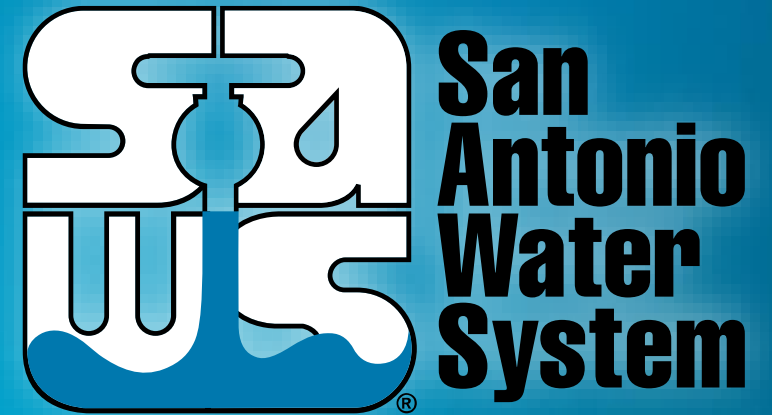


Tackling the Whirlwind: The Discipline of Execution

Greg Wukasch

External Relations Manager-San Antonio Water System

November 15, 2018



MAKING SAN ANTONIO
WATERFUL





“Through discipline comes freedom.”-Aristotle

Tackling the Whirlwind



Strategy and Execution

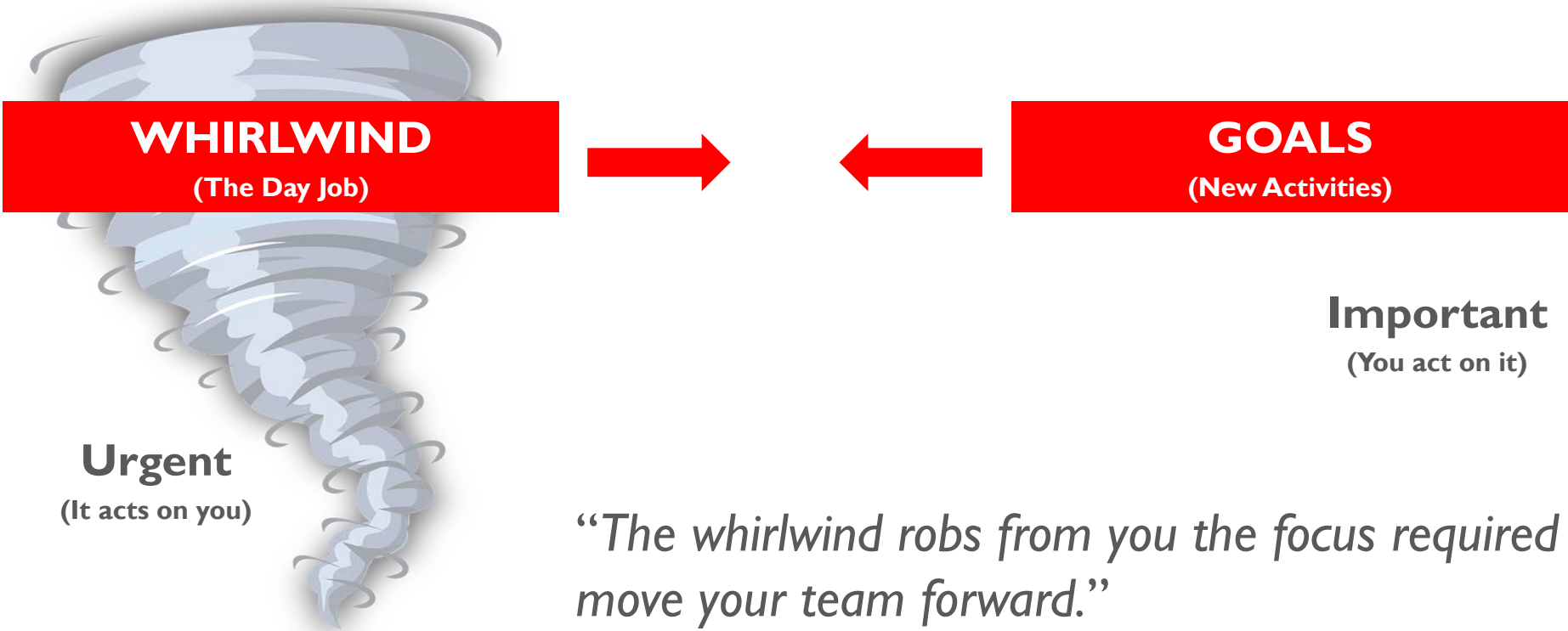
There are two principal things a leader can shape and influence when it comes to producing results

