



IOWA DOT

2015 LEADERSHIP DEVELOPMENT CONFERENCE

OCT. 21, 2015 | SCHEMAN CENTER AND STEPHENS AUDITORIUM | AMES



Conference objectives

- **ENGAGE** in meaningful conversations about the challenges the Iowa DOT faces and begin exploring the opportunities that accompany these challenges.
- **EMBRACE** the idea that every day we are creating the Iowa DOT of the future and inspire you to take an active role in shaping this future.
- **UNDERSTAND** your role in improving the organization, advancing the strategic plan and how these will help us change and adapt to meet the challenges of the future.

Time	Sessions and locations	
7 a.m. - 7:45 a.m.	REGISTRATION, SCHEMAN BUILDING, 1ST FLOOR	
8 a.m. - 8:45 a.m.	Opening session, Stephens Auditorium <ul style="list-style-type: none"> • Welcome and safety briefing, Charlie Purcell • Presentation of the colors, Motor Vehicle Enforcement Honor Guard • National anthem, Dave Putz and Phil Meraz • Opening remarks, Paul Trombino III • Agenda review and instructions, Charlie Purcell 	
9 a.m. - 10 a.m.	CONCURRENT SESSION I, SCHEMAN BUILDING	
9 a.m. - 10 a.m.	The Future of the Department, Paul Trombino III Benton Auditorium Groups A1 through A5	Breakout discussions <ul style="list-style-type: none"> • Group B1 – Culture, Room 260-262 • Group B2 – Performance management, Room 250-252 • Group B3 – Leadership, Room 275 • Group B4 – Communication, Room 167-171 • Group B5 – Strategic planning, Room 175-179
10 a.m. - 10:30 a.m.	BREAK AND REFRESHMENTS, SCHEMAN BUILDING, 1ST FLOOR	
10:30 a.m. - 11:30 a.m.	CONCURRENT SESSION II, SCHEMAN BUILDING	
10:30 a.m. - 11:30 a.m.	The Future of the Department, Paul Trombino III Benton Auditorium Groups B1 through B5	Breakout discussions <ul style="list-style-type: none"> • Group A1 – Culture, Room 260-262 • Group A2 – Performance management, Room 250-252 • Group A3 – Leadership, Room 275 • Group A4 – Communication, Room 167-171 • Group A5 – Strategic planning, Room 175-179
11:30 a.m. - 12:50 p.m.	LUNCH, SCHEMAN BUILDING, 1ST FLOOR	
12:50 p.m. - 1:50 p.m.	CONCURRENT SESSION III, SCHEMAN BUILDING	
12:50 p.m. - 1:50 p.m.	Leading an Adaptable Organization, John Selmer Benton Auditorium Groups A1 through A5	Breakout discussions <ul style="list-style-type: none"> • Group B1 – Culture, Room 260-262 • Group B2 – Performance management, Room 250-252 • Group B3 – Leadership, Room 275 • Group B4 – Communication, Room 167-171 • Group B5 – Strategic planning, Room 175-179
2 p.m. - 3 p.m.	CONCURRENT SESSION IV, SCHEMAN CENTER	
2 p.m. - 3 p.m.	Leading an Adaptable Organization, John Selmer Benton Auditorium Groups B1 through B5	Breakout discussions <ul style="list-style-type: none"> • Group A1 – Culture, Room 260-262 • Group A2 – Performance management, Room 250-252 • Group A3 – Leadership, Room 275 • Group A4 – Communication, Room 167-171 • Group A5 – Strategic planning, Room 175-179
3 p.m. - 3:30 p.m.	BREAK AND REFRESHMENTS, SCHEMAN BUILDING, 1ST FLOOR	
3:30 p.m. - 5 p.m.	Closing Session, Stephens Auditorium <ul style="list-style-type: none"> • Breakout session panel discussion • Management Team panel discussion • Closing remarks, Paul Trombino III 	

Session descriptions

OPENING SESSION

Paul will provide an update on the status of the strategic plan initiatives, cast a vision for embracing change as an opportunity, and discuss how the Iowa DOT can continue to deliver on its mission to more effectively serve our customers, despite external constraints that are beyond our ability to control.

CONCURRENT SESSIONS

The Future of the Department: This presentation will expand upon the opening session by further describing the challenges and opportunities the Iowa DOT faces. It will explore what the Iowa DOT of tomorrow may look like and how we can use the present challenges as an opportunity to embrace and accelerate change.

