

CONFERENCE REPORT



2015 LEADERSHIP DEVELOPMENT CONFERENCE

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



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Executive Summary

On October 21, 2015 the Iowa DOT Leadership Development Conference was held at the Iowa State Center in Ames. The day included opening remarks by Director Trombino, large group presentations by Director Trombino and John Selmer, Director of the Performance and Technology Division; break-out discussions, panel discussions, Q&A session with the Management Team, and some closing remarks by Director Trombino. Refer to the [Conference Program](#) for additional details about the agenda and topics discussed.

What was the purpose of the conference?

- **ENGAGE** our employees in meaningful conversations about the challenges we're facing 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 our employees to take an active role in shaping this future.
- **UNDERSTAND** our 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.

Who attended the conference?

- 554 staff were invited, including all managers and supervisors (208) and all past and future non-supervisory Leadership4CHANGE participants (346).
- 445 staff were in attendance, which represents 80% of those invited.
- Those in attendance included 203 supervisors (96% of those invited) and 242 non-supervisors (70% of those invited).

What insights were gained from the break-out discussions?

A large part of the day was devoted to facilitated conversations about several topics of importance to the Department. These topics included Communication, Culture, Leadership, Performance Management, and Strategic Planning. Following are some key points that emerged from the discussions in each of the break-out session topics.





Communication

Conversations in the sessions reinforced the importance of communication. If communication is to improve, everyone needs to be expected to work on it. Issues connected to personal, interpersonal and location were highlighted, especially differences in field versus central office perspectives and practices.

Approaches offered to address communication concerns included working to better understand the needs, access and preferences of those with whom we communicate. Discussion of tools and technology touched on the need for useful training, capturing and sharing successful practice. When it comes to tools and technology, the focus should be matching the need with the best tool, rather than a uniform approach.

Culture

The conversations about culture illustrated the role of culture in setting the tone of our work environment. Discussion of barriers touched on uncertainties and fears that exist – whether it be change, asking questions, trying new things, trust, failure, or support from managers. Perhaps more importantly, these were accompanied by the realization everyone has a role in addressing these concerns.

Organizational approaches shared included support and recognition of those who are innovative or take risks, the collection of feedback on and sharing Leadership4Change and Adapting for Change practices, and approaches to better handle time and knowledge management issues.

Individual approaches included supporting fellow employees in their efforts to find answers, address concerns, and listen to others; to facilitate the sharing of knowledge and talents; and taking on the responsibility of actively working to create a personal, sharing and supportive culture.

Leadership

The conversations about leadership identified three themes, the first of which was department buy-in. Given that people are creatures of habit, efforts to discuss and support concepts like change and leadership are facing a headwind from some management and staff. Approaches brought forward to address this included improved communication, collaboration and the empowerment of employees to help with change, speak their mind, and break down silos.

The second theme was the lack of resources, time and staff. Approaches generated included the use and leveraging of technology through the use of tools and collaboration regarding useful information. Also brought forward was the need for good support and improvements for work with internal and external customers.

The third theme identified was negative attitudes within the department brought on by any number of potential causes, including peer-pressure, not feeling one person can make a difference, and resistance to change. Approaches identified to address this issue were similar to the first two: improved communication, collaboration, empowerment, and technology.

Performance Management

The first of three themes identified in conversations about performance management was tied to data and measures. Concerns identified included the need for and relevancy of data and measures, the availability and timeliness of data, a discussion of quality versus quantity, and ability to access data. Approaches to address these concerns touched on the need to review current collection and use for relevance, return on investment, projection of future need, bringing data generators and users together, developing either a data repository or inventory, and increasing awareness of data governance efforts currently underway.



Performance Management cont.

The second theme was resourcing. Concerns shared included inadequate staffing overall all and in regard to performance management expertise, management support for resources and tools, and the use of third-party resources. Approaches to address these concerns included staffing alternatives, automating data collection, reviewing resources as assets to be shared, pooled and prioritized, using performance management to tell our resources and services stories, and holding third-party groups more accountable.

The third theme identified was associated with department-level priorities. Concerns included knowing the meaning of and having the ability to align to a vision and mission that were too broad, limited employee involvement in priority setting, and performance management being perceived as a “flavor of the month.” Approaches to address these concerns included better defined and consistent department-level priorities, demonstration of value and success of the priorities, and better communication to increase understanding of department-level initiatives.

Strategic Planning

The conversations regarding the strategic plan highlighted the need for continued efforts to communicate and highlight understanding. Of the concerns raised, the most prevalent was that most people in the department were not aware of the strategic plan, nor its role or purpose. This likely underlined concerns expressed about how to keep momentum going and how to keep the workforce engaged.

Of the approaches shared regarding addressing these concerns, communication was key, with thought given to using straightforward language, in a manner tailored to the audience, with a clear description of the difference between performance and strategy/change, and getting explanations from positive leaders. Also offered were the need to hear about the work and accomplishments of the strategic plan and the need to prioritize the necessary resources to implement identified initiatives.

For an expanded summary of each break-out session topic, refer to the Break-out Sessions section of this report. For the complete detailed notes taken during the break-out sessions, refer to Appendices A-E of this report.





What did participants think of the conference?

The day after the conference, all participants received an e-mail invitation to complete a conference evaluation. 358 conference evaluations were received, which represents an 80% response rate. This is a very high rate of return and indicates the participants were eager to provide their feedback on the conference. Some key, over-arching observations, representing both the positive and negative perspectives, are listed below.

On the positive side:

- Overall, the conference was well received. When participants were asked if they felt the conference was overall worthwhile, 77% either agreed or somewhat agreed, 12% were neutral, and 11% either somewhat disagreed or disagreed.
- Many enjoyed the networking opportunities and being able to hear directly from the Director and the Management Team.
- Most participants felt the break-out discussions encouraged open and honest communication.
- Some enjoyed hearing about emerging technologies and future trends in transportation.

On the negative side:

- Some were disappointed with the content of the conference and / or skeptical about whether the feedback provided at the conference will lead to any substantive improvements.
- Some questioned whether their supervisors are really committed to the principles set forth in the Leadership4CHANGE and Face2Face Communication classes.
- While many of the presentations encouraged employees to try new things and take risks, some don't feel their supervisor will support them if they do. Others don't have a clear picture or direction of how to move forward with innovative ideas.
- Some would like the conference to focus more on the immediate challenges that need to be addressed and specific near term changes that will need to be made, rather than future trends and technologies.

A more detailed analysis of the conference evaluation results is provided in the sections of the report that follow.



General Sessions



OPENING REMARKS

Description

Director Trombino welcomed participants to the conference and explained the purposes for the conference, which included becoming better leaders, becoming more open to new ideas and change, and actively participating and share their perspectives. He challenged participants to not just endure their work but to take joy in it, to be part of the guiding coalition to drive positive change, and to embrace change as an opportunity.

A video of this session is available on-line. <http://www.iowadot.gov/employees/leadershipconference.html>

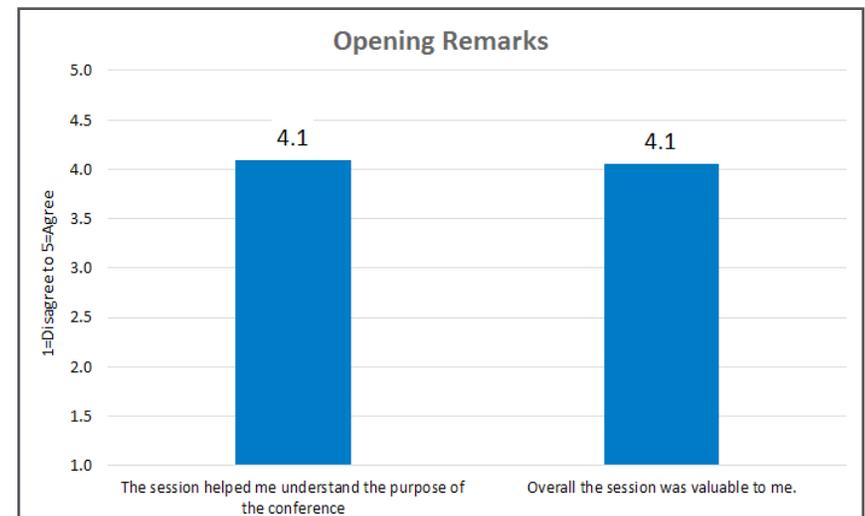
Evaluation Results

Conference attendees were asked to rate their level of agreement on a 5-point scale (1=disagree, 2=somewhat disagree, 3=neutral, 4=somewhat agree, 5=agree) on whether the opening session helped them understand the purpose of the conference and if they saw the session as valuable to them.

Respondents gave ratings of over 4 on the 5-point scale to both items. With a rating of 4.1, nearly four out of every five respondents (79 percent) expressed a level of agreement (somewhat agree or agree) the session helped understand the purpose of the conference.

Also coming in with a rating of 4.1, three out of every four respondents (76 percent) expressed a level of agreement the session was of value to them.

The opening session garnered over 65 written comments, which tended to be positive overall. A high level overview of





the comments is provided below.

Some of the more frequent positive comments included:

- the director being a good speaker, motivating, and engaging
- it being good to hear directly from the director
- it was good to hear about the challenges facing the department.

Some of the more frequent negative comments included:

- not getting a clear sense of direction for their work or the department
- a lack of specifics regarding the short-term
- remarks didn't appear to connect directly to rest of the conference





FUTURE OF THE DEPARTMENT

Description

Director Trombino provided a forward-looking survey of issues likely to impact the Department in the future. Some of the prominent themes of the presentation included: mobility as a service (moving away from privately owned vehicles to shared transportation resources); technology and the demands for greater amounts of machine-ready data; serving the needs of our customers in ways that go beyond just building and maintaining infrastructure; the growing importance of people and partnerships; and the need for adaptability and collaboration with external stakeholders.

A video of this session is available on-line. <http://www.iowadot.gov/employees/leadershipconference.html>

Evaluation Results

Conference attendees were asked to rate their level of agreement on a 5-point scale (1=disagree, 2=somewhat disagree, 3=neutral, 4=somewhat agree, 5=agree) on four statements made regarding the “Future of the Department” large group presentation.

All four of the statements were rated moderately high, with averages within a tenth of four on the 5 point scale.

The two items receiving the highest ratings were, *The session helped me understand how the department of the future will be different than it is today* (4.1) and *The session helped me better understand the challenges of the department* (4.1). Nearly four of every five (80 percent) of respondents expressed a level of agreement (somewhat agree or agree) with the former statement and only slightly less (78 percent) expressed a level of agreement with the latter statement.

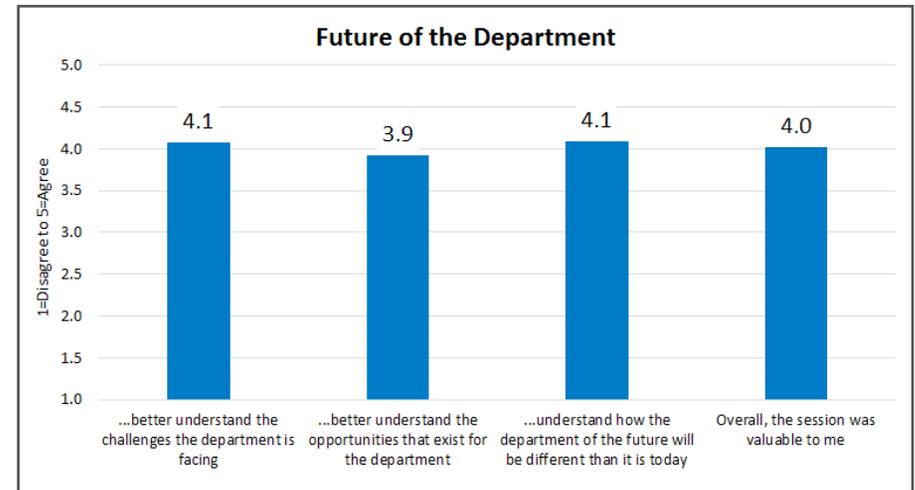
The first large group session garnered approximately 70 written comments, with a range of perspectives which often offered thoughts on operational aspects of the department. A high level overview of the comments is provided below.