- Your strategy (or plan)
 - Your ability to execute the plan
- ➡ Which of these do you believe leaders struggle with the most? Is it creating strategy or executing the strategy? Why?



The Whirlwind

Taken from the book, *the 4 Disciplines of Execution*



“The whirlwind robs from you the focus required to move your team forward.”
– The 4 Disciplines of Execution



The Whirlwind

Taken from the book, *the 4 Disciplines of Execution*

- The real enemy of execution is your day job!
- It's the massive amount of energy that is necessary just to keep your operation going on a day-to-day basis.
- It's also the thing that makes it so hard to execute anything new.

Tackling the Whirlwind



Strategy:
Our **WHY?**



External Relations-San Antonio Water System
(A Case Study)

Our WHY? External Relations-San Antonio Water System



Why we exist:

To remind our customers (internal and external) that SAWVS plays an important part of their daily lives.

What we do:

We tell the story that SAWVS delivers Sustainable, Affordable, Water Services for life.

How do we do it:

- Do the right thing
- Participate in work that matters
- Always do it with excellence
- Continue to stay healthy along the way



Our **Product**: R.E.A.L Customer



Our **Product**:

R.E.A.L Customer

(Our license to operate)

Responsible with the resource

- Pay their bill
- Fix their leaks
- They conserve and protect water
- They are using under 17,205 gal. per month (Affordability metric)

Becomes a SAWS Ambassador (active)

- Share the SAWS story
- Connect other customers to SAWS programs
- See that SAWS is an engaged community partner
- Trust that SAWS can provide sustainable, affordable, water services for life

Engaged with SAWS initiatives

- Become an Uplift customer
- Serve within the community (internal)
- Attend SAWS events

They show they are water Literate

- They are aware and knowledgeable about our local water resources and issues and they learn skills necessary to engage in the story



Tackling the Whirlwind



Execution in the Midst of the Whirlwind

How do we execute strategy within the SAWWS External Relations Department when we are in the midst of the whirlwind?

1. First, we embrace the fact that the whirlwind will always be with us. We don't try to deny or fight it.
2. We constantly try to keep our “**Why**” directly in front of us at all times.
3. We implement a culture of discipline within our team through a “Cadence of Accountability”



Cadence of Accountability

The Cadence of Accountability is a disciplined communication system which allows us to move forward collectively as a group—with both peer to peer and leadership accountability built into the strategic process. This Cadence of Accountability is set up in a number of ways:



- Compass Checks
- Tent Meetings
- Straight Talk Sessions
- Score Board



Cadence of Accountability-Compass Checks

Monthly staff gatherings with the purpose of making sure we are strategically headed in the right direction and that we are healthy as we go. During the gatherings, we answer three key questions:

