



American Water Works  
Association

*Dedicated to the World's Most Important Resource™*

# Got Buy In?

Kevin Linder

2015 National Water System  
Optimization Conference  
October 28-30, 2015

# Partnership for Safe Water

- Partnership for Safe Water mission:
  - *To improve the quality of drinking water delivered to customers by optimizing water system operations.*



# Two Approaches to the PSW Journey

- Scarcity Approach
  - I'm the only one that can do it
  - Someone's Objective
  - Let's get this over with
  - Myopic
  - Timeline driven
  - We're Optimized!



# Two Approaches to the PSW Journey



- Abundance Approach
  - Let's do this as a Team
  - Learn the Details of the Plant
  - Collaborate and Share ideas
  - Be Excellent
  - We have room for improvement
  - We have a Clear Action Plan to Excellence



# Do This as a Team



- Operations Staff are the Experts
- Meet Regularly and Encourage Collaboration-It's all in the delivery
- Share the building of the Self Assessment Report
  - That's where the learning happens



# Learn the Details of the Plant

- Investigate
- Challenge Each Other
- Document Findings
- Incorporate “Ah ha’s” into plant operations
- Develop Guidance as you go



# Collaborate and Share Ideas

- Listen First-
- *Speak so others will listen and listen so others will speak.*
- There Are No Dumb Questions
- Leave egos at the door
- Recognize Strengths
- Empower Staff
- Make a star out of every role



# Be Excellent

- Accountability
- Continuous Improvement
- Data Beyond Reproach
- Instrumentation Beyond a Shadow of a Doubt
- Operations Staff Own it.





# Leadership

- Supervisors
- Attitude Reflects Leadership
- Teach/Coach
- Advocate
- Describe Objective so clearly the team can see it.





**AURORA  
WATER**

## **Peter Binney Water Purification Facility Operational Charter**

*June 11<sup>th</sup>, 2010*

We, the Operational staff at the Peter Binney Water Purification Facility (BWPF) commit, individually and as a team to proactively develop a culture of operational excellence, being tenacious at producing water that meets and exceeds all Partnership for SafeWater goals, and all state and federal regulations so that Aurora Water continues to meet its commitment to world-class service, meeting the extraordinary standards of the AWWA Partnership for Safe Water. Our goal is to be the best of the best treatment plants in the country. This will require a commitment to excellence that is woven into the culture of the Binney Water Purification Facility. We make the commitment to go the extra mile to realize continuous improvement every day. We will accomplish this through the engagement of all team members in achieving our goal with open communication, mutual respect, trust and cooperation at all levels. We will proactively plan our work, coordinate with each other, and be accountable for our performance. As one team, we will remain focused on Job #1 and ensure that water quality is our top priority. The extent of our success will be measured by our ability to achieve the following goals:

### **EXCELLENCE**

- ⊖ Meet and Exceed all Partnership for SafeWater goals
- ⊖ No Complacency
- ⊖ Generate data that is beyond reproach by implementing a world class instrumentation data QA/QC program
- ⊖ Produce water that meets and exceeds all state and federal regulatory guidelines
- ⊖ Tenaciously attack continuous improvement of all unit processes.

### **CUSTOMER SERVICE**

- ⊖ Ensure uninterrupted delivery of water of the highest quality
- ⊖ Working with all Aurora Water divisions and sections with an abundance mentality
- ⊖ Always taking time to teach and explain

### **INTEGRITY**

- ⊖ Performing our work as a reflection of the excellence of Aurora Water
- ⊖ Making communication honest and forthright in all interactions

### **INNOVATION**

- ⊖ Committing to continually improving the performance of the facility by encouraging creativity
- ⊖ Exploring new ways to do things while always protecting the treatment plant.
- ⊖ Never doing something simply because, "that's the way we have always done it"
- ⊖ Developing BMP's by collaborating and synergizing amongst the operational team.

### **TEAMWORK**

- ⊖ Celebrate successes and overcome challenges together
- ⊖ Work shoulder to shoulder to build a culture of excellence by word and deed
- ⊖ Always place the plant and our team members ahead of ourselves.
- ⊖ Treat team mates with respect, dignity and thoughtfulness at all times



# Operational Charter

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# We Have Room for Improvement – The Self Assessment



- Be Objective
- Be Thorough-Get into the Weeds
- It's not about being perfect, its about being honest and improving
- It's the first step to Excellence
- You get out of it What you put into it.



# Action Plan To Excellence

- Define Performance Limiting Factors as a Team
- Prioritize as a Team
- Define Champions as a Team
- Determine detailed timelines and milestones as a Team
- Begin!



# Video

- **First Follower: Leadership Lessons from Dancing Guy**



# Start Dancing!

- Tenacity is Contagious
- Passion makes up for lots of things





# Summary

- Take the Abundance Approach
- Listen
- Applaud and Spread the Credit
- Learn
- Be the Dancing Guy
- Lift Up Improvements

