

# Alaska Department of Transportation & Public Facilities

## More Than a Paycheck: Leading People in a Modern Public Works Agency

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# Our People

Employees are a company's greatest asset - they're your competitive advantage. You want to attract and retain the best; provide them with encouragement, stimulus, and make them feel that they are an integral part of the company's mission.

(Anne M. Mulcahy)

[izquotes.com](http://izquotes.com)



## Where we have “been”!

- Seniority prevails
- Poor labor relations
- Lack of communication and trust
- “Top-down” management philosophy
- Discipline as the motivator
- Limited innovation
  - “This is how we’ve always done it...”





## Current Trends

- Increased team work and collaboration
- Promotions based on merit
- Employee input
- New ideas and philosophies

**"When the pain of what we are going through becomes greater than the fear of change... we change." - Garrison Wynn**

# Technological Advances

- Demand for highly skilled workforce
- Favors non-routine skills
- New technology complements skilled workers
- Continues to shape the workforce



# Advances and Improvements

- Shift from production to information
- Demand for highly skilled workforce
- Premium for “knowledgeable” workers

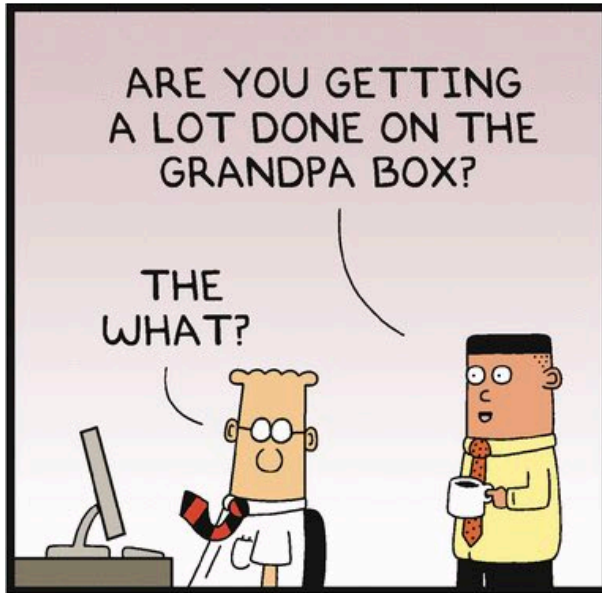


# Redefining the Employee/Employer Relationship

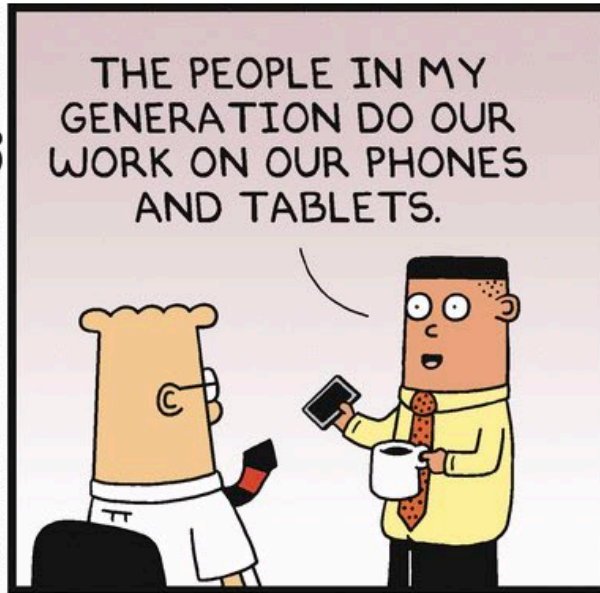
- Greater Specialization
- Increased worker-entrepreneurs
- Shift toward participatory work systems
- Telework
- Long Distance program/ project teams