Some of the more frequent positive comments included:

- really liking the director’s forward thinking,
- it being good to think about and discuss the future of transportation
- it helping to see things from a different perspective

Some of the more frequent negative comments included:

- a lack of clarity on the connections between today’s needs and the future
- uncertainty on plans to get us through the next 6 months, or the next few years
- concern about the lack of resources and its impact on ability to meet future challenges





LEADING AN ADAPTABLE ORGANIZATION

Description

John Selmer, Performance and Technology Division Director, explored a variety of issues related to leadership in an environment of where the rate of change is continually increasing. Themes of this presentation included changes in data availability, computing power, use of technology, and the convergence of technologies. The combined affect has significantly altered the environment we work in and our customer's expectations. John also challenged participants to think differently about leadership, on both the organizational and personal level, by exploring topics such as the nature of leaders, how they emerge, how they develop the people around them, and how they think about and respond to risk.

A video of this session is available on-line. <http://www.iowadot.gov/employees/leadershipconference.html>

Evaluation Results

Conference attendees were asked to rate their level of agreement on a 5-point scale (1=disagree, 2=somewhat disagree, 3=neutral, 4=somewhat agree, 5=agree) on seven statements made regarding the "Leading an Adaptable Organization" large group presentation.

The two items receiving the highest ratings were, *The session helped me understand I can either be a driver or inhibitor of change* (4.1) with slightly more than 3 out of 4 respondents (76 percent) indicating some level of agreement (somewhat agree or agree), and *The session helped me better understand anyone in the DOT can be a leader* (3.9) with slightly more than 7 in 10 respondents (71 percent) indicating some level of agreement

The item receiving the lowest rating was *The session helped me better understand how to motivate those I am leading* (3.6) with slightly over half (52 percent) indicating some level of agreement. The remaining items had ratings that fell within a tenth of each other, ranging between 3.7 and 3.8 on the 5-point scale.





The second large group session garnered approximately 65 written comments. A high level overview of the comments is provided below.

Some of the more frequent positive comments included:

- the information and ideas presented were very interesting
- the presentation raised a lot of thought provoking comments and questions.

Some of the more frequent negative comments included:

- presentation delivery was not engaging, needed more enthusiasm
- presentation lacked clarity or cohesiveness
- information presented could be more up to date and work/department focused
- good concepts were presented but can't use them unless supervisor is on board





BREAK-OUT SESSION PANEL

Description

During this panel discussion, one facilitator from each of the break-out discussion topics participated in this panel discussion. During the first part of the discussion, each facilitator took a few minutes to summarize the primary issues or barriers identified by their groups. During the last part of the discussion, the facilitators share some of the possible solutions to those problems that were identified by their groups.

A video of this session is available on-line. <http://www.iowadot.gov/employees/leadershipconference.html>

Evaluation Results

Survey respondents were not asked to give numeric ratings for this part of the program. However, they did provide comments which gave an indication of how well the session was received.

Some of the more frequent positive comments included:

- enjoyed the chance to hear what other break-out groups discussed

Some of the more frequent negative comments included:

- the discussion felt a little rushed
- it was unclear how the feedback from the break-out discussions would be used



MANAGEMENT TEAM PANEL

Description

Members of the Management Team participated in a panel discussion that was divided into two parts. During the first part of the panel discussion, the Management Team commented on things that stood out to them from the break-out discussions they participated in.

During the second part of the panel discussion, the Management Team fielded questions submitted by conference participants. The questions were submitted via text message or e-mail and grouped into some general categories. One or two questions were taken from most of the categories, but there were many questions that were not answered due to time constraints.

A video of this session is available on-line. <http://www.iowadot.gov/employees/leadershipconference.html>

Evaluation Results

Survey respondents were not asked to give numeric ratings for this part of the program. However, they did provide comments which gave an indication of how well the session was received.

Some of the more frequent positive comments included:

- enjoyed hearing the Management Team address questions
- liked the way the Management Team interacted when answering the questions

Some of the more frequent negative comments included:

- responses to the questions asked were not very specific
- uncertainty about whether the question or concern was really heard
- concern about whether anything would be done in response to the question or issue raised
- a desire for all questions submitted to be answered



CLOSING REMARKS

Description

Director Trombino concluded the conference by thanking the participants for their time, effort and feedback provided. The Director reminded them that as the leaders, they are the guiding coalition of change within the Department and are therefore critical to our continued success. The Director also acknowledged concerns that many staff have about resource challenges and stressed that we can only meet those challenges by working together.

Evaluation Results

Conference attendees were asked to rate their level of agreement on a 5-point scale (1=disagree, 2=somewhat disagree, 3=neutral, 4=somewhat agree, 5=agree) on whether the closing session helped them understand the purpose of the conference and if they saw the session as valuable to them.

Respondents gave lower ratings to the closing session than the opening session. With a rating of 3.9, about two-thirds (66 percent) of respondents expressed a level of agreement (somewhat agree or agree) that, overall, the session was valuable to them.

Coming in slightly lower with a rating of 3.8, approximately the same percentage (65 percent) expressed a level of agreement the session helped them understand the purpose of the conference.

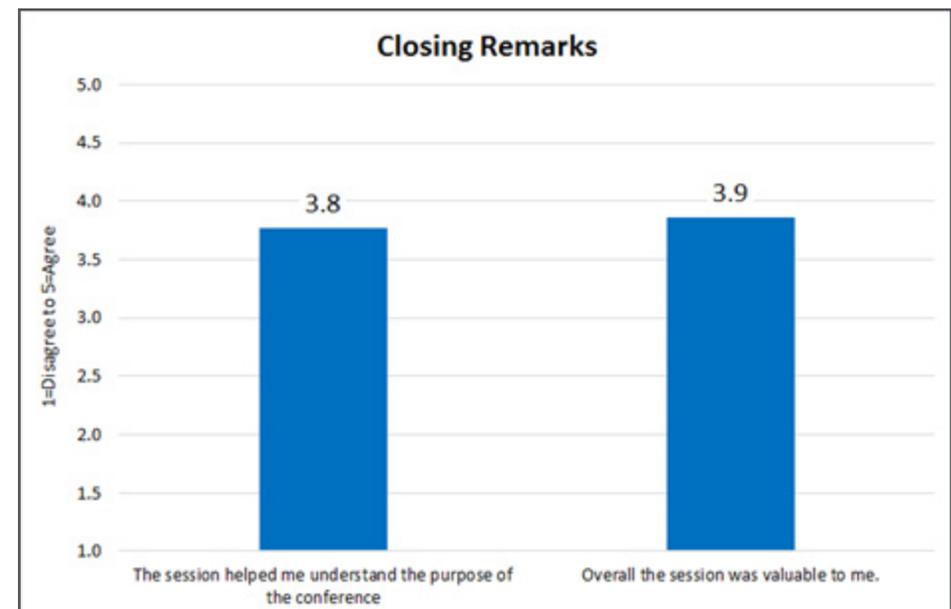
The closing remarks garnered fewer comments than other sessions, with about 45 written comments being offered. A high level overview of the comments is provided below, with topics listed in general order of occurrence.

Positive comments touched on:

- the panel provided the opportunity to hear directly from management team
- liked hearing what happened in the other breakout sessions

Those comments tending to be more critical in nature touched on:

- concern about follow-through and if what was collected would be acted on
- concern about buy-in by all staff, especially some managers and supervisors





Break-out Sessions

During the concurrent sessions, the conference participants were divided into several different groups, with each group focused on a different topic. In the morning concurrent sessions, the groups focused on identifying the barriers, issues or challenges the Department is presently facing associated with their topic. In the afternoon concurrent sessions, the groups focused on identify potential solutions to those problems.

Each topic is described below followed by a short summary of the main ideas, issues, and proposed solutions that were generated by the discussion groups. The complete notes from the break-out discussions are included in Appendices A through E, as indicated below.





COMMUNICATION

Communication is the exchanging of information between people or groups. 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.

The purpose of these discussions was to discuss good organizational communication, identify barriers to providing good communication across the department, and ways to address those barriers. The discussion addressed such questions as:

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

These conversations tended to center around several key themes, as listed below. For each theme listed, some issues are identified followed by some possible solutions suggested by the participants.

ORGANIZATIONAL:

- Large organization; difficult to get the word out to everyone, Field vs central office – there is a disconnect, no best practices so everyone does their own things.
 - Central office needs a better understanding about field job barriers to communication. Suggest coming out to field to experience “day in life.”
 - Best practices, training, more availability to tools (discussed further down on this sheet)

TOOLS:

- Lots of avenues to receive communication – Yammer, Email, etc. Find ways to better explain what is the best tool to use and provide training.
- Lack of sources i.e. computers/laptops availability or too many devices in some areas
 - Do needs assessment and redistribute tools assuring that field locations have ample access to an electronic means of communication.
- Radio communication is a problem; ability to use personal cell phones when radios don't work; coverage and reliability is the concern with the radios.
 - No good solutions identified.



EXPECTATIONS

- Perception by staff that communication is not part of their job and supervisors not allowing enough time in daily duties for communication.
 - Work with supervisors and staff to reestablish mindset towards communication (it IS a part of your job, but time spent needs to be relative to your job and location) and create some accountability that they stay informed.
 - Add into job descriptions about taking a proactive approach in relation to email and other communications

PEOPLE

- Generational: long-term employees communication preferences vs. younger employees
 - Need follow up on training that is provided; continued refresher courses
- Not knowing someone and how to best communicate a concern or issue
 - Take time to think about your audience and adjust your style, tool and language to better communicate with them

TRAINING

- Create best communication practices and train and retrain
- Offer a resource library with training on tools, communication best practices, who to contact on different topics, ways to connect peers to other peers.

Refer to Appendix A for a complete record of the Communication break-out discussion notes.



CULTURE

Culture maybe defined as the habits, traditions, and behaviors of people and groups in an organization. Culture is a way of identifying who we are. Everything that happens in an organization is affected by its culture. Culture 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.

The purpose of these discussions was to discuss expectations regarding culture, identify barriers that hinder the development of supportive work cultures, and ways to address those barriers. The discussion addressed such questions as:

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

The following summarizes the input received in these discussions:

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

- It's slow and easy to think that nothing has changed and assume nothing is happening.
- It keeps changing with retirements and new employees coming on board.
- The number of people we deal with who are afraid of change; need to try to reassure them and remove the fear of change. Don't be afraid to ask questions.
- Because we are spread out across the state, it's hard to feel as one team as the DOT or by division; there is some disconnect. Because the department is so large, you may not know employees in other offices; essential to work together and be the leader – we're better together than trying to do something separately; break barriers in communication and work as one unit; try to be on the same page.
- Don't be afraid to hear negative comments or be afraid to fix something. Recognizing and dealing with failures; learn from them. Trust issue; might not get recognized for going out on a limb or get in trouble for doing it. Need to be allowed to fail and learn from it
- As an employee, empower yourself on a day-to-day basis; try to matter enough to demand reasons why something is done a certain way so you don't become a "robot" coming to work every day. Too much emphasis on what others think of you; take empowerment to create a team environment.