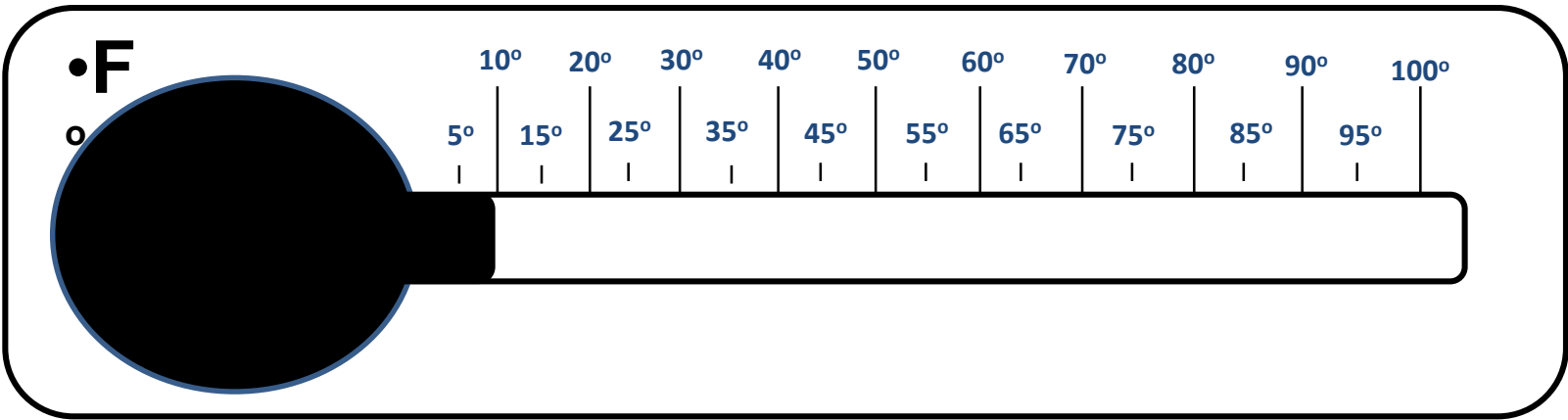
1. **HOW ARE WE?** These are opportunities to discuss both our individual and our team health.
2. **WHERE ARE WE?** These are opportunities to see if our team believes we are moving in the right direction.
3. **WHAT AWAITS US?** These are opportunities to peek around the bend and see what challenges are ahead.

Cadence of Accountability-Compass Checks

How are we?

How do I feel today? Do I feel overworked?

(Please mark the level of how you feel today. The **hotter** the more overworked you feel).

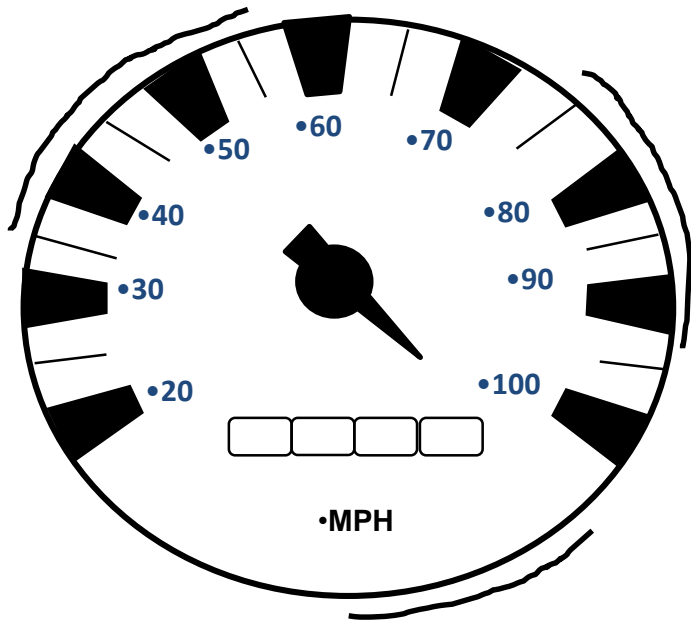


June Result:
Target Score: Under 60
Current Score: 53.6

Cadence of Accountability-Compass Checks (cont.)

What is your speedometer reading over the last month? In other words, how much are you currently enjoying your job?

(On the speedometer, please mark the level of how much you are currently enjoying your job—see key on side)