# Generations in the Workforce



Dilbert.com DilbertCartoonist@gmail.com



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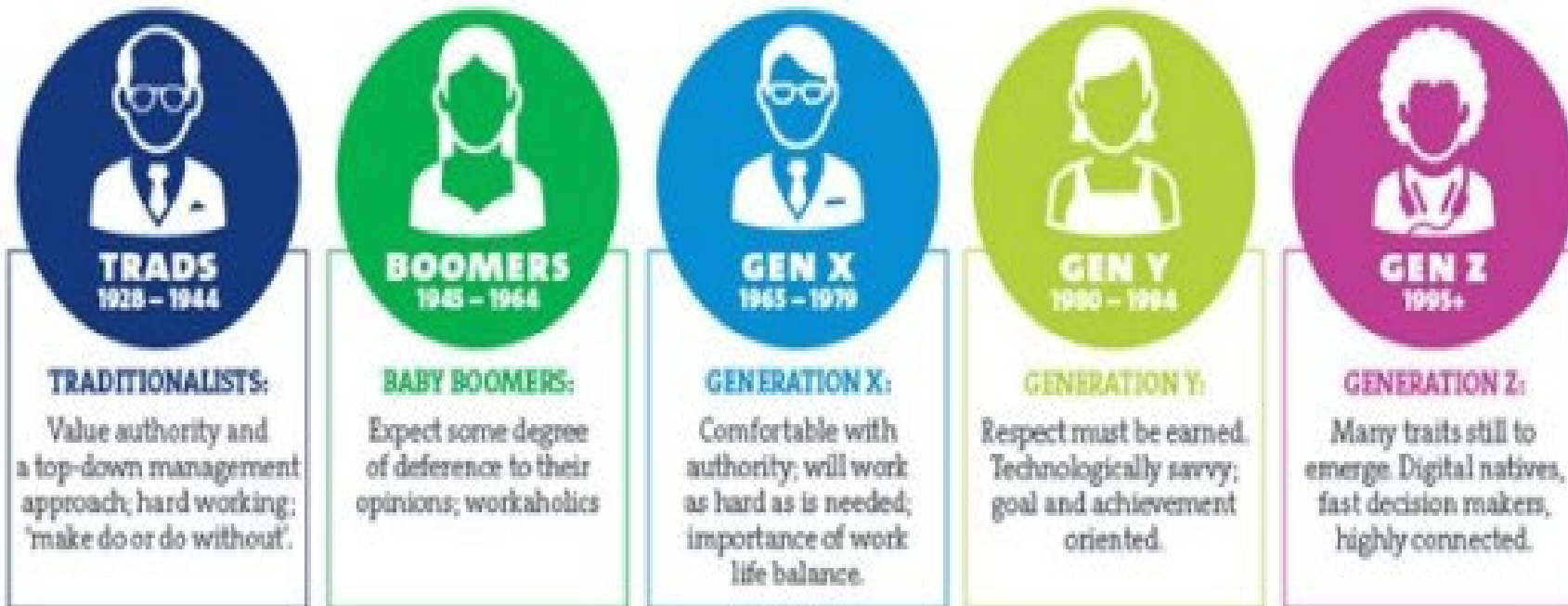




# Generations in the Workforce

## SO WHO ARE THE DIFFERENT GENERATIONS?

Here is how they are often grouped:



# Current/Future Employee

- Desires increased quality time with family (work/life balance)
- Looking for flexibility in assignments and schedule
- Will be much more technologically astute