- Leaders should help develop other leaders; their success is your success; don't be afraid that someone else will be better than you. The first-line supervisor is crucial in creating the buy-in. Promotions may go to those with great technical skills but perhaps not to "people skill" people; offer training to enhance both of those types of people.
- Learning how to work with people who are different than you; positive and negative people and how to deal with them or communicate with them.
- Continue building; we're all seeing compressed schedules and workloads; how to keep staff inspired and not be consumed by the day-to-day work; less time to develop other processes;
- Problem with middle managers not empowering their employees to make decisions; some employees feel pressure to not get out of their comfort zone; not enough buy-in yet.
- Sometimes put too much time into our work and not into developing our employees. Develop others who can go out rather than doing it individually. Too many things to be done and not enough time. Too much work, too few people, and limited resources.
- As moving forward, determine how positions can be better utilized. Job classifications might be outdated; everyone needs to be more flexible so not so over or underutilized. Sometimes locked into classifications and vacancies, not limited to what the positions are but to the number of them. There can be a lot of overlap in responsibilities with other offices, but classifications might hinder that. Opportunity for team building by working with others.

➤ *What does the DOT need to start doing, or continue to do, or stop doing, to create supportive work environments?*

1. Try to enjoy our time together; share information; be personable.
2. Reward those who take risks; freedom to do your job in a new way without fear of retaliation; be innovative.
3. Obtain data with useful measurement and action: develop an employee opinion survey; rate supervisors and employees on how well things learned in Leadership4Change are being implemented; process evaluations and improvements; need continuous feedback and accountability; show the value.
4. Encourage everyone to get on board; set an example of trying to do the right thing; provide motivation to join the others; don't discourage others from innovating, trying new things and working efficiently; focus on the bigger picture in a positive way.
5. With the upcoming turnover due to age, DOT should invest in the younger employees; make knowledge management a priority. Knowledge transfer is really important with less people doing more; eventually the one person who does a particular task will leave and there will be a need for someone who can do it. Early knowledge transfer is important.
6. Leaders should be receptive to ideas from their staff; make them feel like their input is valuable even if it's not implemented. Inspire people to come up with creative thinking and leadership roles; however, some mixed messages are out there regarding making changes. Leaders need to be clear about their expectation of others and not micromanage.



7. Improve time management: Learn how to deal with all the emails everyone is getting. A training session could be helpful; tips on how to use Outlook that help manage with managing emails. Maybe not all emails need to be sent; ask – is it valuable enough to be shared? Share various helpful ideas/hints. Need more training classes for all types of things.

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

1. Practice the Golden Rule; identify and resolve conflict.
2. Share knowledge of your job; work toward replacing yourself; more cross training; succession planning/training for overlap of employees; shorten the hiring process.
3. Actively seek out answers; actively listen; think and work outside the box, don't be afraid to question processes; show creativity.
4. Be persistent; things don't happen overnight; try to be more positive to decrease negativity among others.
5. Don't be afraid to share your talents and things you are excited about; show your own capabilities to help others see the big picture; take a chance and be a leader.
6. Transparency, accountability and things are merit based.
7. Show appreciation; encourage "Everyone in the office day" to show appreciation to the whole team; say thank you; write something that could be included in personnel files.
8. Share job knowledge; seek and accept knowledge from others; ask questions of others for their input/experiences to improve personal growth; take the initiative to be informed.
9. Lose the victim mentality, the entitlement mentality and the "not my job" mentality; share the load when things need to be done, be a team player and be receptive to new ideas; collaborate with others; be an active listener.

Refer to Appendix B for a complete record of the Culture break-out discussion notes.



LEADERSHIP

Leadership involves understanding, supporting, and facilitating organizational health; performance; and improvement. Leadership can be practiced at all levels. Leadership isn't reserved for supervisors and

managers. Leadership has been identified as one of the department's core values. It is something each and every one of us should work on.

The purpose of these discussions was to discuss expectations regarding leadership, identification of barriers that hinder effective leadership across the department, and ways to address those barriers. The discussion addressed such questions as:

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

During these break-out sessions, the participants worked in small groups to identify the obstacles, barriers, key issues or problems facing Department in the area of Leadership. Then they identified potential solutions. The results of the discussion centered around three key themes, as described below.

1. Buy-in: we are creatures-of-habit, lack buy-in from management & staff

Potential Solutions:

- Communication/Collaboration - emailing, more 1:1 dialogue, more feedback, having Leadership Development Conference to discuss obstacles/successes, better open-communication/dialogue, "one-voice".
- Empowerment - un-defined/non-supervisory staff empowered to help change, speak mind, break-down silos.

2. Lack of resources/time/staff

Potential Solutions:

- Technology - communicating amongst ALL employees through Yammer, Transportation Matters Blog, IT + field staff collaborating with useful data, improvements for internal/external customers. Good support, improvements for internal/external customers.

3. Negative attitudes: peer-pressure, past attitudes/traditionalism, one person can't make a difference, employee buy-in, resistance to change

Potential Solutions:

- All three as recommended above - Technology-Communication/Collaboration- Empowerment.

Refer to Appendix C for a complete record of the Leadership break-out discussion notes.



PERFORMANCE MANAGEMENT

Performance management may be simply described as using information to improve your work. These discussions began with a review of the distinctions between performance management and change management, the current status of the performance management initiative of the Strategic Plan, and the framework proposed for implementing performance management in the Department.

The purpose of these discussions was to 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. The discussion addressed such questions as:

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

The following is a summary of the results from these break-out sessions. There were three main themes that emerged from the discussions, as outlined below.

Theme 1: Data and Measures

Concerns/Issues:

- Focus on data needed
- Availability and timeliness of data
- Access to data/need for single repository
- Relevance of data and measures
- Quality of data vs. quantity of data

Possible Solutions:

- Balance current data needs vs. data that may be needed in the future
- Review current data collection and use for relevancy
- Conduct benefit/cost analysis on data collection
- Increase awareness of data governance initiatives
- Connect data generators with data users to increase understanding
- Develop centralized data repository or inventory/catalog



Theme 2: Resourcing

Concerns/Issues:

- Inadequate staff/employees spread too thin
- Inadequate staff expertise related to PM
- Need Management to support resourcing and necessary tools
- Use of third-party resources (vendors/consultants)

Possible Solutions:

- More use of interns and part-time/seasonal employees
- Examine policies that restrict retirees from working part-time/seasonally
- Adjust mindset regarding pooling/sharing of resources internally
- Automate data collection/analysis
- Examine ROI and prioritize the use of resources
- Use PM to tell the story about resource needs
- Conduct more public outreach regarding our services/value
- Hold third-party vendors/consultants more accountable

Theme 3: Department-Level Priorities

Concerns/Issues:

- Current mission/vision too broad to provide meaning
- Overly broad mission/vision makes vertical alignment difficult
- Limited employee-level input into defining priorities
- Perceived “flavor of the month” priorities

Possible Solutions:

- Create more defined department-level outcomes to assist with vertical alignment
- More consistent department-level priorities
- Demonstrate the value of these priorities and share success stories
- Improved communications efforts to increase understanding of department-level initiatives

Refer to Appendix D for a complete record of the Performance Management break-out discussion notes.



STRATEGIC PLANNING

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.

The purpose of these discussions was to discuss expectations tied to strategic planning, identify barriers to understanding and communicating the Iowa DOT's strategic plan, and ways to address those barriers. The discussion addressed such questions as:

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

The morning sessions started with a short presentation. Work then turned to identifying issues and problems facing strategic planning. Key issues identified from the morning sessions were brought back for the afternoon sessions where the focus was on potential solutions. The following is a summary of the results from these break-out sessions. There were three main themes that emerged from the morning discussions that were the focus of the afternoon discussions.

Key themes from the morning sessions

- People don't know what the strategic plan is nor its role or purpose
- How can we keep momentum while implementing one initiative at a time?
- How do we keep the workforce engaged and participating?

Potential solutions identified in the afternoon sessions

- Communicate, in a manner tailored to the audience, about the plan in simple language
- Do a better job of describing the difference between performance and strategy/change
- Need good explanation from positive leaders
- Need to hear more about the results and accomplishments of the strategic planning effort
- Prioritize resources needed to implement initiatives

Refer to Appendix E for a complete record of the Strategic Planning break-out discussion notes.



BREAKOUT SESSION EVALUATION RESULTS

Conference attendees were asked to rate their level of agreement on a 5-point scale (1=disagree, 2=somewhat disagree, 3=neutral, 4=somewhat agree, 5=agree) on six statements regarding the breakout sessions. The results shown below reflect the average of all the break-out sessions.

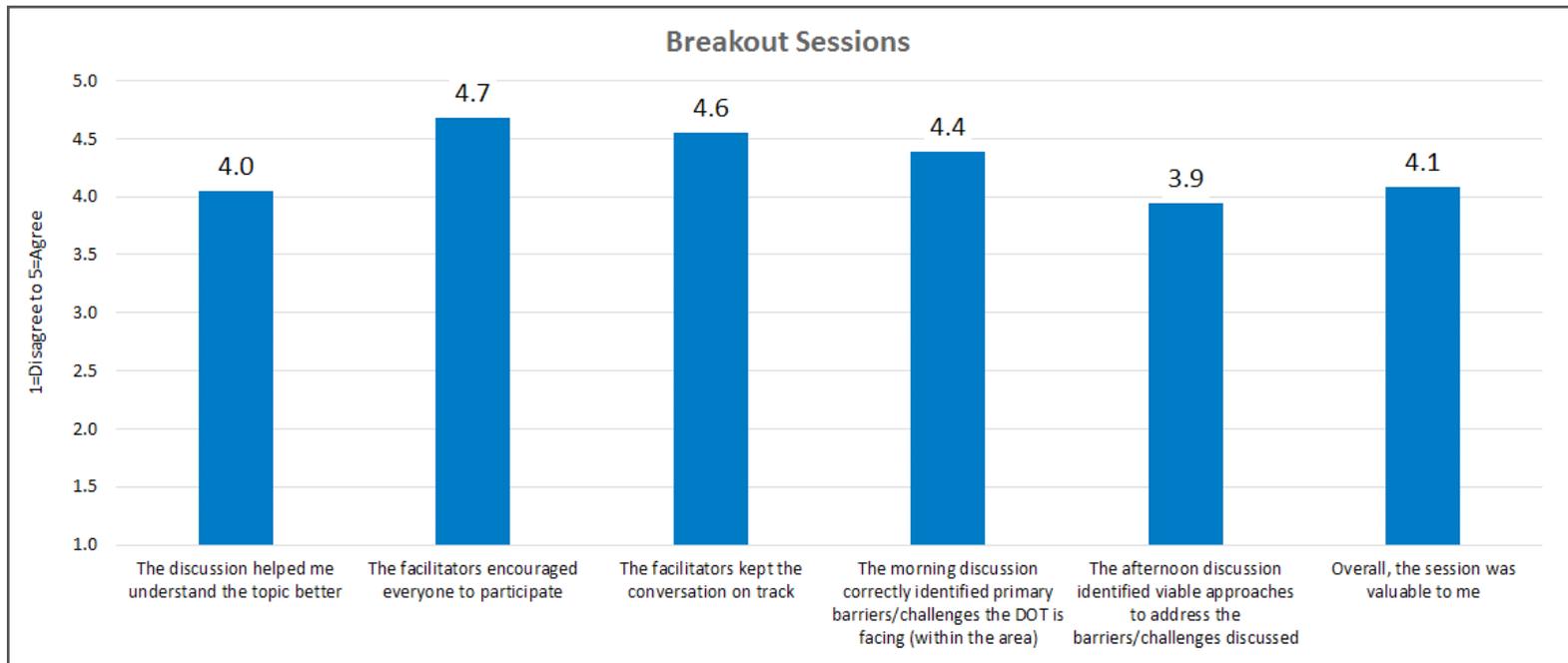
The breakout sessions, facilitated by DOT employees, had the highest average ratings of all the sessions at the conference.

