

Envisioning the Workforce in the Mobility Landscape

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Marketplace Disruption

- New Technologies
- Shifts in consumer expectations
- Agencies as integrators of mobility experiences.



CEO Comments

“the biggest paradigm shift transit has ever seen”

“the biggest, kind of, most comprehensive leadership challenge that has come our way”

“an industry right on the cusp of major disruption”

Leadership matters.

Leaders are brokers for embracing the new mobility paradigm in the broader context of organizational health.





Focus: Enhancing the Climate

- Expressing a Compelling Vision
- Expanding Openness to Innovative Ideas
- De-Centralizing Leadership
- Employing Teams that Fit



Compelling Vision

Workforce implications:

- Awareness
- Alignment among competing demands
- Aspirational motivator
- Agency to fuse a Multi-generational Workforce
- **An invitation to be part of a Group**

Expand Openness to Innovation

Workforce Implications:

- Open-mindedness
- Independent Thinking
- Courage vs. Fear
- Emergent vs. Traditional
- Vulnerability vs. Self-Preservation
- **Organizational Discipline**

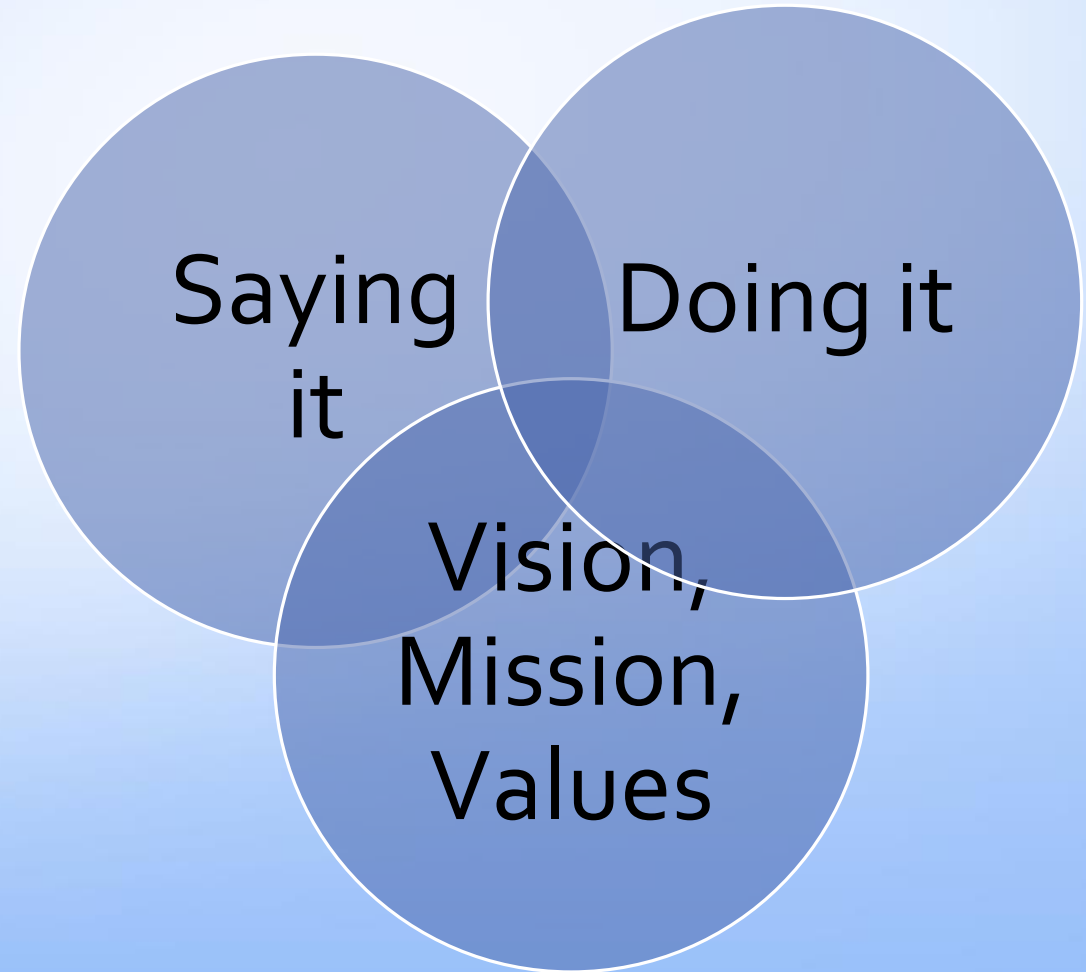
De-Centralizing Leadership

Workforce Implications:

- “We are doing it with them, not to them.”
- Generally flatter, diverse, team-based organizing
- **Employees take signals from multiple sources**

De-Centralizing Leadership

Enhancing Climate for Innovation



Employing Teams that Fit

Workforce Implications:

- Hiring from diverse backgrounds
- Group skills
- Teams vs. Silos
- Lateral Accountability
- Goal and Role Clarity

Wrap up: *Enhancing Climate*

- Expressing a Compelling Vision
- Expanding Openness to Innovative Ideas
- De-Centralizing Leadership
- Employing Teams that Fit