Managing Through Change

Open Communication Is Key
Overview

• AWWA

• Challenges and addressing them
  – Silos
  – Knowledge and training
  – Change management

• Current status
American Water Works Association

- Engineering association with a specific focus on water sourcing, treatment, and distribution
- Core focus: Water utilities
- Broad audience (researchers are a small percentage)

Publishing Program
1 peer-reviewed journal
1 magazine
175+ standards
50+ manuals
Plus handbooks, distributed titles, videos, newsletters, conference proceedings
Challenge: Silos

- Department of 30 nested within a larger organization
- Organized by project in 2015
Challenge: Silos

• Reorganized into logical teams by role in 2016
  – Product Management
  – Editorial
  – Production
  – Marketing/Licensing
  – Website

• Use tools to support communication
  – Basecamp
  – SharePoint
  – OneNote
Communication Tools: Basecamp

**Stage 1: Schedule Kick-off Meeting** 3/3  - Now archive it!
- Add record to Xis and Personify
- Implement Marketing Plan
- Provide an ISBN Number / Add it to Personify / email the number to Melissa and Megan, and add the number to the Spec Sheet

**Acquisitions** 0/1
- Assemble and Approve P & L

**Stage 2: Editorial** 2/2  - Now archive it!
Communication Tools: SharePoint

Need Help?

Are you having a hard time tracking down a document?
Are you having a hard time deciding where to upload a document?

Use the Publishing Department Cheat Sheet to help navigate the site and identify where existing content has been uploaded.

Search by:
- By Subject / Publication
- All Documents
- By Publication / Subject

Search:

By Subject:
- Ad Briefings (11)
- Circulation (582)
- Editorial Calendars (9)
- Lineups (12)
- Off Print Labels (12)
- Other (22)
# Communication Tools: SharePoint

## Production Tracking 2017

### March: Sustainability

<table>
<thead>
<tr>
<th>Journal Section/ Author</th>
<th>eJP mail</th>
<th>Graphics Details</th>
<th>Date</th>
<th>Paperwork/Files Received</th>
<th>Editor Assigned</th>
<th>Ms files rec’d from CE</th>
<th>Tech art marked up (Kim/ Maureen)</th>
<th>Tech art assigned (date/ta)</th>
<th>Tech art first proof</th>
<th>Tech art approved (Dan) &amp; ready for author proof PDF</th>
<th>Final to Linda</th>
<th>Galley sent to author</th>
<th>AUXX received</th>
<th>Incorpor. OK, read (staff/ date)</th>
<th>Layout Review</th>
<th>Author: layout approved</th>
<th>Final proofs ok’d by man. Editor</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Features</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kramer</td>
<td>-</td>
<td>18</td>
<td>2</td>
<td>0</td>
<td>11/2/2016</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>NA</td>
<td>✔</td>
<td>HT/Retzlaff 12/20</td>
<td>12/20</td>
<td>12/30</td>
<td>JB-1/6</td>
<td>1/12</td>
<td>12/30</td>
<td>1/13</td>
</tr>
<tr>
<td>Schneider</td>
<td>-</td>
<td>13</td>
<td>7</td>
<td>4</td>
<td>11/7/2016</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>Pack</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>1/9</td>
<td>DF - 1/13</td>
<td>1/13</td>
<td>1/18</td>
<td>1/12</td>
</tr>
<tr>
<td>Gedman</td>
<td>-</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>11/11/2016</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>Retzlaff</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>12/29</td>
<td>JB-1/6</td>
<td>1/12</td>
<td>1/4</td>
<td>1/13</td>
</tr>
<tr>
<td>Pages from the Past</td>
<td></td>
<td>7</td>
<td>0</td>
<td>0</td>
<td>12/19/2016</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>Retzlaff</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>Pack 1/26</td>
</tr>
<tr>
<td>Beardsley et al:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Guo FY</td>
<td>09122016-0090R</td>
<td>26</td>
<td>5</td>
<td>4</td>
<td>11/7/2016</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>MPV/Retzlaff</td>
<td>12/30</td>
<td>1/4</td>
<td>DF - 1/13</td>
<td>1/18</td>
<td>1/17</td>
<td>1/17</td>
<td>1/19</td>
<td>1/17</td>
</tr>
<tr>
<td>Ultrasound ES</td>
<td>-</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>JV/Pack</td>
<td>1/5</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>Pack 1/23</td>
<td></td>
</tr>
</tbody>
</table>

---

*Note: Dates and statuses are placeholders for illustrative purposes.*
Communication Tools: OneNote

Action Items
Tuesday, November 15, 2016  3:28 PM

Reminder: Check all permissions

Cover story - Kramer (Texas scorecard). Two pie charts and no other artwork. Author Ken Kramer (kenwkramer@aol.com) may have suggestions for cover art.

Columns
- Water Worldwide -- added Dec. 14
- TWS
- Errata - typo in Table 2 of Masten Dec. article

☑ Guo--Send a revised author proof of the expanded summary after corrections have been incorporated.
  ☑ Full text sent 1/31
  ☑ Expanded summary 2/1

Website
☑ Focus copy saved in the landing page document in the P:/ drive

Author Highlight (monthly task for go-live) --Kramer
☑ Copy received and saved to the P:/ drive
☑ Landing page copy updated and saved to the P:/ drive
Challenge: Knowledge & Training

As-is
Print/PDF as the output

Digital workflows

Future state
Challenge: Knowledge & Training

Intro
- Broad concept discussions

Strategy
- Work with experts
- Staff training

Implement
- Transition plan
- Involve staff
Challenge: Change Management

**Address culture**

- Acknowledge change-averse history
- Develop understanding

**Start small**

- As-is process and roles
Challenge: Change Management

Build on progress

• Add policies/processes to support larger process changes
• Use tools to facilitate change

Reinforce strategic initiatives

• Share the department Road Map
• Align employee goals with department goals
Current Status

• Production schedules are much improved
  – With periodic setbacks
• Project management is much improved
  – With continual tweaking
• Work continues to investigate and implement a digital platform
  – ETA 2018
The only thing that is constant is change.

—Heraclitus
Thank you!

Kimberly Retzlaff
Sr Editorial Manager
American Water Works Association
kretzlaff@awwa.org