The two items receiving the highest ratings were, *The facilitators encouraged everyone to participate* (4.7) with nearly all respondents (96 percent) expressing some level of agreement (somewhat agree or agree). The next highest rated item was *The facilitators kept the conversation on track*

(4.6), with nearly 19 of every 20 respondents (94 percent) indicating some level of agreement.

The items receiving the lowest ratings were *The afternoon discussion identified viable approaches to address the barriers/challenges discussed* (3.9) with under three-fourths of respondents (73 percent) indicating some level of agreement, *The discussion helped me understand the topic better* (4.0) with just over three-fourths of respondents (76 percent) indicating some level of agreement, and *Overall, the session was valuable to me* (4.1) with close to four of every five respondents (78 percent) expressing some level of agreement.

All written comments collected as part of the evaluation, organized by breakout session, are listed in Appendix F.





Facilities Evaluations

The post-conference evaluation asked attendees to provide feedback on the facilities used for the conference in the form of five multiple-choice rating questions and an open-ended comment.

Overall, respondents rated the facilities for the conference very high. All five of the rating questions had an overall rating of 4.3 or higher on the 5 point scale.

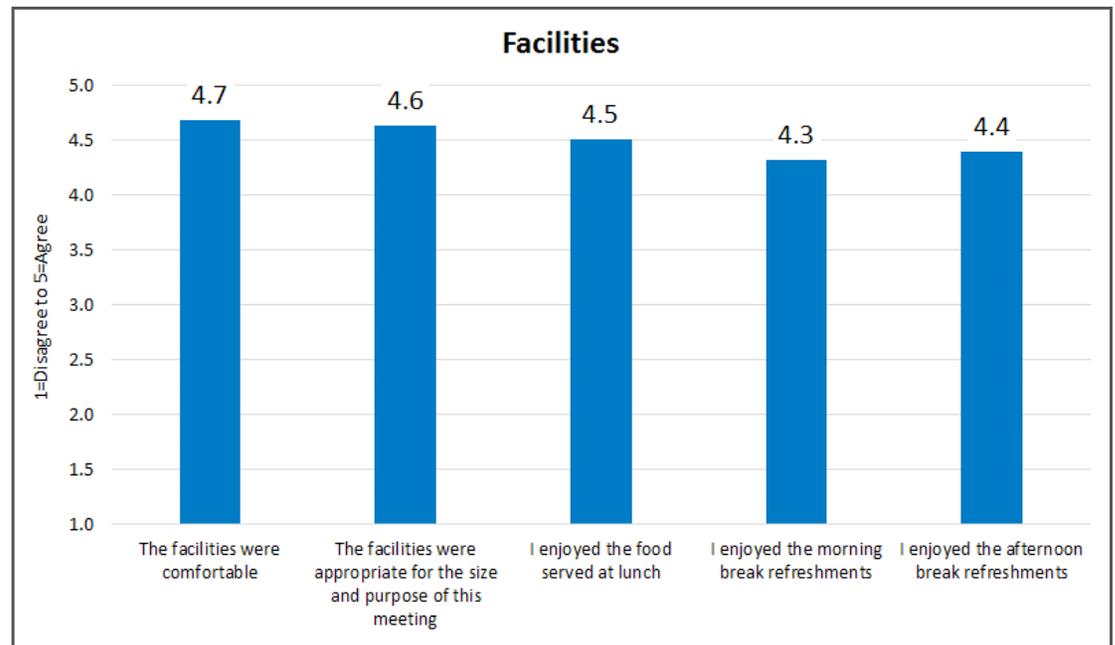
The two items receiving the highest ratings were, *The facilities were comfortable* (4.7) with nearly all respondents (96 percent) indicating some level of agreement (somewhat agree or agree) and *The facilities were appropriate for the size and purpose of this meeting* (4.6) with a similarly high level of agreement (94 percent).

The items receiving the lowest (relative) ratings were *I enjoyed the morning break refreshments* (4.3) with five out of six respondents (83 percent) indicating some level of agreement and *I enjoyed the afternoon break refreshments* (4.4) with six out of seven respondents (86 percent) indicating some level of agreement.

The post-conference evaluation also asked attendees for comments regarding the facilities used for the conference. Altogether, over 70 written comments were offered by conference attendees on a range of topics.

Food

- Food was good, with a few noted exceptions
- Interest in including more healthy options, including fruit





Beverages

- Good drinks, needed bottled water as well as more diet soda and sugar free drinks
- Comments were mixed on the coffee, with availability the primary concern

Physical Aspects

- Nice facility, though clearly there was extra space at Stephens auditorium
- Need a better, larger screen in needed in Stephens auditorium

Conference Structure

- Lunch and breaks were too long
- An expressed interest in keeping the conference in one location, balanced with comments enjoying the walk (attributed to the nice weather)





Future Conference Topics



The post-conference evaluation asked attendees to share their responses to the question, “*What other topics would you like to see at future Leadership Development Conferences?*,” through an open-ended comment box. Over 70 written comments were offered which touched on several general areas and themes.

Conference

- Topics discussed were okay but need to identify and address actual, concrete, existing problems
- Consider bringing in an outside motivational speaker (customer service, leadership)
- There needs to be follow up to the conference, with progress checks

Operational, Day-to-Day Focus

- Need to set clearer expectations for current work and moving forward
- Discuss how changing resources are impacting the department
- Need to see examples of successes AND failures and see how we are learning from them
- Need more direction and direct involvement of management team

Tools & Techniques

- Time management and handling emails
- Tools to help employees do what is desired and deal with supervisory/management lack of support

- Training and development in the areas needed to change and improve
- How to improve communication – overcoming lack of, external communication
- Tools to help improve our work and processes

Knowledge & Awareness

- Information on what other divisions are doing, what roles people have
- What technology is being used that makes a difference, what’s new?
- Looking to other states to compare and learn what is working

Workforce

- Leadership – What is it and what are the key principles we need to learn and practice to become leaders, what is being done to promote new leaders
- Staff recognition and development – how do we motivate staff, encourage and recognize staff, and help them develop skills and their career
- The workforce is changing, what do we need to know and do? (transition, generations, retention)



Overall Conference Evaluation



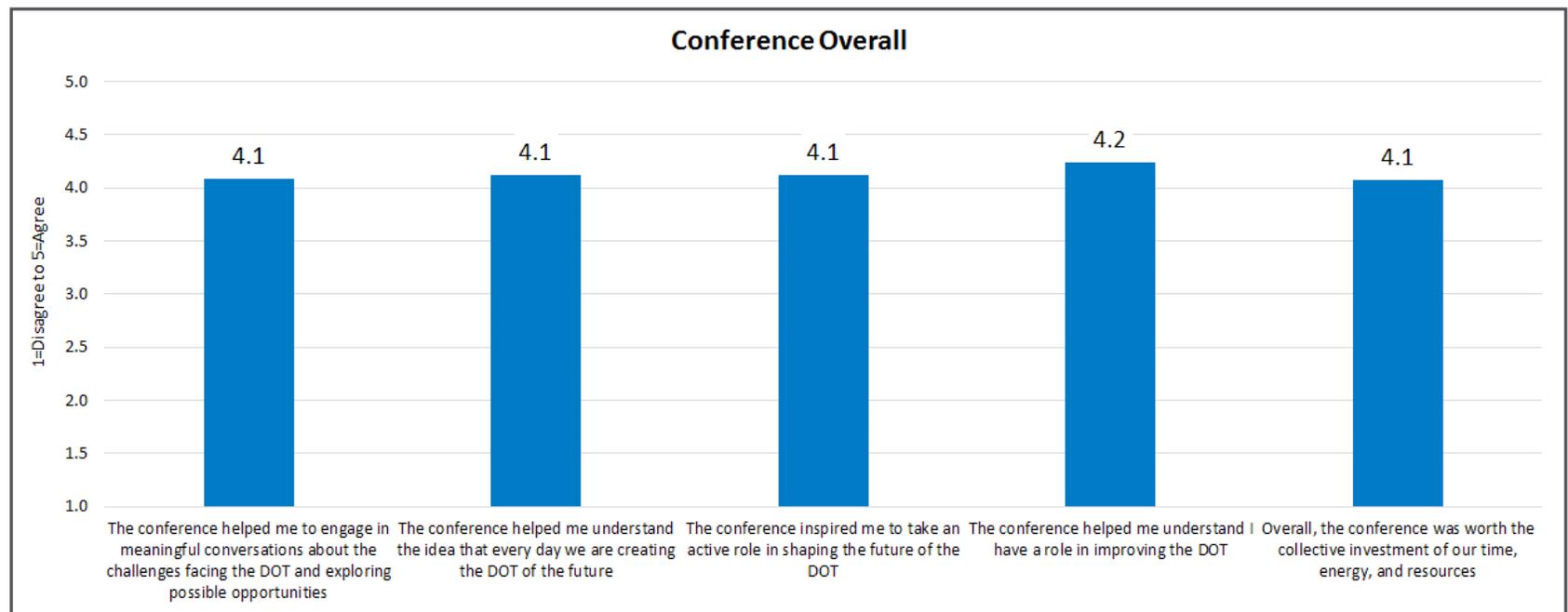
Toward the end of the post-conference evaluation, attendees were asked to share their thought about the conference overall. This was done through asking attendees to rate their level of agreement on a 5-point scale (1=disagree, 2=somewhat disagree, 3=neutral, 4=somewhat agree, 5=agree) on five statements about the conference as well as written comments.

Overall, attendees rated the overall conference moderately high, with all five statements rated 4.1 or higher on the 5-point scale and were very similar.

The item receiving the highest ratings was *The conference helped me understand I have a role in improving the DOT* (4.2) with five out of six respondents (83 percent) indicating some level of agreement (somewhat agree or agree).

The remaining items had similar ratings (4.1) with respondent indicating levels of agreement of between 77 and 80 percent.

Nearly 90 written comments were offered from conference attendees regarding the conference overall. A high level overview of the comments is provided below.



