

# Managing Workloads in a Union Environment

*How vulnerability and self-awareness paid off in a utilities organization*



**Role:** Supervisor of union team

**Situation at Start:** Sam was managing too many priorities and his workload was intense. Additionally, his union-based team complained that they were working nonstop at 48-50 hours a week. Sam was in a bind as he was unable to change the workforce dynamics without union support.

**Solution:** Through leadership coaching, Sam worked on developing self-awareness, discovering his self-protective strategies and learned how to be more open with his team.

**Personal Transformation:** By discovering more about himself, Sam shared he had an “*aha*” moment when he recognized his self-protective strategies were actually coping strategies that didn’t serve him when engaging in tense conversations with his team. In fact, they kept him closed and disconnected from his team. By becoming aware, Sam became more mindful and approached difficult conversations in an open and vulnerable way. This was a break-through for Sam.

**Result:** One of Sam’s biggest accomplishments was that he led his unionized team through a new contract negotiation, complete with new job descriptions, doing so in less time than has ever been realized in the past. More importantly, he engaged his team to create task books to allow people to qualify for these new positions. It was a monumental feat, yet the team created six task books in six months. Sam stated that “*if things had run their course as before, they would have taken nine months.*”

**Financial Pay-Off:** The team saved \$21,610.37 in labor costs due to their increased efficiency on this single task, alone.

ROI data presented is sourced from impact studies conducted by Henley Leadership Group on programs and coaching engagements. Names have been changed; details of the organization have been disguised to protect the identity of the individual and the organization.

“I’ve tried for 5 to 6 years to analyze less and quit over thinking. The awareness I gained made me more mindful and I feel like I’ve made great strides. There are interesting team dynamics that came from this.”

-Sam J.