

# Leading The Way Through Change

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# My Background

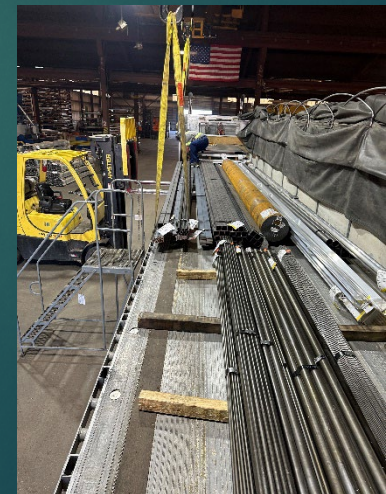
- ▶ Farmer/Truck Driver
- ▶ Equipment Operator
- ▶ Supervisor
- ▶ Superintendent
- ▶ Director



# Still “get my hands dirty”!



Internal



# What to Expect!

- ▶ Implementing Change
- ▶ My Experience
- ▶ Challenges/Opportunities
- ▶ Some Things to Consider



# Why Worry About Culture



- ▶ It is the “key” to being successful
- ▶ Work environment
- ▶ My leadership philosophy

# What Motivates Employees?

## These Do!

- Achievement
- Recognition
- The Work
- Responsibility
- Advancement

## These Don't!

- Supervision received
- Policy and administration
- Benefits ??
- Salary ??

**Herzberg's Satisfiers & Dissatisfiers**

# What are Newer Generations Seeking?

- Work/life balance
- Flexibility in assignments/schedule
- Freedom to try new things
- Ability to input
- Recognition



There's got to be a pony in here somewhere!

# What I Have Seen!

- Egos
- Fear of subordinate skills/knowledge - Bob
- Lack of commitment from the “top”
- Managers not “pushing” change
- Poor work culture





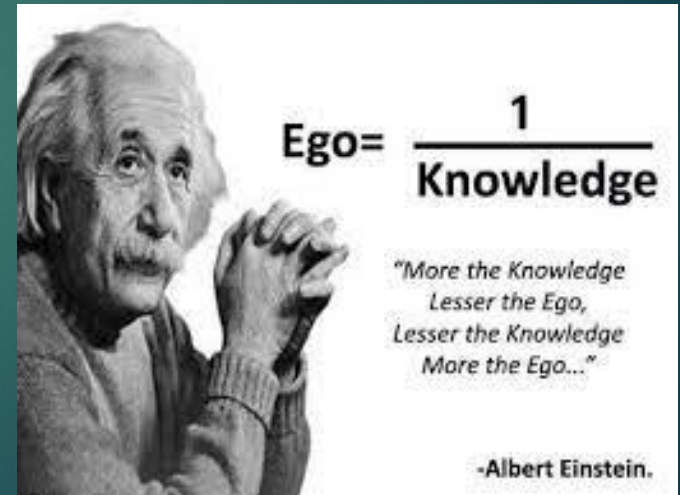
# What Needed to Change

- ▶ Fear of employee involvement - backhoe
- ▶ Communication/Open Door
- ▶ Management philosophies
- ▶ Getting employees engaged
- ▶ Trust



# Not Today!

- Micro-managing
- Lots of policies/enforcement
- Perception of inequity/fairness
- Lack of communication
- Big Egos



# Recognition

- Provide a forum to recognize staff
- Recognize individually as well
- Overlooked in our own agency
- Takes little effort, pays big dividends
- Be sincere – employee perception - Nathan



# Getting Started

- On the Spot Program
- IDEAS Concept
- “Potluck” Lunches
- Cultur Training
- Outreach



# My Experience

- We have realized success
- It took a long time to get here (WDM)
- Didn't take long (Buckeye)
- Learned along the way from others
- Had a commitment from the "top"
- Continually working on improvements



# Conclusions

- Things Aren't Going to get Easier
- Flexibility – Be Open to Change
- Continually monitor “the market”
- Have Some Fun at Work
- Most Important – Get Everyone Involved!

# THANK YOU!

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