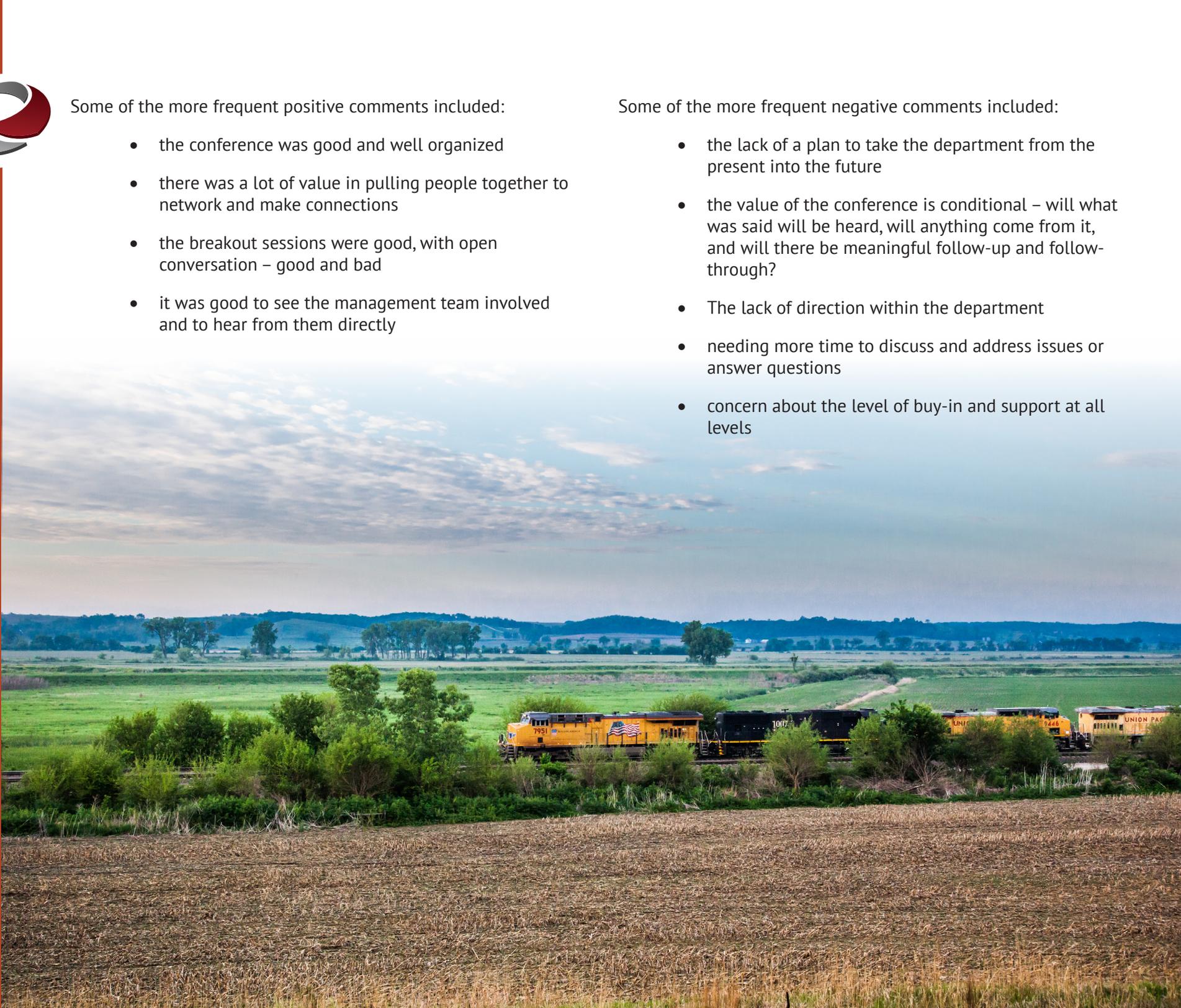


Some of the more frequent positive comments included:

- the conference was good and well organized
- there was a lot of value in pulling people together to network and make connections
- the breakout sessions were good, with open conversation – good and bad
- it was good to see the management team involved and to hear from them directly

Some of the more frequent negative comments included:

- the lack of a plan to take the department from the present into the future
- the value of the conference is conditional – will what was said will be heard, will anything come from it, and will there be meaningful follow-up and follow-through?
- The lack of direction within the department
- needing more time to discuss and address issues or answer questions
- concern about the level of buy-in and support at all levels





Appendix A – Communication Break-out Session Notes



FOCUS OF THE MORNING BREAKOUT SESSION (A) – Communication

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

Types of communication

RESPONSE: emails, supervisor to employee, meetings, webinars, expectations, text, phone, face to face, Skype, yammer, letter writing, verbal, non-verbal/body language, post it on bulletin boards, posting on electronic, SharePoint, DOTnet, employee to employee, central office to field locations, rumor/informal communication, water cooler,

Does Communication have to formal?

RESPONSE: No

What is the most reliable source of information where you find out about the organization?

RESPONSE: face to face, informal setting, depends on type of information, email (reference to point to come back to), Internet, DOTnet,

TABLE DISCUSSION

What issues and barriers do you face in developing or receiving effective communication?

- Searching constantly for resources
- Share information with everyone; make sure everyone who needs to be in the know are in the know
- Who to call? Availability of person that has information you need
- Releasing information too soon
- Delivery of the message and the tone of how it is delivered;
- More quality vs. quantity
- Voice mail system
- Many in the field don't have access to their email regularly
- Lack of technology when the network is down
- Laws
- Union
- eVault – difficulty retrieving messages that are still needed
- So many options to use to communication; what is the best tool?



Why do you think these barriers exist?

- One size fits all in regard to technology
- Union – a lot of protections for contract covered employees and breeds lack of willingness to change or adapt.
- Human nature: perspective /interpretations
- Information is power and don't want to share
- Some don't want to hear the message
- Lack of comfort level with technology – in the field you aren't always by a computer and phone; not a priority for their job;
- Too many layers to get through;
- Employees need to feel empowered to make some decisions
- Rush to get information out; ask does this need to go out today or do we wait and get a complete message/all information is included in one message?
- Technology
 - Comfort level / ability to learn technology in the way that works for different employees; training;
 - Ability to admit they don't know how to do something
 - What is the risk of admitting>
 - Pride is hurt
 - No one likes to do anything wrong
 - Admitting we messed up
 - Need to make sure support is there so employee has someone to go to for help / questions and answers.
 - There are always issues with technology; our expectations are too high on how things should work; be realistic about the limitations and what we can afford to do as a department; it's ok to rethink a product/process, if it doesn't work – normal process not a failure;
 - Training needs to be provided
 - See failure as an opportunity and something we can learn from.



- Change – what are people scared of regarding change?
 - Comfort
 - Uncertainty
 - Human nature
 - Time it takes to learn something new
 - Is change part of our job? So should it be made a part of our work day?
 - I don't have time for change
 - What do you eliminate to make time for "X"
 - Should my supervisor give/make sure I have time to learn/accomplish new task
 - We are putting fires out and so we don't have time to even look at what is changing.
- Public Records
 - Laws dictate our communication content
 - Ask for clarification of what they really need
 - Can't image doing this; when it gets to "me," you must provide this information; not a negotiating type of communication; what is the barrier keeping you from asking for more clarification from the person one or two levels above you; by the time it gets to us, it is already decided and there are time constraints;
- What about the language we use – is that a barrier?
 - DOT jargon / acronyms
 - Wording / formal writing vs. ability to understand what is really being communicated
 - Tone – email doesn't have verbal; tone is not translatable;



FOCUS OF THE MORNING BREAKOUT SESSION (B) - Communication

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

Types of communication

- Responses: email, verbal, phone call, face to face, conference call, meetings, instant-message, body language, written,

Why is communication important?

- Responses: knowledge, exchange information, share goals, organized working environment/groups, relationships,

Does Communication have to formal? No; what are types of informal

- Responses: emails, chats in break room, random hallway conversations, bathroom conversations,

What is the most reliable source of information where you find out about the organization?

- Response: Email, word of mouth, feedback on surveys, administrative staff, Strategic Communications staff, departmental experts,
 - Reliable: can count on it; or are they telling me the truth?

How often had you heard communication that you weren't sure was true but passed along anyway?

- Response: Sure, can't resist

Do you have a good feel for what communication is?

- Response: somewhat

TABLE DISCUSSION

What issues and barriers do you face in developing or receiving effective communication?

- Response:
 - Large organization; difficult to get the word out to everyone
 - Not everyone accesses their email account on a daily basis; there are approximately 600 employees who don't use their email account
 - Field vs central office – there is a disconnect
 - Social media: twitter or Yammer; too many communication tools
 - One stop place to find information on specific topics; on the web
 - Department of Administrative Services: i.e. 400 people last year didn't get signed up for health insurance.
 - Generational: long-term employees communication preferences vs. younger employees
 - Lack of sources i.e. computers/laptops availability
 - Not knowing someone and how to best communicate a concern or issue;
 - Penmanship
 - Email: unresponsive;



- Emails written in language i.e. engineer language
- Time: not having enough time to get to emails; junk; not important the same to everyone
- Language barriers: both language or DOT jargon
- Radio communication is a problem; ability to use personal cell phones when radios don't work; coverage and reliability is the concern with the radios.
- Incomplete or too much information given in emails
- Geographic locations -- hard to communication with other garages which leads to inconsistencies in best practices
- Confirmation of communication – nodding vs. verbal
- Added opinions and emotions in the responses;
- Sending information vs. fear of reception of that information; makes us cautious
- People responding before reading the whole email
- Lack of information because people tend to protect the information they have because information is power
- People are not open to change or other
- Chain of command
- Receiving emails that have nothing to do with your job
- Field people are harder to communication with because they are on the road
- Language – soft spoken
- Knowledge of subject matter
- DOT language
- Staff spread out
- Listening skills of others vary; also communication skills
- Too many avenues for communication; places to obtain and number of devices
- Making sure information to being passed down; confirming it is being passed down
- Timeliness – commit to making it a priority to communicate



- Computers are there but some staff are not comfortable with electronics;
- Communicating of communication needs or expectations
- Face to face communication lost because of all the avenues of communication devices
- Type of information: if it is important, i.e. benefits, etc. we need a categorization or labeling of information; everyone thinks their information is the most important

Why do you think these barriers are in place?

- Generational differences: attitudes and personalities; people think differently
- Equipment issues:
 - printers can't be fixed in the field; so can't print off all the information for staff that don't want to get on a computer;
 - radio: older equipment is too rusty and can't get a good ground; age of the radios is an issue also (15 – 20 years old);
- Poor supervisors
 - Supervisors don't respond to information provided on employees repeatedly;
 - Good leaders build their people up; managers or supervisors who just manage
- Informal leaders can be a barrier; passing information on to other staff members;
 - Respect and power issue
 - Mood; don't like; endure or enjoy
- Reluctance to change and failure to plan
 - We have already done it this way
- Why are people afraid of change?
 - Comfort level
 - The unknown
 - Lack of information (the reason we are going to be doing something a certain way); explain the process
 - Isn't easy



- Fear of failure; what is the risk in failure?
 - Embarrassment
 - Learning opportunity
 - Shows weakness
 - Hate to admit “I’M WRONG”
 - Pride
 - Waste of time / effort
- Can’t change their minds; they are going to believe what they believe
- Employees are being replaced or phased out
- Need to address rumors or even what may be rumors and explain this is why we are doing what we are doing.
- With every change comes an opportunity; as leaders we need to communicate the opportunities (don’t focus on the fear);
- Providing more ways for and access points to get to this information...tools, technology, written format printed out
- Central office better understanding about field job duties and how they are not at a computer all day... visit or talk to staff;
- Helpful hint topics / guidance: resource library and training
- Add into job descriptions about taking a proactive approach in relation to email communications
- Field vs central office – there is a disconnect
- Department of Administrative Services: i.e. 400 people last year didn’t get signed up for health insurance.
- Geographic locations -- hard to communicate with other garages which leads to inconsistencies in best practices
 - Not a consistent set of best practices
- Chain of command
- Field people are harder to communicate with because they are on the road
- Laws
- Union

FOCUS OF THE AFTERNOON BREAKOUT SESSION (A) – Communication

ORGANIZATIONAL

- Large organization; difficult to get the word out to everyone
 - Field vs central office – there is a disconnect
 - Field staff not having access to computers like the central complex



TOOLS

- Social media: twitter or Yammer; too many communication tools
 - Not much you can control; so broad;
 - Training on these methods
 - Social media is not going to go away; we need to be careful on what we put on social media as an organization;
- Lack of sources i.e. computers/laptops availability
 - Needs assessment; use old computers in the field instead of auctioning them.
- Radio communication is a problem; ability to use personal cell phones when radios don't work; coverage and reliability is the concern with the radios.
 - Running digitally; overall work well
 - MVE lost 30 to 40 % of their range; make sure MVE folks are aware and possible solutions.
 - Need to deal with each situation; make sure the appropriate individuals are aware so solutions can be reached.
 - Funding restrictions are also coming into play
 - Education staff on why things are the way they are
- Too many avenues for communication; places to obtain and number of devices
- Face to face communication lost because of all the avenues of communication devices
- Searching constantly for resources
- One stop place to find information on specific topics; on the web

- Voice mail system
- Lack of technology when the network is down
- eVault – difficulty retrieving messages that are still needed
- So many options to use to communication; what is the best tool?

