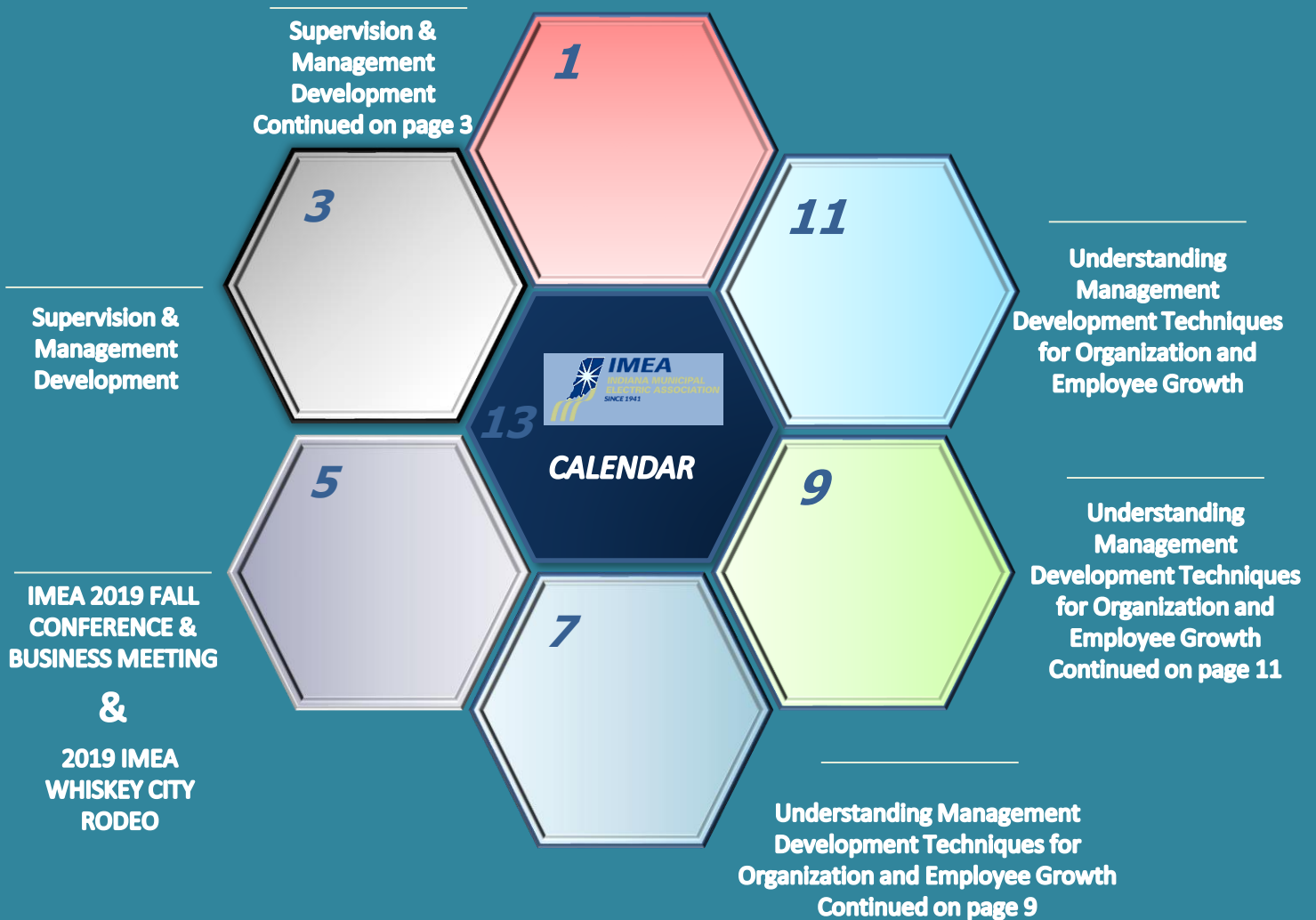


INDIANA MUNICIPAL ELECTRIC ASSOCIATION



Contents



Formula For Supervision



Supervision & Management Development

Indiana Municipal Electric Association

ISSUE 3 2019

To Drive Change, Focus on Culture

Shifts in an organization's mission, strategy, and leadership can feel like an earthquake for staff, which makes focusing on organizational culture a critical element of change management. Seasoned leaders describe what it takes to navigate the cultural aspects of change well.

