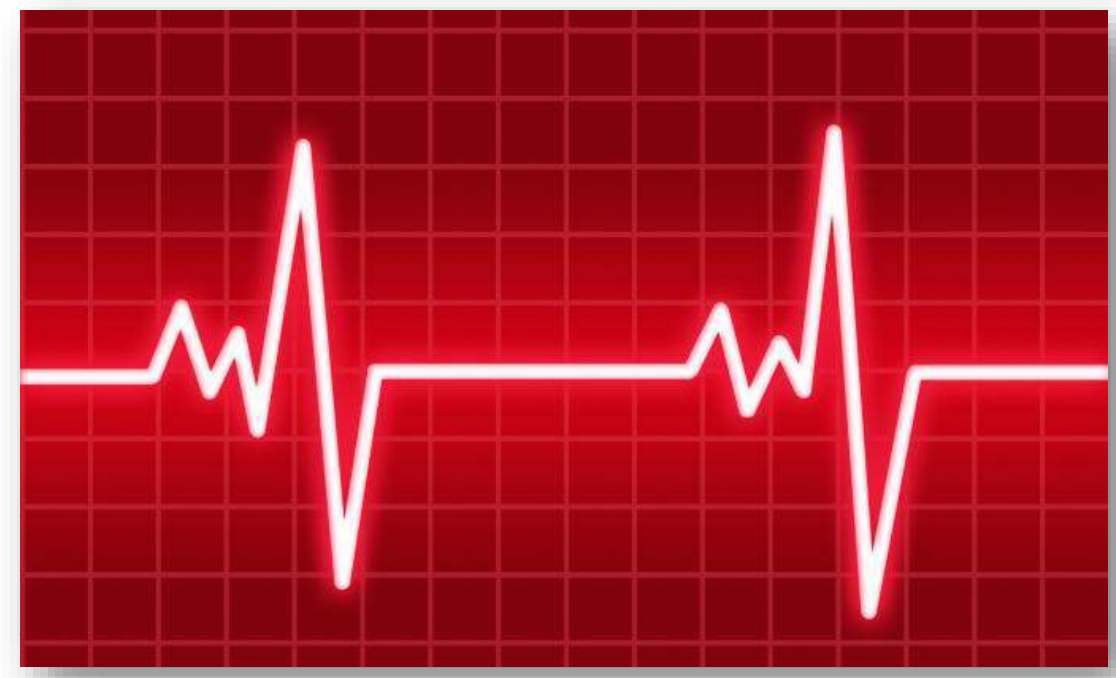


But WHY?

But WHY? Personally



How is your WHY? (Health)



But WHY?



But WHY? Purposefully



Before you can truly be successful with any program, you must always have the end destination in mind—begin with the end—begin with the **WHY** and move with purpose toward it.

At the end of the day, **WHERE** is our program going?

But WHY?

But WHY? Purposefully



“Just because a group of people has a bunch of boards, hammers, and nails does not mean they are building a house or anything recognizable. Some leaders think they are doing their job because there is a lot of hammering going on.”

-Laurie Beth Jones

Changing Course

So let's assume you have done the following:

1. You have identified and embraced your “But **Why**”
2. You know the end “product” you are trying to create
3. You have created a well defined roadmap to get there

Now

4. You are ready to either create new programming (based on 1-3) or you are ready to use all of this to realign some of the things you are already doing.



But WHY?

But let's just say...

...that this alignment process leads you to conclude that some of the things you are currently doing don't line up with your new strategy. **This is a real moment of truth.**

What do you do? You could:

But WHY?

Moment of Truth

1. Keep doing what you have always done because after all, your management may or may not know what you do anyway.
2. Go back and modify your strategy so you can keep doing what you have always done.
3. Bite the bullet and respectfully retire those things that need to go away—maybe forever.

In most cases, the choice is up to you but having the “**guts**” to do it is another matter entirely.

But WHY?

Respectfully Retire

The art of respectfully ending something within your organization that doesn't align with your mission, purpose, function or product.

- Why then do we find it so difficult to respectfully retire things within our programs?



But WHY?