EXPECTATIONS

- Not everyone accesses their email account on a daily basis; there are approximately 600 employees who don't use their email account
 - Maintenance in the field are not at desks
 - Need more tools to complete their job; can a computer be placed in vehicles;
 - Utilize existing tools in different ways.
- Email: unresponsive;
 - Accountability; it is part of your job.
- Time: not having enough time to get to emails; junk; not important the same to everyone
 - Time management; training on best practices
- People responding before reading the whole email
- Receiving emails that have nothing to do with your job
- Making sure information to being passed down; confirming it is being passed down
 - Check list to ensure everyone has read it.
- Timeliness – commit to making it a priority to communicate
 - Setting a specific period of time out each week



- Communicating of communication needs or expectations
- Availability of person that has information you need
- Releasing information too soon
- Many in the field don't have access to their email regularly
 - Lack of laptops/tools

PEOPLE

- Generational: long-term employees communication preferences vs. younger employees
 - Need follow up on training that is provided; continued refresher courses
- Not knowing someone and how to best communicate a concern or issue
 - Learn how to work with them and communicate with them
- Sending information vs. fear of reception of that information; makes us cautious
- Lack of information because people tend to protect the information they have because information is power
 - There is confidential information that can't be shared;
 - Power struggles can be investigated
- People are not open to change
- Communicating of communication needs or expectations
- Listening skills of others vary; also communication skills

PREFERENCE / STYLE

- Penmanship
- Emails written in language i.e. engineer language
- Language barriers: both language or DOT jargon
- Incomplete or too much information given in emails
 - Don't keep the chain going if it isn't part of the conversation
 - Changes in subject need to be a new email – new subject
 - Keep to the point and don't put key point in the fourth paragraph down
- Confirmation of communication – nodding vs. verbal
- Added opinions and emotions in the responses;
- Language – soft spoken
 - Put person in an environment that they are more comfortable
- Type of information: if it is important, i.e. benefits, etc. we need a categorization or labeling of information; everyone thinks their information is the most important
- Delivery of the message and the tone of how it is delivered;
 - Don't come across too authoritative
 - Have someone else review your email if it is a "hot" topic or put it aside for a while and then go back to it.
 - Email or letter best practices
 - Keep message to the point
- More quality vs. quantity



TRAINING

- Computers are there but some staff are not comfortable with electronics;
 - New equipment and updates
 - Offer a tutorial on what the changes are
 - Peer to Peer resource
 - Message board to share something new you've learned
 - 24/7 help available
 - Take time to train
- Who to call?
 - Instead of classification put your work function
 - Add a search feature by topic
 - Don't tell people it's not your job
 - We are all DOT and one agency to help others

FOCUS OF THE AFTERNOON BREAKOUT SESSION (B) – Communication

ORGANIZATIONAL

- Large organization; difficult to get the word out to everyone field vs central office – there is a disconnect
- Field vs central office – there is a disconnect
 - Leadership and supervisors in the field need to print off emails and post them where they can be seen
 - Not having INSIDE magazine was a loss to the field
 - Message on the screen of every computer or have a monitor in each location
- Department of Administrative Services: i.e. 400 people last year didn't get signed up for health insurance.
 - Reports given to each supervisor before the deadline for signing up; regular reporting so can confirm all employees have signed up.
- Geographic locations -- hard to communication with other garages which leads to inconsistencies in best practices
- Chain of command
- Field people are harder to communication with because they are on the road
- Laws
- Union



TOOLS

- Social media: twitter or Yammer; too many communication tools
 - Taking ownership on how you communicate; receive or sign up with only those notifications you want to receive.
 - Letting people know your preferences for communication i.e. email, phone, etc.
- Lack of sources i.e. computers/laptops availability
- Radio communication is a problem; ability to use personal cell phones when radios don't work; coverage and reliability is the concern with the radios.
- Too many avenues for communication; places to obtain and number of devices
- Face to face communication lost because of all the avenues of communication devices
- Searching constantly for resources
- One stop place to find information on specific topics; on the web
- Voice mail system
- Lack of technology when the network is down
- eVault – difficulty retrieving messages that are still needed
 - training for employees; use videos /webinar; resource library
 - regional experts for the different tools
- So many options to use to communication; what is the best tool?

EXPECTATIONS

- Not everyone accesses their email account on a daily basis; there are approximately 600 employees who don't use their email account
 - Email etiquette; supervisor effectively communicates their expectations for using email and also adjust their communication accordingly
 - More computers or iPads
 - Expectations need to be appropriate to the situation
- Email: unresponsive;
 - Supervisors make sure their expectations
- Time: not having enough time to get to emails; junk; not important the same to everyone
 - Plan and expectations in place
- People responding before reading the whole email
 - Email etiquette; read and then respond
 - Don't write a book;
 - Basic communication guidelines
- Receiving emails that have nothing to do with your job
 - Delete them or set up rules; let the person sending email that you don't wish to receive or make sure they have the correct person
 - Training and education
- Making sure information to being passed down; confirming it is being passed down



- Timeliness – commit to making it a priority to communicate
 - Communication face to face need to go all the way through the agency
- Communicating of communication needs or expectations
- Availability of person that has information you need
- Releasing information too soon
- Many in the field don't have access to their email regularly
 - They are choosing not to have access;
 - Supervisor should make hard copies available
 - Attrition
- Give all the information required and let them do with it as they will.
-
- Lack of information because people tend to protect the information they have because information is power
- People are not open to change
 - Explain complete what the change is
 - Explain why you are changing it and why the change is needed
 - Explain their new roles in this change and what duties they may gain or loss from this change
 - Informed
- Listening skills of others vary; also communication skills

PEOPLE

- Generational: long-term employees communication preferences vs. younger employees
 - The problem is not knowing how to use a smart phone or computer
 - There is a disconnect – need to be collaboration between younger and older staff members; older generation has already tried and does work so don't need to try again; type of people we bring together to complete a project.
- Not knowing someone and how to best communication a concern or issue
- Sending information vs. fear of reception of that information; makes us cautious

PREFERENCE / STYLE

- Penmanship
- Emails written in language i.e. engineer language
- Language barriers: both language or DOT jargon
- Incomplete or too much information given in emails
 - Who already has the information
 - Eliminate parts of email that is not relevant
- Confirmation of communication – nodding vs. verbal
 - Set out of out of office
 - Voice mail greeting
 - Clearly ask people to respond



- Added opinions and emotions in the responses;
 - Don't take it personal
 - Talk face to face
 - Give examples of how could have communicating differently
 - Be aware of other's expectations
- Language – soft spoken
- Type of information: if it is important, i.e. benefits, etc. we need a categorization or labeling of information; everyone thinks their information is the most important
- Delivery of the message and the tone of how it is delivered;
- More quality vs. quantity

TRAINING

- Computers are there but some staff are not comfortable with electronics;
 - Expectations – clear
 - Provide one on one training for those employees who are not comfortable with using the computer.
 - Training needs to be ongoing
- Who to call?
 - Ask another staff member
 - Needs Answers





Appendix B – Culture Break-out Session Notes

Definition of culture: Beliefs, expectations, biases, your role, the way things get done, what feels natural or right, common way of thinking, the way we've always done things, the way we operate, reflects who we are, attitude, how you encourage and discourage behavior, or perceived image of the organization.

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

Toxic culture elements:

- **Responses:** Tradition, mixed messages from leadership, i.e. “do as I say, not as I do,” lack of trust, favoritism, silos within the organization, negativity, fear, cynicism, resistance to change, lack of respect, not being able to (or not empowered to) make a decision, not thinking outside the box, assigning and passing of blame, not focusing on customers, lack of staffing levels, distribution of workload, limited or after-the-fact communication, culture does not change overnight, no face-to-face communication – can lose true meaning in an email, incompetence, nepotism, lack of opportunity, changing of culture where new employees aren't necessarily looking at long-term employment (generational thing), job security, self-preservation, lack of respect toward a new person with a different perspective, different work ethics, being reactive instead of proactive, lack of resources to do your job, change when managers were made at will – less willing to go out on a limb due to fear, constant change in leadership direction and the uncertainty of that, differences between how people are recognized in their service and retirement (appreciation), the governor's opinion of state employees, “us versus them” mentality

Supportive culture:

- **Responses:** trust, respect, acknowledgment, shared values, teamwork, diversity, empowerment, support to try new things, communication, allowed to do more with less (tongue in cheek), creativity, humor, fun, inspiring, embracing conflicts as a positive, education and training, understanding and recognizing our customers, transparency for all, innovative, listening, feeling like what you do makes a difference, tolerance of risks and mistakes, be “soft on the operators and hard on the system,” look at mistakes as opportunities, accountability, having the tools you need to get the job done, physical environment, feeling good where you're at, feeling safe and secure at work and in your role, keeping goals in focus, clear direction, responsibilities, accessibility to information, knowledge sharing, willingness to recognize areas that need change, encourage and reward risk, humility of our leaders, help others advance in their positions, mentoring





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

- Good to concentrate on the system improvements
- Takes work and leadership to make changes; needs to come top down and be consistently reinforced (it's a barrier); sometime leaders are busy and don't have the tools and/or resources ; we need to be in the people business and develop others
- It's slow and easy to think that nothing has changed and assume nothing is happening
- It keeps changing with retirements and new employees coming on board
- With large groups retiring, as a state agency, it's hard to entice new employees
- Look at what works to retain talented individuals; what are their needs and what keeps them here? Monetary compensation is a consideration. Need to get people to consider working for us
- The number of people we deal with who are afraid of change; need to try to reassure them and remove the fear of change
- Because the department is so large, you may not know employees in other offices; essential to work together and be the leader – we're better together than trying to do something separately; break barriers in communication and work as one unit; try to be on the same page
- Believability and trust throughout the organization
- Recognizing and dealing with failures; learn from them
- Don't be afraid to ask questions
- Don't be afraid to hear negative comments or be afraid to fix something
- Empowerment to the bottom level
- As an employee, empower yourself on a day-to-day basis; try to matter enough to demand reasons why something is done a certain way so you don't become a "robot" coming to work everyday
- Supervisors need to create an atmosphere where they can be approached and continue to be approached; ask for feedback (negative or positive) to try to make yourself better
- Mark Lowe - "Three signs of a miserable job" book, (anonymity, measurability and relevance)
- Trust issue; might not get recognized for going out on a limb or get in trouble for doing it
- Need to be allowed to fail and learn from it
- Too much emphasis on what others think of you; take empowerment to create a team environment
- The size of our organization is a barrier; hear from at the top and at the bottom; need to get all levels on board to make changes
- Some people need direction and buy-in (throughout the whole spectrum of the organization)
- The first-line supervisor is crucial in creating the buy-in
- Ownership
- Promotions may go to those with great technical skills but perhaps not to "people skill" people; offer training to enhance both of those types of people
- Empower people to go out and make others feel better
- Leaders should help develop other leaders; their success is your success; don't be afraid that someone else will be better than you
- The perception of the organization



FOCUS OF THE MORNING BREAKOUT SESSION (B) – Culture

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

Responses: Attitudes, belief system is values, perspectives, how you see things, “that’s the way we’ve always done it,” work in process - supports the process of making work happen, sometimes culture is dictated to us such as union/management type of organization, age groups and gender

What do you see that contributes to a toxic culture?

Responses: Favoritism, gossip, passive/aggressive behavior, assumptions, being exclusive, mistrust, negativity, peer pressure, lack of: ownership, communication, leadership and direction; feeling: overworked, underworked and/or underutilized (skills & abilities), complacency, lack of loyalty

What do you see that contributes to a supportive culture?