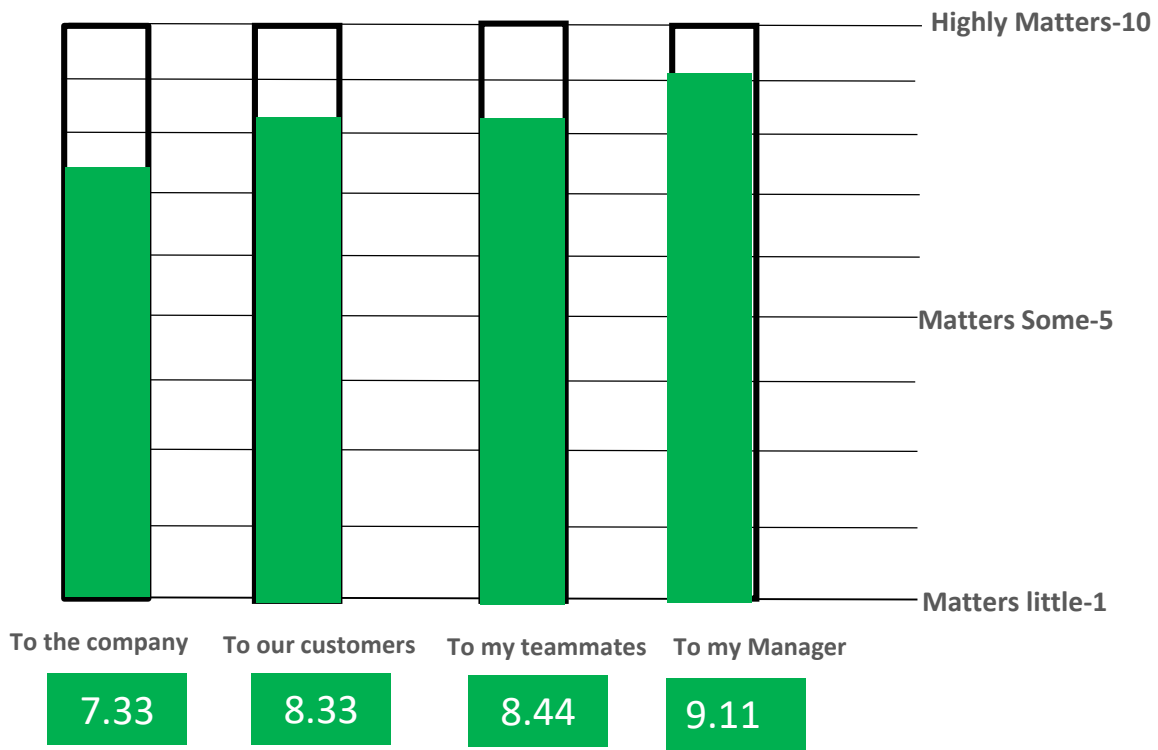
EXCELLENT	Over 75 mph
PRETTY GOOD	50-75 mph
MOVE OVER	Under 50 mph

June Result:
Target Score: Over 75 mph
Current Score: 72.2

Cadence of Accountability-Compass Checks (cont.)

Where are we?

The work that I am currently involved with is work that truly matters.
(Please place a mark on how true you believe this statement is for you)



June Result:
Target Score: 10
Current Score: 8.30



Cadence of Accountability-Tent Meetings

Weekly 30-minute team gatherings with the purpose of creating a sustained rhythm of performance and commitment. The tent meetings:

1. Are held on the same day at the same time every week. Consistency is critical. The meeting typically last between 20-45 minutes.
2. The whirlwind is typically not allowed into a tent meeting. No matter how urgent an issue may seem, discussions will be limited solely to the actions and results that move the scoreboard. Whirlwind issues can be handled by setting up a specific team meeting.

Cadence of Accountability-Straight Talk Sessions

30-minute quarterly one-on-one sessions for my staff to tell me:

- 1. How they think I am doing leading the team.
- 2. How well they think they are contributing to the team.
- 3. Any major issues of frustration that they may be experiencing that need to be resolved.