Leading an Adaptable Organization: The presentation will build on the morning leadership breakout discussions by further exploring how, as leaders, we can be either the drivers or inhibitors of change. This presentation will also review the feedback received from the Leadership4CHANGE course evaluations and explore other topics such as the essence of leadership in a changing organization, how as leaders we respond to risk and uncertainty, what motivates us as leaders, how we motivate those we're leading, and more.

BREAKOUT DISCUSSIONS

These will include the following topics related to the strategic plan initiatives and leading change within our organization. For more detailed descriptions, an introduction for each topic is included on the following pages.

1. Culture 2. Performance management 3. Leadership 4. Communication 5. Strategic planning

The morning breakout discussions will focus on understanding the issues and identifying barriers and challenges related to the topic. Afternoon breakout discussions will address the same topic, but focus on how we can lead the necessary changes to overcome barriers or challenges identified in the morning discussion.

CLOSING SESSION

Breakout session panel discussion: A facilitator representing each of the discussion topics will share highlights from their breakout discussions, including the primary issues identified, common themes, and proposed solutions or next steps.

Management Team panel discussion: The Management Team will share their thoughts regarding the breakout sessions and answer questions submitted by conference participants. Questions may be submitted in advance or during the conference by sending a text message or email to askmt@dot.iowa.gov or in writing at the registration desk.

Closing remarks: Paul shares how the input received at this conference will be used to shape our leadership development and future change efforts, and continue advancing our Strategic Plan initiatives.

Culture

WHAT IS IT?

One of the keys to organizational health is a supportive culture. Put simply:

Culture is the habits, traditions, and behaviors of people and groups in an organization.

Because there are many groups in the Iowa DOT, this means there are multiple cultures within the department. Understanding those cultures and working to create supportive work cultures are key to working together. Culture is important – not only because it defines who we are, but it also impacts our ability to get work done.

The roll out of core values with the strategic plan presented a basic set of expectations upon which to create and nurture supportive work cultures. The initial core values assessment and feedback sent back through the divisions provided opportunities for conversations on current conditions as well as desired work cultures.

WHY IS IT IMPORTANT?

In a way, culture is a way of identifying who we are. Everything that happens in an organization is affected by its culture. The success or failure of efforts to address change and improve an organization will hinge on its culture. That is why culture is a part of this conference.

Culture is important not only because it can define a group or organization, but it also has a huge influence on the ability of an organization to get work done. Two teams with identical responsibilities will perform differently if one culture is toxic and the other is supportive.

If you think of culture as the lubricant in which people, processes, and programs work, then a culture that is broken down will make it difficult for the parts to move and to get work done.

WHAT WE HAVE BEEN DOING

Culture is not an easy thing to change. But there are things that can be done to help create a culture supportive of improvement. Research done by the performance management initiative team identified that in order to support change or improvement efforts in an organization, effort should be made to:

- Focus on the cultural strengths of the organization.
- Take advantage of informal leaders within the organization.
- Create a coherent environment, without conflicting messages.

The Iowa DOT has a long-standing tradition of service to the people and state of Iowa. We rightfully take pride in being able to continually deliver high levels of service while facing dwindling resources.



As attendees, the desire is for you to become part of the guiding coalition working to help move the Iowa DOT forward. By using tools such as performance management and strategic planning to identify and communicate department performance priorities and improvement efforts, we can provide more focus and reduce confusion.

The core values present a set of basic concepts to build upon to help create supportive work cultures. These core values – safety, respect, integrity, teamwork, and leadership – are a foundation of what Iowa DOT employees should commit to and expect in their day-to-day work.

THE PURPOSE OF THIS BREAKOUT SESSION

We will discuss expectations regarding culture, identify barriers that hinder the development of supportive work cultures, and ways to address those barriers.

FOCUS OF MORNING BREAKOUT SESSION

What issues and barriers do we face developing supportive work cultures in the department?

FOCUS OF AFTERNOON BREAKOUT SESSION (HOW DO WE LEAD CHANGE IN THIS AREA?)

What does the department need to start doing, or continue to do, to create supportive work environments?

What can individual employees do, or need, to create supportive work environments?

Performance management

WHAT IS IT?

Performance management is an effort to measure performance by using information to improve processes and systems and to understand how well we are doing. A short definition is:

Using information to improve your work.