Responses: Mutual respect, appreciation, praise, consistency, effective: communication, leadership, and training; teamwork, empathy, trust, confidence, transparency, efficiency, optimism, morale, following chain of command, goals, sharing knowledge, support, purpose, empowerment of team members, positive attitudes, sense of belonging, open to new ideas, pride, rewards

What issues and barriers do we face in developing a supportive culture in the workplace? We are one team; what’s working well and what isn’t? What do we want to do as leaders to develop a positive culture?

1. Because we are spread out across the state, it’s hard to feel as one team as the DOT or by division; there is some disconnect.
2. Limited resources and funding; different offices with different goals; hard to be cohesive and supportive if everyone is fighting over the same piece of pie. Construction/maintenance staff might have different goals and ways of spending their money.
3. Learning how to work with people who are different than you; positive and negative people and how to deal with them or communicate with them
4. Too much work, too few people, and limited resources
5. If too busy, sometimes work doesn’t get done
6. People are being asked to help others and then their workload suffers
7. Funding regulations are interpreted differently between divisions/offices; creates negativity regionally and misinterpretation; contractors may interpret it differently to fit their best needs (communication)
8. Accountability is ignored in some areas and then others have to pick up the slack which can affect the morale
9. Sometimes there’s only time for implementation and not planning which causes rework
10. Continue building; we’re all seeing compressed schedules and workloads; how to keep staff inspired and not be consumed by the day-to-day work; less time to develop other processes;
11. We hire consultants and then try to help them do their job; may not have complete understanding initially and then gets even harder as you go; the message gets muted



12. Extreme lack of communication in the department; duplicated efforts; two offices both working on same thing and not communicating toward a common solution; lack of planning ahead of time; maybe the right people aren't involved in the process
13. Some people don't want to be creative; they show up and do their job; their goal is not to come up with new processes or be innovative. Some people are afraid to make decisions, so one person has to make decisions. Some may not know the policies or have enough information, fear of failure; "is it my decision to make?" Some people don't feel comfortable being a leader; different levels of leadership; it's not necessarily a bad thing to not want to be a leader; not recognizing who you are might be a barrier. You can't force someone to be a leader, however, you can lead in whatever position you are in.
14. Problem with middle managers not empowering their employees to make decisions; some employees feel pressure to not get out of their comfort zone; not enough buy-in yet.
15. Sometimes priorities might be mixed up; maybe number one priority should be supporting your team, but have to make time to do that which is hard to do with all the work that needs to get done. Want to encourage staff to make decisions and help develop priorities. Investing in time and planting seeds so employees can grow and understand each other.
16. Sometimes put too much time into our work and not into developing our employees. Develop others who can go out rather than doing it individually.
17. Too many things to be done and not enough time.
18. Overuse of email instead of personal conversations; utilize conference calls, video conferences and webinars versus meetings especially since we are spread across the state. Need face-to-face time to get our messages across; might be more meaningful and get more out of it and not be misinterpreted like can happen with emails.
19. Job classifications might be outdated; everyone needs to be more flexible so not so over or underutilized. As an office director, needs to be over here and over there and dealing with classification issues.
20. As moving forward, determine how positions can be better utilized. Sometimes locked into classifications and vacancies, not limited to what the positions are but to the number of them. There can be a lot of overlap in responsibilities with other offices, but classifications might hinder that. Opportunity for team building by working with others.
21. Sometimes need to let employees do the job they were hired for or need to make a change either to help them adapt or let them go. That's the reason for the six-month probationary period. But some positions take years to develop their abilities. Several comments about six months not being long enough. Some may do okay in the six months but then transfer to another position and then not do as well. Some may know how to work the system and just do the minimum to get by. Need to get past the letter-of-the-law culture. In private industry, some wouldn't last. Give the best performers more work and then they get bogged down.

Other discussion:

What else do you see out there with good workers?

Need to communicate to employees who take pride in their work and acknowledge what they have done.

Mike: What can we stop doing?

Troy: We can't do what we used to; what do we do well and continue to do well?



Mike: Need to consider the critical things box from Face2Face; how are we spending our time and how is our staff spending their time? How are we going to adapt our culture in the future? There are a lot of silos.

- There's a thin line so we don't get accused of favoritism.
- "It's another management program" where management is all gung ho, but most people need reinforcement; need to follow up and not just give lip service. Perception is they aren't going to try very hard because it won't last.
- "Doing less with less" mentality. Tend to lose the personalities and what keeps employees motivated. We're going to lose the people. Feels like it is position focused rather than on the employees.

Troy: Keep going back to some of the Face-to-face principles and keep them out in front.

Mike: We can make suggestions to the other breakout groups here today.

FOCUS OF THE AFTERNOON BREAKOUT SESSION (A) – Culture

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

1. Try to enjoy our time together; share information; be personable
2. Reward those who take risks; freedom to do your job in a new way without fear of retaliation; be innovative
3. Obtain data with useful measurement and action: develop an employee opinion survey; rate supervisors and employees on how well things learned in Leadership4Change are being implemented; process evaluations and improvements; need

continuous feedback and accountability; show the value

4. Encourage everyone to get on board; set an example of trying to do the right thing; provide motivation to join the others; **don't throw fat**; focus on the bigger picture in a positive way
5. Put emphasis on goal-based accountability so employees can see their contribution to the bigger picture
6. Need more training/continuing education opportunities for all employees

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

1. Practice the Golden Rule; identify and resolve conflict
2. Share knowledge of your job; work toward replacing yourself; more cross training; succession planning/training for overlap of employees; shorten the hiring process
3. Actively seek out answers; actively listen; think and work outside the box, don't be afraid to question processes; show creativity
4. Be persistent; things don't happen overnight; try to be more positive to decrease negativity among others
5. Don't be afraid to share your talents and things you are excited about; show your own capabilities to help others see the big picture; take a chance and be a leader
6. Transparency, accountability and things are merit based



FOCUS OF THE AFTERNOON BREAKOUT SESSION (B) – Culture

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

1. Continue offering Adapting4Change classes for all employees, as well as Leadership4Change where applicable.
2. With the upcoming turnover due to age, DOT should invest in the younger employees; make knowledge management a priority. Knowledge transfer is really important with less people doing more; eventually the one person who does a particular task will leave and there will be a need for someone who can do it. Early knowledge transfer is important.
3. Stop with the “us versus them” mentality as a whole; management would have a role including first-line supervisors. Not just “we told you so.”
4. Leaders should be receptive to ideas from their staff; make them feel like their input is valuable even if it’s not implemented. Inspire people to come up with creative thinking and leadership roles; however, some mixed messages are out there regarding making changes. Leaders need to be clear about their expectation of others and not micromanage.
5. Improve time management: Learn how to deal with all the emails everyone is getting. A training session could be helpful; tips on how to use Outlook that help manage with managing emails. Maybe not all emails need to be sent; ask – is it valuable enough to be shared? Share various helpful ideas/hints. Need more training classes for all types of things.

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

1. Follow through on promises
2. Show appreciation; encourage “Everyone in the office day” to show appreciation to the whole team; say thank you; write something that could be included in personnel files
3. Share job knowledge; seek and accept knowledge from others; ask questions of others for their input/experiences to improve personal growth; take the initiative to be informed
4. Provide an analysis and recommendation to help solve a problem
5. Foster an atmosphere of trust; be transparent
6. Recognize value and include those with experience; seek out those with specific skills
7. Fill out BBS observation forms
8. Lose the victim mentality, the entitlement mentality and the “not my job” mentality; share the load when things need to be done, be a team player and be receptive to new ideas; collaborate with others; be an active listener



Appendix C – Leadership Break-out Session Notes

FOCUS OF THE MORNING BREAKOUT SESSION – Leadership

Mgr. vs. Leader- groups' responses;

- Manager: boss, supervisor, micro
- Leader: vision, charismatic, enablers, inspiring

While focusing on Setting Direction, Aligning Employees and Motivating/Inspiring- What have you started implementing from Leadership4CHANGE that is working?

Tina Hargis-Aligning employees

- Aligning employees with updates of oversize/overweight permitting progress from paper and pushpins to electronic.

Roger Parker- Motivating/Inspiring

- Now doing 1:1 CARE meetings

Brenan Dolan- Aligning- Tribal relationships with “Customers”

- “Leading by asking questions” with tribes in conjunction with Leadership4Change has given them (archaeologists) tools for change

Gary Harris- Setting Direction- action-teams in OLE developing Strategies to achieve Office Goals

- Their (OLE) leadership came from the bottom-up, very diverse (job classifications, generational, gender, etc.) working together in action teams to develop and implement strategy for an Office Creed.
- Reflected on how they'd treat one another & created a Creed that's published and hung-up in office & each individual receives one (1. Know yourself; 2. Maintain positive attitude; 3. Share your concerns constructively; 4. Practice mutual respect & consideration daily; 5. Remember everyone's opinions count; 6. Treat others how they want to be treated; 7. Have fun or go home, with Supervisor's approval.)

Wes Musgrove-Setting Direction

- Project Delivery 7 Offices each developed and are implementing strategies for their unified goal, “Deliver quality projects on-time, and under budget.” By identifying goals & strategies, with initiatives linked together w/ the other offices; coordinate our efforts,
 - -Three Goals (Contracts): 1. Primary Goal- to adopt technology (paperless, not paper-free)= efficiency & customer-service; 2) -Mitch asks for updates at monthly meetings on progress of all the offices

OTHER COMMENTS - Worked in small groups to provide 2 Obstacles/barriers facing Leadership

- **Buy-in:** creatures-of-habit, buy-in from management & staff
- **Lack of resources/time/staff**
- **Negative attitudes** (peer-pressure, past attitudes/traditionalism), one person can't make a difference, employee buy-in, resistance to change



OTHER NOTES - 3 Examples of where Leadership is in Action in the Department- Let's tell our Success Stories

- **Technology**- communicating amongst ALL employees through Yammer, Transportation Matters Blog, IT + field staff collaborating with useful data, improvements for internal/external customers. Good support, improvements for internal/external customers.
- **Communication/Collaboration**- emailing, more 1:1 dialogue, more feedback, having Leadership Development Conference to discuss obstacles/successes, better open-communication/dialogue, "one-voice".
- **Empowerment**- un-defined/non-supervisory staff empowered to help change, speak mind, break-down silos.

FOCUS OF THE AFTERNOON BREAKOUT SESSION – Leadership

Barriers Removed

- Brenan Dolan (Archaeology) - Geospatial (outsourcing to Contractors)
- Roger Parker (IT): Leads team on server, storage; team member used scripting language and accomplished work in an efficient manner (15 min. vs. days)

What actions will you take setting direction, aligning people and motivating/inspiring your team in the next 30-60-90 days (B3)

- Promote a positive attitude & public perception (DOT, Drivers' License Stations)
- Celebrate short-term wins/victories
- Cross-train & knowledge transfer
- Leverage Director Trombino's AASHTO position (President) with companies like Google & Apple to enhance DOT
- Encourage Management Staff to attend office meetings
- Have fun & be safe

What actions will you take setting direction, aligning people and motivating/inspiring your team in the next 30-60-90 days (A3)

- Encourage & engage employees to take risks w/o negative consequences, if something isn't a success; support one another
- Recognize leadership at the office-level, district-level
- Lead-by-example
- Cascading goals= we have over-arching goals for departments/offices, but how do we reach individual employees to create his/her own goals





Appendix D – Performance Management Break-out Session Notes

FOCUS OF THE MORNING BREAKOUT SESSION (A) – Performance Management

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

- There is no formal process for establishing performance management in the office.
- There is not adequate staff to capture performance management.
- What are the measurements? Based on current performance or forecast performance? Relevance of the measurement? Significant measurement? Outcome based significance.
- Availability of data. It's difficult to come up with data for the planning process. Data needs to be formatted in a useful way, must be timely, etc.
- Not knowing our priorities. There are big goals – sometimes they are too big. The customer's priorities could be different than management's priority. DOT employees are being pulled in many directions – who's priorities do we follow.
- Single spot to store data so we all not what is being collected.
- Third party providers (consultants) how do we hold them accountable.
- We are understaffed to do the work we are required to do, on top of the additional priorities assigned by management.
- Ability or expertise per office to do the analysis.
- Additional resources (equipment, consultants) to properly collect and analysis data.
- Some tools are created by people who collect the data and not those who analysis it. There are several jobs that have multiple stakeholders – sometimes responsibilities get fuzzy.
- Change of processes – that span more than one office or bureau. Who sets the priorities? Why are we not in sync? Individual office priorities that don't align with outcome priorities.
- Agency wide changes with little consultation from employee stakeholders – or explanation of why the change came to be.
- Performance measurements should evolve (adapt) over time.
- Are the right things being measured – not just the easiest things to measure.
- Performance measurements need to be used to improve performance – not be punitive on individual's performance.
- Realistic and attainable goals – if you know you will never meet the goal, it discourages you from even trying.
- Prioritizing consultant uses. The right project, the right time, to get a consultant.
- Communication – we are a large and diverse organization. We need to make sure we are communicating with the right employee stakeholders.