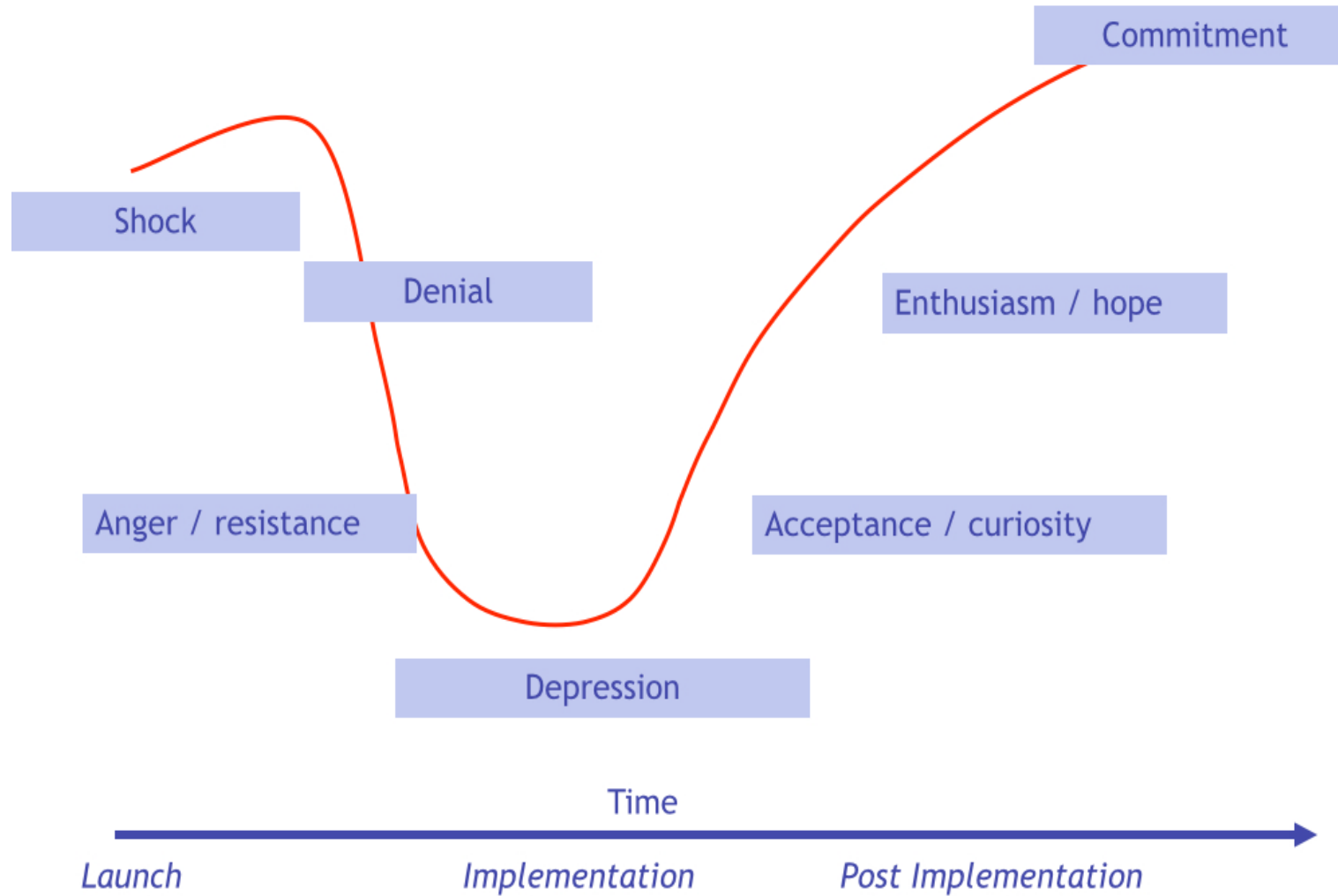




## What are These Changes Bringing?

- Workforce shortage
- Increase in diversity
- Advance in technical backgrounds
- Employees must be willing to adapt
- **Change, Change, Change!**

# Emotional Response to Change



Is this true for you?

## EMPLOYEES STAY WHEN THEY ARE:



**Paid Well**



**Mentored**



**Challenged**



**Promoted**



**Involved**



**Appreciated**



**Valued**



**On a Mission**



**Empowered**



**Trusted**

# What is Motivation?

“Getting people to do things willingly and well”

One of the most important skills for a Leader



# What Motivates Employees?

- Challenges
- Recognition
- Achievement
- Responsibility
- Advancement





## What Doesn't

- Strict hierarchical model
- Micromanagement
- More policy and procedures
- Benefits
- Working conditions
- Salary





# What Does It Take to Build Morale? Teamwork at All Levels

- Effective communications
- Honesty and fairness
- Integrity
- Lean into conflict and stressful situations
- Motivate work force
- **TRAINING**



# Trust is Key to High Functioning Teams

- Building trust takes time
- The leader must be the first to demonstrate vulnerability
- **Vulnerability based trust:**
  - “I’m not sure”
  - “I need help”
  - “I was wrong” or “I am sorry”
  - “You’re better at this than me”
- **Trust must be maintained**
- Telling a person the truth builds trust, not telling them what they wish to hear.





## Developing Teamwork

- Fair and cordial work environment
- Encourage participation in teamwork building activities
- Communicate frequently and effectively
- Be a member of the team
- Have common goals
- Proper rewards and accountability



## Some Motivational Ideas

- Annual employee recognition event
- Employee social events
- Leadership programs
- Employee recognition programs
- “Ideas” Program (Alaska Everyday Lean)





# Being a Leader of the Future

- Empower your staff
- Walk the walk!
- Find ways to reward achievers
- Encourage decisions at the lowest level
- Extend trust in order to be trusted
- Listen!
- “Leader” or “leader”?

# Can we keep improving?



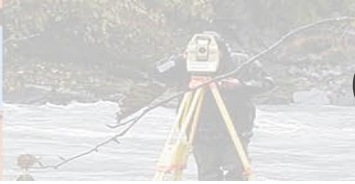
**Knowledge is  
Power,  
Change is  
Inevitable.  
So Keep on  
Learning**



## Conclusion

- Times are changing
- Build a culture of trust
- Keep up/help advance new technology
- Anticipate future educational needs
- Maintain flexibility and openness to change

# Questions







# Contacts

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