Pretty straight forward, though there's a bit of work behind getting it done well. A plan is a means to organize resources to accomplish something. A performance plan is an outline of key functions, products, and services that make up an organization's business. Performance plans are sometimes called annual plans or operational plans. A performance plan is different than a strategic plan, but both are important for improving the performance of an organization, as illustrated in the chart below.

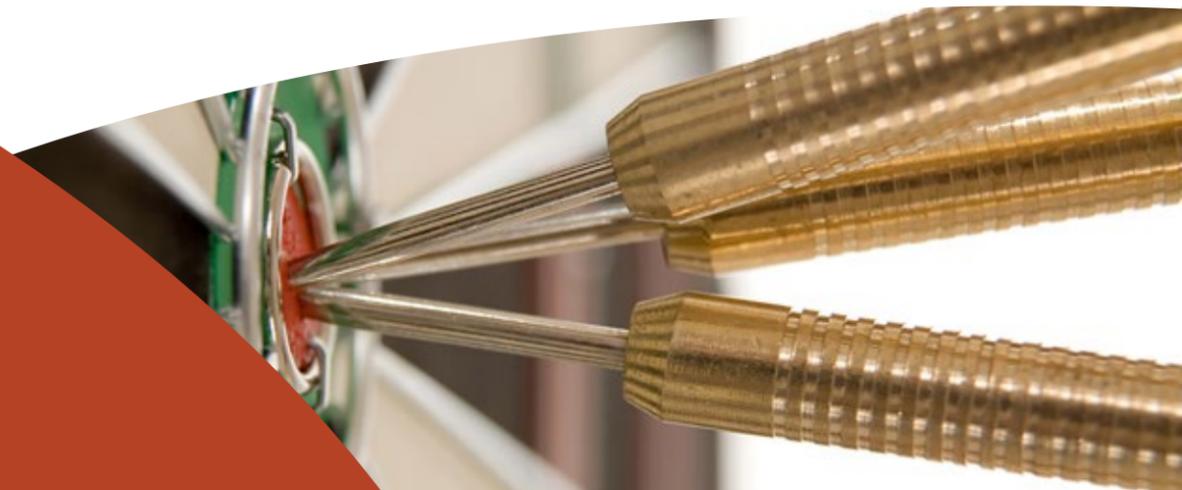


WHY IS IT IMPORTANT?

It is important that employees and work units know what they are responsible for accomplishing and how this relates to broader department objectives. The clear identification of desired results and the availability of information to monitor progress in reaching those results provide both clarity of purpose and ability to understand performance well enough to make improvements.

As shown in the diagram, the framework the department has adopted for organizational planning divides into two parallel paths. Performance management is critical to help us evaluate ongoing processes throughout the department, while change objectives in the strategic plan might only have a direct impact on specific functions or work units where strategic change has been targeted.

An important benefit to performance management is that it allows employees to see how they contribute to delivering key products and services. This sense of purpose and contribution is important to individual employees, groups, and work environments.



WHAT WE HAVE BEEN DOING

Performance management was the first strategic initiative selected to be worked on. A team has been working the past several months to identify key concepts and a process for implementation.

One of the key points Management Team reinforced with the initiative team was that efforts to implement performance management in the department will focus on the work, not the employee. Any work done to create frameworks and measures is not about individual performance. The intent is to help employees understand and improve a process.

At the heart of the recommendations made by the initiative team was a cascading model.

CASCADING MODEL

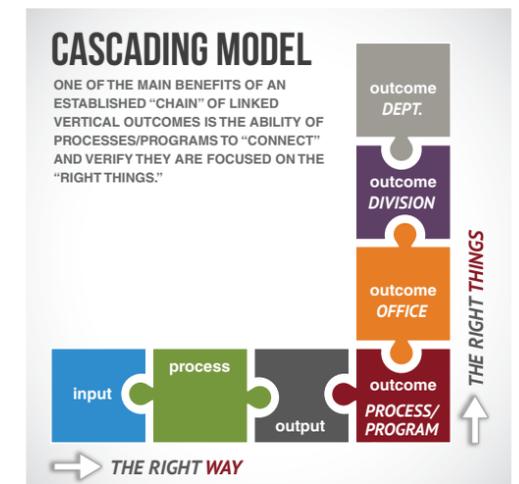
As noted in the diagram, the cascading model uses the metaphor of a chain, linking outcomes from the department level all the way to the program/process level. To be successful, it should be clear how outcomes at each level link to the level above and below.