How Things Work

Any substantive change at an organization—a merger, new executive leadership, a new strategy or mission—is going to affect its culture. So, what exactly is an organization's culture?

"The most simple definition is 'It's the way things really work here,'" It's easy to define a culture on paper or [write] a wonderful cultural statement, but it's how things really work, and that's what you need to figure out if you're going to lead and change around that.

Transparency about the process, makes staffers more comfortable talking. You really have to understand your staff and what is going to unsettle each of them and if they don't bring it up to you, you have to be able to bring it up to them.

Talk It Out

Almost all Managers leading through change agree that it's all but impossible to overcommunicate during the process. Change processes often require new terminology for staff and leaders need to be attentive to how that new terminology is taken up—or isn't.

Act Fast

One of the problems utilities have with big change initiatives, is we want to slow down and get consensus and get everyone on board, but in slowing down, the people who were leading the change start to cycle out. It becomes difficult to convert the people who are cycling in. You must worry less about consensus and more about what we need to get through this so that we're through the painful part and we can get to the part where things are good faster.

That kind of quick action can feel brusque, but it minimizes confusion about where an organization wants to go. During any major change initiative, leaders agree, staff are owed clarity about what the change will mean for them.

You can't just not talk about what's going on, If you're not communicating with staff, they're going to make up their version of events.

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ABOUT THE IMEA

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Strategies for Building Trust with Staff

If you want to create a culture of trust, leadership character is not enough. Leaders must also prove they are competent and transparent in managing the organization.

Create clear, forward-looking goals. As a leader, you must balance advancing your cause with managing staff and constituent expectations—this could be your biggest challenge. You also need to make sure your goals are inspiring, realistic, and shared with your team.

Come from a place of positive intent. Keep personal agendas and office politics out of your strategic plans and tactical implementation. In addition, maintain a positive attitude through good times and bad.

Make and keep commitments. Avoid making haphazard commitments. If you aren't sure something can be met or accomplished, don't agree to it. This is important to keep in mind every step of the way, no matter how big or small the agreement.

Be transparent. Be as quick and accurate to report a downturn and explain how you plan to address it. As you advance toward a goal, report out small victories and advances. Never forget that you are taking your staff on a journey and frequent and consistent progress reports go a long way.

Build durable relationships. Never abdicate your position as the responsible leader, and always recognize that the justification for your position comes from the people you serve. Listen to them with openness. Hold fast to your principles but be unafraid to change directions when it is clearly warranted.

Mentoring Culture Is Good for Business

Building a culture of mentorship at your organization will take time, but the benefits are worth the investment. Get started by taking small steps toward having mentoring conversations with employees.

Benefits of Mentor Culture

Employees who acted as mentors were promoted six times more often than their peers who did not.

25 percent of employees who mentored colleagues received a salary grade change, compared to 5 percent of employees who did not serve as mentors. Mentees were promoted five times more often than their peers who did not receive mentoring.

Employees who participated in the mentoring program had a retention rate 20 percent higher than those who did not, and more than 68 percent of mentors and mentees stayed at the organization after five years of observation.

Small Steps First

Creating a mentoring culture might seem intimidating, but it starts the way anything else does, slowly. Start now. Just set aside 30-60 minutes every two weeks. Taking small steps to create mentoring opportunities for new and existing employees will create significant improvements in retention and engagement.

