

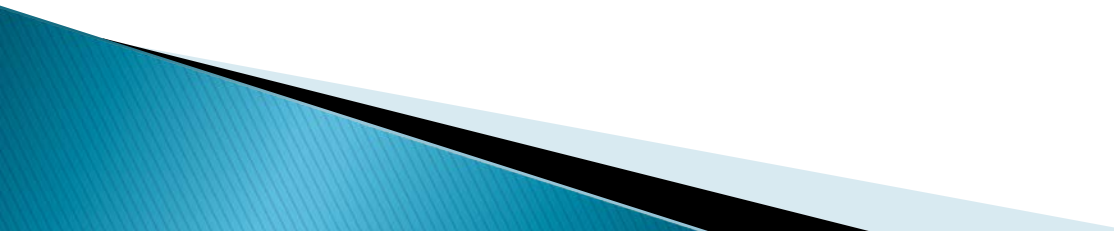
NATIONAL SCIENCE FOUNDATION B & O Advisory Committee

May 8 – 9, 2012
Cultural Change Case Study
Jake Barkdoll

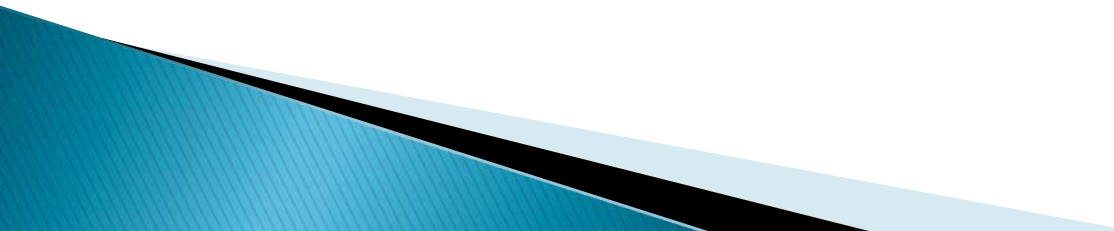
Culture Change at PNM

- Public Service of New Mexico – Largest Public Utility in New Mexico
- Public Utilities Are Like Federal Agencies in Some Respects
 - Limited Freedom
 - Diverse Outside “Forces”
- A Story From 1998 – 1999
- PNM Facing New World of Deregulation

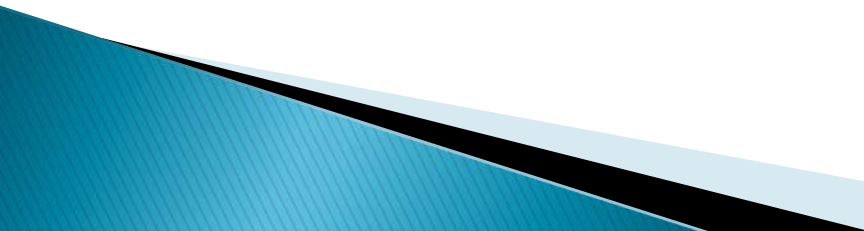
Leadership Decision – Prepare

- ▶ Survival Depends on Employees
 - ▶ New Knowledge and New Skills
 - Executives and Senior Level Managers
 - “Rank and File”
 - ▶ Assigned to Organization Development and Business innovation (ODBI) Staff
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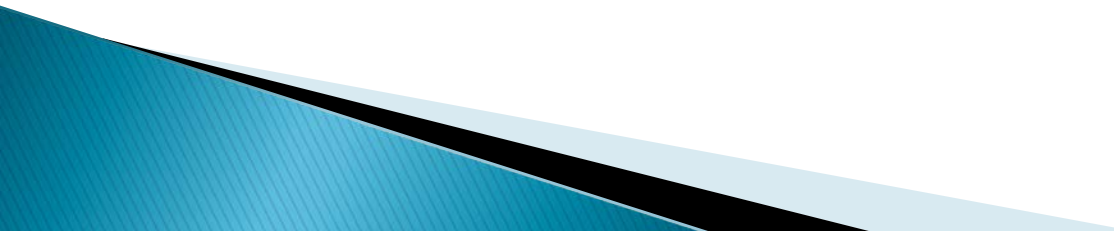
Challenges

- ▶ **Company Size**
 - 2600 Employees
 - \$1.46 Billion Revenue
 - 890,000 customers
 - ▶ **No Time for Learning**
 - ▶ **Diverse Starting Points**
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Assess Needs & Assure Buy-In

- ▶ Analyzed State of Art Training
 - 19 Topics
 - ▶ Conducted 50 +/- Face to Face Interviews
 - ▶ Foci of Interviews
 - Change Coming (Help Move Past Denial & Resistance)
 - How Much Will You Need to Know?
 - How Much Do You Already Know?
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So What!

- ▶ Reinforced Urgency
 - ▶ Created Instant Demand and Acceptance for Learning (Training)
 - ▶ Employees Identified Their Needs
 - ▶ Informed ODBI Staff of Training Priorities
 - Group “Courses”
 - Individual Needs
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Possible Topics for NSF

- ▶ Federal Budget Process
 - ▶ Importance of OMB in Budget Process
 - ▶ Current and Historic NSF Travel (or other) Expenses
 - ▶ Differences in Expenses Across Functions/Directorates/Grantees
 - ▶ Items From PNM List
 - People Issues Relating to Change
 - Innovation and Creativity
 - ???????
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