To best know and improve our work and meet/exceed expectations, we must work to assure we have both:

Vertical alignment: Doing the right things,

Horizontal alignment: Doing things the right way

Creating such framework will help the department identify the important things that have to get done (the "what") while allowing those who know the work best to determine the best way to do it (the how).



THE PURPOSE OF THIS BREAKOUT SESSION

We will discuss expectations tied to performance management, identify barriers to understanding and communicating the Iowa DOT's performance management effort, and ways to address those barriers.

FOCUS OF MORNING BREAKOUT SESSION

What issues and barriers do we face in communicating and implementing performance management in the Iowa DOT?

FOCUS OF AFTERNOON BREAKOUT SESSION (HOW DO WE LEAD CHANGE IN THIS AREA?)

What does the department need to start doing, or continue to do, to support performance management?

What can individual employees do, or need, to support performance management?

Leadership

WHAT IS IT?

Being a leader is not gifted to a person because of their position or title. In L4C, you discussed the differences between managers and leaders. Among those differences were:

Manager	Leader
PLANNING AND BUDGETING	SETTING DIRECTION
ORGANIZING AND STAFFING	ALIGNING PEOPLE
CONTROLLING ACTIVITIES AND SOLVING PROBLEMS	MOTIVATING AND INSPIRING

Leadership is often described by traits people see in others they feel are leaders. Given everyone is different, this quickly can create a long and diverse list. Leadership may be something people feel they know but have a hard time defining.

Rather than define leadership in terms of the skills and traits, it may be helpful to consider a more impact-oriented working definition of leadership for the department:

Leadership involves understanding, supporting, and facilitating organizational health; performance; and improvement.

With this definition, leadership can be practiced at all levels. Leadership isn't reserved for supervisors and managers. Leadership is one of the department's core values, and something each and every one of us should work on.

WHY IS IT IMPORTANT?

There has been a lot of focus on change. It is a given the world around us is changing. How we react to that change will be important – especially if we are to continue to provide outstanding service. Our ultimate goal is improvement – or change with purpose in the right direction.

Inherent in the working definition offered is that leaders are not afraid to try new things, to look for and take advantage of opportunities to improve, and encourage those around them to do the same and support them when they try.

Leaders help identify **what** needs to be done and support those who have to figure out **how** to get it done. Perhaps more succinctly, leaders are multipliers of skills, efforts, and outcomes. The department needs employees at all levels to; create supportive work environments (culture), continue to maintain high levels of performance, and be open to finding ways of making things better.

WHAT WE HAVE BEEN DOING

After members attended an AASHTO course taught by Bill Smitley, Management Team discussed and supported the development of a leadership course. This resulted in offering the two-day Leadership4Change class. In the class, you discussed many things – understanding change, coaching, communication, teams, delegation, and the differences between being a manager and a leader.

Based on positive feedback, Management Team discussed how best to expand the exposure of L4C's core pieces. The result of that conversation was the development and offering of the half-day Adapting4Change class. The hope is that the shorter time commitment will allow more employees access.

THE PURPOSE OF THIS BREAKOUT SESSION

We will discuss expectations regarding leadership, identification of barriers that hinder effective leadership across the department, and ways to address those barriers.

FOCUS OF MORNING BREAKOUT SESSION

What issues and barriers do we face promoting leadership in the department?

FOCUS OF AFTERNOON BREAKOUT SESSION (HOW DO WE LEAD CHANGE IN THIS AREA?)

What does the department need to start doing, or continue to do, to support effective leadership?

What can individual employees do, or need, to support effective leadership in the department?





Communication

WHAT IS IT?

Communication is the exchanging of information between people or groups.

From your Face2Face training you know communication can take place in a wide variety of ways.

WHY IS IT IMPORTANT?

Communication may be the most impactful activity that contributes to success in an organization. The exchange of information helps to increase knowledge, make decisions, identify problems, explore solutions, set goals, share ideas, and manage work.

Effective communication increases employee knowledge and engagement that can impact trust, commitment, and productivity. Fundamentally, good communication promotes better understanding.

With such a vast amount of information available, the variety of ways to communicate, and the multitude of perspectives often involved on a particular subject, communication requires constant attention. Given how much we communicate each and every day, it's easy to take the need to use solid communication practices for granted. To successfully exchange information, the act of communication must be strategic and purposeful. It also takes ongoing attention to maintain and improve communication skills. This is the rationale for our Face2Face course.

WHAT WE HAVE BEEN DOING

The Iowa DOT has been working to be more strategic about its large group communication to both internal and external audiences. We are also working to provide further opportunities for two-way communication and make more communication tools available to employees.