If mentoring seems too heavy a lift, consider an analogy. "In a non-mentoring environment, people tend to swim in fear, visualize the fins around, likely want to leave—or worse, join the silent majority who are not engaged in their work and drift through their days, that is not good for business.

The image is a vertical rectangular graphic with a blue background featuring a faint image of electrical transmission towers. At the top, the text "ALPHA ENGINEERING, INC." is written in a large, white, sans-serif font, with "CONSULTING ENGINEERS" in a smaller font below it. A list of services is presented in white, all-caps, sans-serif font: "SYSTEM PLANNING AND STUDIES", "CONSTRUCTION MANAGEMENT", "MAPPING AND CAD SERVICES", "ARC FLASH EVALUATION", "GIS/FIELD INVENTORY", "SUBSTATION DESIGN", "POWER QUALITY", "LINE DESIGN", and "SMART GRID". To the right of this list is a large, light-blue circular logo composed of four thick, curved segments. Overlaid on the bottom half of this logo is the word "ALPHA" in a large, bold, dark-blue font, with "ENGINEERING, INC." in a smaller, dark-blue font underneath. At the bottom of the graphic, contact information is provided in white: "Call 317.273.9841 email us at info@alphaeng.us" and "visit us on the web at alphaeng.us to get started today."



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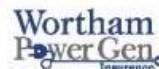
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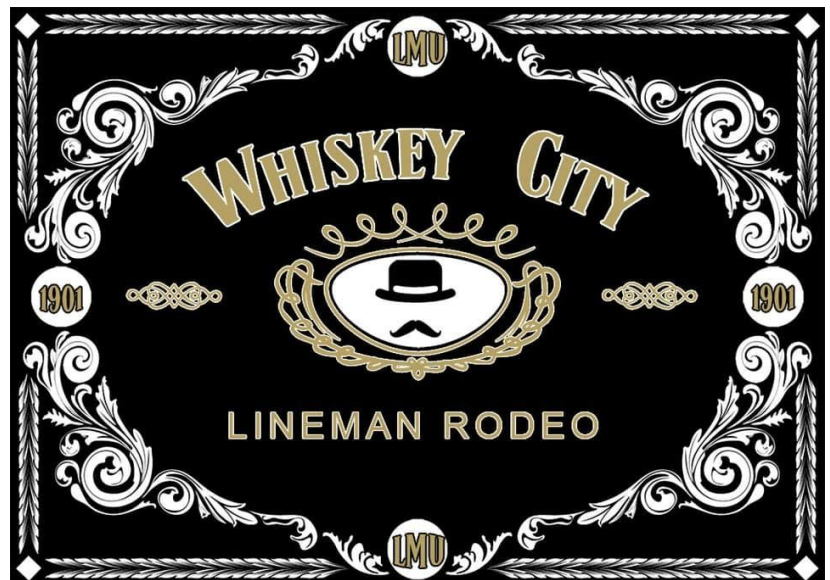
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Part of great work is improving your skill set, creating better employee communication, or learning about the successes of others and applying them to your workplace. At IMEA we want to help others in the utility industry flourish and thrive.

Indiana Municipal Electric Association is pleased to announce the 2019 IMEA Fall Conference & Business Meeting will be held at the Double Tree by Hilton, Lawrenceburg, Indiana.

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City of Westerville, Ohio

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Village of Jackson Center, Ohio

"Exacter found over 30 failed lightning arresters in 180 miles in areas already patrolled & investigated."