*An open door policy at all times

1. My manager gives me actionable feedback that helps me improve my performance.

1

2

3

4

5

6

7

8

9

10

4. My manager keeps the team focused on our priority results/deliverables.

1

2

3

4

5

6

7

8

9

10

7. My manager communicates clear goals for our team.

1

2

3

4

5

6

7

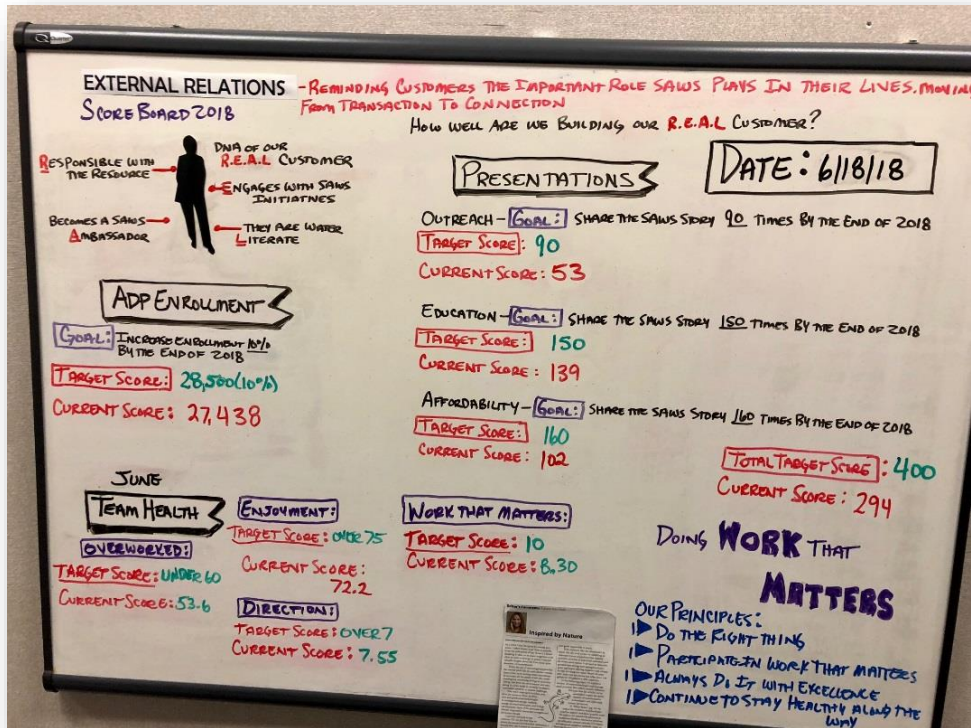
8

9

10

Cadence of Accountability-Score Board

The department Score Board is located just outside my office and gives our team a visual reminder of how well we are “moving the needle” (making an impact on our R.E.A.L. customer). It is typically updated weekly.



1. Shows actual numerical progress on our goals.
2. Reminds us of our monthly health score-as per the monthly Compass Check.
3. Allows our team to “play to win” vs. what the whirlwind does, “play not to lose”.



Final Thoughts on Discipline

from Jim Collins
author of *From Good to Great*

- It's important that we don't confuse the idea of discipline with a tyrannical disciplinarian.
- We must build a culture around the idea of freedom and responsibility, but within a framework.
- Hire self-disciplined people who don't need to be managed, and then manage the system, and not the people.

"Through discipline comes freedom."-Aristotle



“When all these pieces come together, not only does your work move toward greatness, but so does your life. For, in the end, it is impossible to have a great life unless it is a meaningful life. And it is very difficult to have a meaningful life without meaningful work. Perhaps, then, you might gain that rare tranquility that comes from knowing that you’ve had a hand in creating something of intrinsic excellence that makes a contribution. Indeed, you might even gain that deepest of all the satisfactions: knowing that your short time here on this earth has been well spent, and that it mattered.”

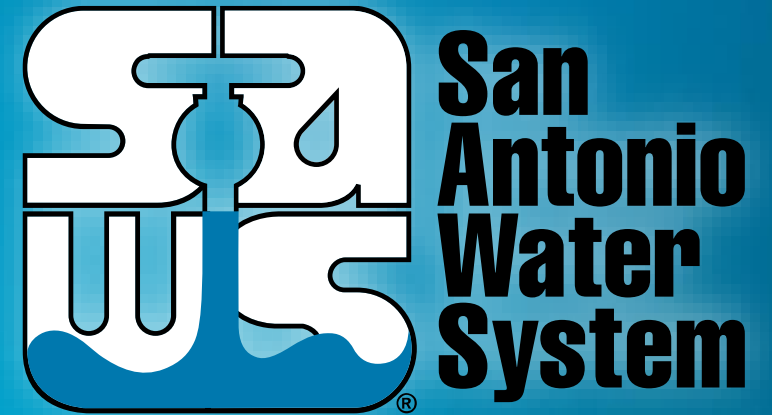
– Jim Collins, Good to Great

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