Informal communication visits: Management Team made the commitment to visit each of the districts, and Ames and Ankeny locations several times a year to have an open and informal dialog with employees about anything that might be on their minds. Everyone is welcome and encouraged to attend.

Team Building Thursdays: There were several questions for Management Team that weren't answered due to lack of time during last year's Leadership Development Session. Members of Management Team recorded answers to those questions and distribute them to employees each Thursday. Employees are encouraged to ask new questions to be answered in future video segments.

Yammer: Recognizing the popularity of social media and its ability to allow people to quickly and easily share ideas, the Iowa DOT recently adopted Yammer as an internal social media collaboration tool.

Transportation Matters for Iowa blog: INSIDE magazine served as the Iowa DOT's internal employee newsletter for many years. Recognizing the need to provide more timely and regular updates to what is happening in the Iowa DOT, the magazine was transitioned to a blog. Posts can be written and sent to employees in a matter of hours, rather than weeks that it took to publish INSIDE. Transportation Matters exists in a digital format, but can easily be printed, and distributed to those who do not have regular access to the Internet.

THE PURPOSE OF THIS BREAKOUT SESSION

We will discuss good organizational communication, identify barriers to providing good communication across the department, and ways to address those barriers.

FOCUS OF MORNING BREAKOUT SESSION

What issues and barriers do we face developing good communication in the department?

FOCUS OF AFTERNOON BREAKOUT SESSION (HOW DO WE LEAD CHANGE IN THIS AREA?)

What does the department need to start doing, or continue to do, to support good communication?

What can individual employees do, or need, to support good communication?

Strategic planning

WHAT IS IT?

The Iowa DOT is responsible for accomplishing a great deal of work. To do so requires organization and having a plan on how to get work done. In addition to the work that must get done, an organization's leaders must work to identify what changes need to be made for improvement.

Strategic planning is the process of identifying and managing change.

A plan is a means to organize resources to accomplish something. A strategic plan is the piece of organizational planning that is focused on change management. It is a way of separating the day-to-day functional performance objectives of an organization from its key change objectives. A strategic plan is different than a performance plan; however, both are important for improving the performance of an organization, as illustrated in the chart below.



WHY IS IT IMPORTANT?

The ability to go through a strategic planning effort is quite similar to building an improvement plan for an employee. It is important work still gets done, but a plan is needed to identify those things that need to change or be implemented to improve. A strategic plan is really just an improvement plan at the organizational level.

While most of the organization is focused on performing the key functions of the department (performance plan), a strategic plan allows for the identification, development; and delivery of change efforts in a manner that doesn't result in confusion for everyone.

WHAT WE HAVE BEEN DOING

To be most effective, the strategic planning process is cyclical. It involves looking at information to assess the condition of things, identifying areas to address, creating and implementing initiatives to address the areas, and monitoring progress and impact of the initiatives. The monitoring of progress and impact feeds into the next cycle of assessing conditions.



The Iowa DOT has had a strategic plan of one sort or another for more than 20 years. Some of you may have participated in efforts to create earlier iterations. Before the most recent effort, staff researched what makes strategic plans and strategic planning efforts ineffective and used the information to develop a modified approach to strategic planning.

The assessment portion of the process really didn't change that much. The part of the process that changed the most is in the development and implementation of initiatives.



In most instances, strategic plans consist of multiple initiatives that are all underway at the same time. The primary difference in this strategic planning cycle is that Management Team has committed to limiting the number of initiatives in order to avoid watering down available resources. The areas identified to be worked on are important, and working on one (or a limited number) is appropriate if it enhances the chance of helping the Iowa DOT improve.

By visiting the Iowa DOT's strategic planning website, you may already know the first initiative tackled was performance management. The team working to develop key concepts tied to performance management has presented their report to Management Team. A team focused on implementation will soon start their work.

THE PURPOSE OF THIS BREAKOUT SESSION

We will discuss expectations tied to strategic planning, identify barriers to understanding and communicating the Iowa DOT's strategic plan, and ways to address those barriers.

FOCUS OF MORNING BREAKOUT SESSION

What issues and barriers do we face communicating and implementing strategic planning in the department?

FOCUS OF AFTERNOON BREAKOUT SESSION (HOW DO WE LEAD CHANGE IN THIS AREA?)

What does the department need to start doing, or continue to do, to support strategic planning?

What can individual employees do, or need, to support strategic planning?