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Understanding Management Development Techniques for Organization and Employee Growth

Abstract—In the rapidly changing times, the need for management development is quite large. To fulfill these needs the organizations of current time are using various tools and techniques to enhance their organizational behavior and managing their employees. Management development is a structured way used by managers and other employees to enhance their skills and to improve their knowledge. The need for this management development program is that it directly or indirectly benefits the managers and the employees of the organization which in turn is beneficial for the organizations they work for. Management development provides the employees with a stress-free environment at their working place and gives employees a satisfied environment. This helps in increasing the productivity of the employee and eventually it leads to increase in productivity of the organization. One of the most important needs of management development is that it helps them to explore their skills and techniques which would have remained unidentified. This would help the employees to build up confidence. This development program helps the employees who always remain less active to come forward and take up higher projects and assignments. Various training methods and techniques are used for improving the skills of those employees who show better performance than other employees comparatively. The efficiency level and effectiveness of the employee also increases. Various techniques of management development are used to help managers cope up with stressful situations in the organization and create such an environment which would lead to their own development and growth along with the growth of their surrounding employees. Management development helps in boosting up the efficiency level of the existing employees and in improving their skills for better performance in the future. One of the objectives of management development is holding on to the pricey employees of the organization.



Collaboration
Team Work

Apart from enhancing skills, deriving practical knowledge along with conceptual knowledge is also an important objective of management development. It also aims at providing the organization with promising managers who would be able to meet the needs of the organization in the future. The training provided during the management development program helps the employees to gear up for any change in their organizational environment-be it technical or behavioral. Hence, this management development leads to the overall development of an employee by increasing their skills and techniques and preparing them to cope up with the various situations which may not be in their favor in the organization.

1. INTRODUCTION

1.1 Management

It is the art of getting work done through people, the way you would do it yourself and with the available resources. Optimum utilization of resources is the first rule of management. Making the best out of whatever is available with you is a management art. It involves four major functions via planning, organizing, staffing and controlling/ coordinating.

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Favorite Fall Recipes



Cheesecake Stuffed Pumpkin Bread

INGREDIENTS

½ c. butter, melted, plus more for pan
1 c. plus 2 tablespoons flour, divided, plus
more for dusting pan
1 tbsp. pumpkin pie spice
1 tsp. baking soda
½ tsp. baking powder
¼ tsp. kosher salt
1 c. pumpkin puree
1 c. plus 2 tbsp. granulated sugar, divided
¼ sour cream
2 large eggs plus 1 egg yolk, divided
1 tsp. pure vanilla extract
6 oz. cream cheese, softened

Directions

- ❖ Preheat oven to 350 Degrees and butter and flour a 9" x 5" loaf pan.
- ❖ In a large bowl, whisk together 1 cup flour, pumpkin pie spice, baking soda, baking powder, and salt.

- ❖ In another large bowl, combine pumpkin, 1 cup sugar, melted butter, sour cream, 1 egg and 1 egg yolk, and vanilla until smooth. Pour wet ingredients over dry and fold until completely combined.
- ❖ Make cream cheese filling: In a small bowl, stir together cream cheese and remaining egg, 2 tablespoons flour, and 3 tablespoons sugar.
- ❖ Transfer half the pumpkin batter to prepared pan. Dollop cream cheese filling on top and smooth in an even layer with a spatula. Top evenly with remaining pumpkin batter.
- ❖ Bake until deeply golden and a toothpick comes out clean, 1 hour 5 minutes to 1 hour 15 minutes.
- ❖ Let cool at least 10 minutes before serving.

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1.2 Development

The word development itself suggests the meaning i.e. growth over a certain period of time. In term of an organization it can also be described as a way of expanding and diversifying and on an individual basis, development can be described as promotion or increase in salary.

2. MANAGEMENT DEVELOPMENT

According to Management Development Institute of India- "Management development is the development of management done over and above its science and theory, of its practice and application in organizations, corporations and institutions, alike in relation to the organization and manager, so as to re-equip both to fulfill their purposes more effectively and in harmony with each other and both with the environment in which they function and have their being and hope to thrive upon and grow.

Management development is a systematic process through which managers develop their abilities to manage. Through this process, managers get to learn more and increase their knowledge as well as they get to improve their skills which benefit them as well as their organization. The role played by the organization in management development is the establishment of programs and opportunities which will help in development of their existing potential managers.

Management development embraces the entire process by which managers learn, progress and improve their competence to perform managerial tasks.