Barriers to Retiring Programs

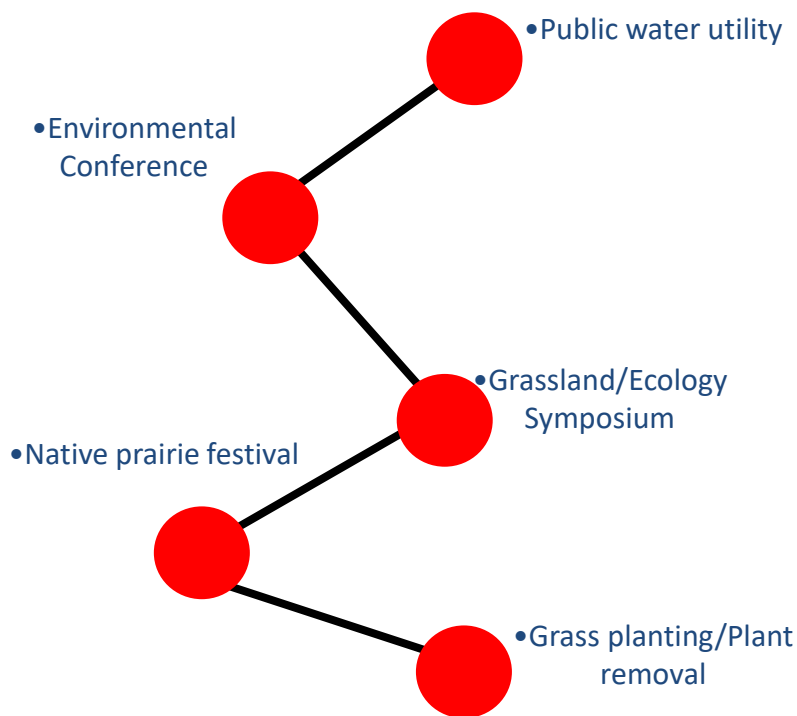
1. Saying “No”
2. Taking it so personally



But WHY?

Barriers to Retiring Programs-Saying NO

Three little letters that conjure up the greatest angst and source of frustration to those who love serving other people are the letters Y E S. If you are honest, many of you have a really hard time saying NO.



- Saying yes immediately to every invitation (no matter how fun it may sound) will probably get you and your team misdirected. Now through your “**Why**”, you have a filtering tool to help you say YES or NO.

1. Does the invitation to an event help accomplish your organizational mission?

2. Does the opportunity to partner on an exciting new project fall in line with your professional “Why”?

But WHY?

Barriers to Retiring Programs-**Taking it Personally**

Using your “**Why**” as a filter is only half the battle because if we are really honest, one of the reasons we have trouble respectfully retiring a program is because we have a personal connection to it.

- Perhaps you personally created the program or served on a team that did.
- Maybe you yourself are a product of the program.
- Could it be that this program is just something you “really like”?

But WHY?

Barriers to Retiring Programs-**Taking it Personally** (cont.)

Now we come to the part where we perhaps need to swallow a bitter pill.

- Remember... your program along with its initiatives do not exist to make you happy, keep you employed or bring you satisfaction. You may experience all of those things. But please remember that your program ultimately exists only to help you fulfill the organization's mission and if you refuse to respectfully retire elements of your program because of personal agendas, then you yourself might be “**respectfully retired.**”



But WHY?

But WHY? **Finally**

...

“The man who knows how will always have a job. The man who knows WHY will always be his boss.”

...

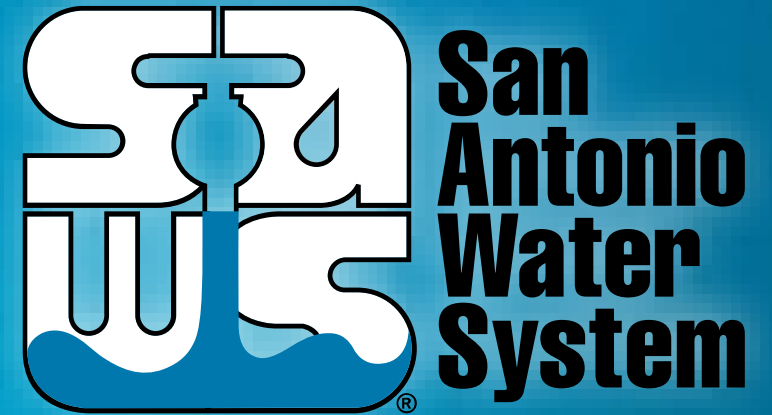
-Ralph Waldo Emerson

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