3. NEED FOR MANAGEMENT DEVELOPMENT

What's worse than training your workers and losing them? Not training them and keeping them- Henry Ford

- Management development is one of the determinants for the success of an organization and has a direct impact on the benefits of the organization.
- The management development programs help the employees to come out with the skills which remain unidentified or who are inactive.

- The overall working environment of the organization turns to be quite challenging because the managers turn to be better leaders and even are ready to take risks at a better level.
- Employee productivity increases leading to increase in organizational productivity.
- Adapting to such developmental techniques help the organization to hold on to the worthy employees.
- Organization is able to serve its customers in a far better manner.

4. OBJECTIVES TO MANAGEMENT DEVELOPMENT

- Developing the performance of managers/executives on their projects and assignments.
- To meet the organizational needs in the future, management development aims at providing a source of competent people at various levels of the organization.
- Enabling the managers to cope with the problems in the organization.
- Creating such environment in the organization which contributes to the growth process
- Increasing the morale of managers and employees
- Increasing the efficiency of existing employees for better performance.
- Indicating the application of the knowledge of social as well as physical aspects of management.



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- Providing adequate leaders
- Preparing the managers and other employees for adapting to changes-technical, environmental or ideological.
- Training employees who show good potential as compared to others for higher assignments.
- Replacing elderly executives by highly competent and academically qualified professionals.
- Developing unity of purpose.

Some of the common techniques used in various organizations for management development include the following:-

- **On-Job methods** where the development of the skills takes place on the job. Various techniques included in this method are-

1. Coaching- The trainee is placed under a senior manager who helps in correcting errors and working in an efficient manner. The senior manager helps the trainee to acquire knowledge about the job and helps in improving skills and techniques required. The managers act like coaches or guides who observe, analyze and improve the performance of their trainees.

2. Job-rotation- It is the transfer of one employee from one job or plan to another for some learning purposes. Before promotion as managers, the trainees are rotated in the organization in various jobs in a department or unit. It helps them in acquiring a broader outlook and diversification of the skills which is very important at higher levels of organization. The most important advantage is that it permits a good understanding of the various activities in an organization. It helps people to be prepared for to accept greater responsibilities. Even their abilities are also known so their best utilization can be made out of them.

3. Understudy- An understudy is the person who is given all the responsibilities of his senior so that he can be trained for the future. This method allows ensuring that a completely trained person is available to replace a manager in his absence under any circumstances, be it illness or retirement or transfer. An understudy is selected by the head or superior of the concerned department. The understudy knows the problems and the complexity associated with them and tries solving them out. Leadership skills can also be developed in him by giving him the supervision tasks as well. The biggest advantage of this technique is that it is a practical method and keeps the learner's interest and motivation level high. This method helps the senior to be relieved of some of the tasks which he has to perform and also the trainee derives benefits as well as he derives continuous guidance and knowledge from the superior manager.

CONCLUSION

From the above studies it can be concluded that management development is the need of the hour. The current scenario of the organizations demands the techniques of management development. Various organizations use various methods to enhance the skills of their employees, improve their conceptual knowledge, applying that knowledge practically. Management development helps employees to develop their skills and eventually leads to increase in the efficiency and effectiveness of the employees. This enhances their productivity level; basically increase in the level of production of the organization.





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INDIANA MUNICIPAL ELECTRIC ASSOCIATION

<u>Date</u>	2019 Calendar	Location
September		
24 - 28	IMEA Fall Conference & Whiskey City Rodeo	Lawrenceburg
9/30 - 10/4	IMEA 610 / Week One	Lebanon
October		
7 - 11	IMEA 610 / Week Two	Lebanon
16	Introduction to Supervision Session Three	Lawrenceburg
31	Safety & Training Committee	TBD
November		
7	Brownbag Workshop	Lebanon
14 - 15	IMEA 212 Transformer	Scottsburg

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