FOCUS OF THE MORNING BREAKOUT SESSION (B) – Performance Management

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

- Collecting a lot of data – going into a black hole. Develop a use for why we are collecting the data before attempting to collect it. Are we collecting the right data? Look at your return on investment – is it worth collecting?
- Loss of institutional knowledge. Many people are preparing to retire from the Iowa DOT and we capture the knowledge. Be sure to analyze and interpret data.
- Missing the top box on the hand out. We need to understand the direction on the department level to understand the lower level.
- Changing priorities and management flavor of the month. Keeping up with the new priorities and how will it affect the employees. Flavor of the month – performance management
- When asked to measure performance – we need to make sure it is important to even measure in the first place.
- Collecting data – are we interpreting correctly and timely?
- Political pressure to change – it's hard to overcome. Share with the public what we are doing and why we are doing it?
- Do we have the resources to implement performance management? How do we balance supporting the current work load with additional priorities?
- Death by Function Code
- We are spending more time measuring our performance than performing.
- Automate the data collection – automate the analysis
- Quantity verses quality – developing a standard
- The data being collected is not accessible to those who need to analyze it. Sometimes we are not aware of the collecting of

data in other offices – leading to duplicated collection.

- Unintended consequences of performance management
- Geographically, one size can't fit all.
- We need a better way of knowing what other offices in the organization are doing

If you have the resources to perform the job, your quality and quantity is better. The more we do with less, the less quality and quantity.

REOCCURRING THEMES:

1. Looking for direction from the top for what our focus should be
2. Have the resources to perform the focus
3. Data

FOCUS OF THE AFTERNOON BREAKOUT SESSION (A) – Performance Management

Data and measures

- Have access to the correct data to make knowledgeable decisions on work allocation
- When developing a performance measurement, assess what data is readily available
- First step should be to know what data and what measure do we want to capture
- Be better aware of the data being captured department wide. The data being collected in Bridge could be helpful for employees in Design. We need to share amongst offices.
- Provide a template for storing and accessing data around the State. Make sharing data easier.
- Have an index/catalog/inventory of what data has been collected



Resourcing

- Be aware of the cost in collecting data. Involve technology and other resources when collecting data – no need to duplicate efforts.
- The DOT should be better at marketing what we do for the public. Show the public they are getting good returns for their tax dollars. Tell our story and why we need more staffing.
- Proactive training – you don't get manager training until you are a manager and then the training you get is all about how to stay out of trouble.
- Pool like resources – combine duplicative functions.
- Change your mindset. It's ok to share. It's important to share information.
- Use automation to collect data and free-up resources
- Have the end user in mind when creating processes and procedures. Involve the end user in the development.'
- Have properly trained employees to use a database.
- Have easier ways to access and manipulate the data.

Department level priorities

- More relatable priorities. There is a need for the priority development to trickle down to the boots on the ground.
- Continued demonstration for need.
- Demonstrate success and show the commitment behind it.
- Have management show commitment and follow-thru by producing the needed resources for success as identified by PM.
- More communication about the IPPE and the PM effort.



FOCUS OF THE AFTERNOON BREAKOUT SESSION (B) – Performance Management

Data and measures

- Looking at current data being collected department wide; are the reports being generated being used? Are the results from the reports being used to achieve goals?
- Customer driven reports
- Data investigator
- Cost/benefits for collecting data. If the cost of collecting the data is more costly than the benefit – perhaps discontinue activity.
- Have an inventory/catalog of the data.
- Connecting the user communities with the feeder communities
- Allowing immediate access to the data collected

Resourcing

- Continue use of the internship program
- Offer employment opportunities on a part-time basis – or as needed
- Allow retired employees to come back on a part-time basis or seasonal basis

- Lobbying for more resources (staff)
- Review return-to-work policies to determine if they are still relevant. (IPERS)
- Get creative with how we pay for employees. Services provided to other agencies could get reimbursed. Create fully federal aid funded positions.
- Prioritize and automate resources. Fully staff the automation with a back-end employee to make sure it is running effectively.
- Hold vendors accountable – make sure we are getting what we paid for. Properly staff this for oversight.
- Seek additional grants.
- Direct connection with management and resource requested. Give management first-hand/hands knowledge on why resources are needed. Bring the supervisor to the shop.

Department level priorities

- Adapt the vision to fit our local priority/scope of operation
- Operate with the best interest of the taxpayers
- Vertical alignment – department level outcomes well defined and in the longest terms as possible. Management cannot work in a vacuum.





Appendix E – Strategic Planning Break-out Session Notes

FOCUS OF THE MORNING BREAKOUT SESSION (A & B) – Strategic Planning

What aspects of the strategic plan need further explanation?

- Learned most from presentation, than previous material (specifically the role of the Strategic Plan). Where does it originate?
- What data was used to create the plan? Where does it come from? Balance of quality data
- What action steps can be taken after identifying the plan?
- If we are required to have a Strategic Plan, what is it? Everyone needs to know what it is.
- What is the time frame for the Strategic Plan?
- How is the Strategic Plan measured?
- Where is the “meat” to the plan, as it is currently written?
- When will there be feedback?
- What does the term “Strategic Plan” mean?
- What is performance management?
- What is the time frame?
- How does it affect me and what I’m doing?
- How fluid is the Strategic Plan?
- What are the measurements or milestones involved?
- How did we set priority of initiatives?

- Too general needs specifics.
- How will the plan help us adapt to change?
- How does it work with respect to the individual and the organization as a whole?
- How does the average employee participate or contribute?
- Connection to divisions who don’t work directly with the customer
- Feels like communication and data are a one-way street – going in but not coming back out.
- Where are we going to be in 10 years?
- What is management’s goal? (*individual written comment*)

What issues/barriers do we face in using this strategic planning approach?

- Field staffing
- Buy-in of all employees with different backgrounds all going in one direction with the plan
- Management backing
- Negative attitudes for role players/ Openness to hearing and implementing the message



- No direction /Mission creep /Passive approach doesn't include everyone
- Overcoming the rumor mill in getting the correct message out
- Knowledge transfer
- Workload/ Balancing strategic planning with daily "fires"/ Workload vs resources
- Funding Auditing
- Concern about data quality
- Speed of implementation – too slow, hard to keep momentum
- Plan (top-down) approach contradicts implementation bottom-up needs
- How to deal with resistance to change and new approach
- Making it a higher priority for everyone in the department
- Management support
- Volunteer nature of the teams
- Excluding workers who want to contribute Involve more people
- Changes happening before initiatives – how to account for? Offices are doing their own thing, ahead of the initiatives
- Past performance of Strategic Plans
- Employee buy in.
- No direction, or lack of funding.
- How to avoid becoming apathetic of the change.
 - Money. *(individual written comment)*
- Employees buying in. *(individual written comment)*

What issues/barriers do we face in communicating this strategic planning approach?

- Geography
- Same message out to everyone – be consistent
- The format of the message, various methods
- Lack of information, from the top down
- Messenger knowledge base
- Knowledge of teams, who are they, can they send suggestions?
- Geography
- In-person communication **/Real** (face to face) communication without surveys
- Methods of communication
- Determine how to relate on a personal level
- Information overload
- Initial roll out important, but no follow-up – no longer important? Follow thru
- Who does the communicating and is the message match the audience?
- Engaging the workforce
- Management.
- Employee vision of "fitting in," their "value"
- Negative attitude. *(individual written comment)*
- No direction. *(individual written comment)*



Open discussion

- Don't change for change sake, have a purpose
- Does the State of Iowa have a Strategic Plan – no
- Department has rolled out many initiatives at the same time
- How do we deal with employee morale as we continue to reduce staff and increase workload? This will impact ability to buy in to the strategic plan. (*individual written comment*)
- Management disconnect.
- Size of agency.

Key Issues Taken Forward to Afternoon Discussion

- Don't know what the strategic plan is nor its role or purpose?
- How do we keep momentum while implementing one initiative at a time?
- How do we keep workforce engaged and participating?

FOCUS OF THE AFTERNOON BREAKOUT SESSION (A & B) – Strategic Planning

Don't know what the strategic plan is nor its role or purpose?

- Understand, give direction, simple language
- Having the discussion at staff meetings

- Having all the right players at the table to understand the plan at every level
- Make individuals aware of what their role is
- Communicate the objective and plan for it
- Office directors could have staff communicate the plan
- Ground level input
- Make material more intuitive
- Putting the plan in plain English (easier to understand)
- Better definition of the vision
- Describe difference between performance and strategy
- Dashboard or more concrete results of Strategic Plan
- Current documentation is not very intuitive.
- Good presentation at this session. Not all presentations (of SP) have been done well.
- More face to face communication on the plan.
- More face to face communication from direct supervisor.
- More pro-active communication, separate from Message Monday or Thursday Mgt Team, etc. Needs emphasis.
- Identifying specific reasons for individuals in a work section to buy into a belief that vision bullets will benefit everyone involved by making their job more enjoyable. (*individual written comment*)
- (Employees need to) Understand. Needs a street level. (*individual written comment*)



How do we keep momentum while implementing one initiative at a time?

- Communicate benchmarks and progress objectives
- Progress reports of current initiative and frequent communication about that initiative
- Follow ups and progress report
- Create an urgency
- Deliverables that show a positive outcome
- Timelines
- Set goals, not timelines
- Get the word out and identify when efforts are successful
- Get the initial report done report on the progress of the initiative underway
- Perhaps there should be timelines
- Department should set priorities and provide resources
- Initiatives need resources
- Training to raise knowledge of the workforce
- Track progress with a visual
- Communicate progress and milestones
- Directly tie progress to mission
- Majority of employees need to be involved and understand the plan
- Show progress on lower priority initiatives, if work has started
- No sense of urgency
- Have the strategic plan broken down by office or division
- More face to face communication in connection to daily life
- More scheduled and defined communication top down
- Should there be a mandated office level meeting with same content?
- Employees don't feel a personal connection to the plan
- Supervisors should be required to report feedback from staff
- Separate messages – clearer communication
- Need to understand difference between performance and strategy
- Provide time and priority for team members.
- Evaluate what to drop to increase focus on the initiatives.
- Show progress on initiatives that aren't necessarily the top initiative. For example, data integration.
- Follow through. We got the cart before the horse. *(individual written comment)*
- A little less talk and a lot more action. *(individual written comment)*



Future communication

- E-mail notifications
- Weekly newsletter/paper copy available/face to face meetings

How do we keep workforce engaged and participating?

- Reminders or updates at monthly meetings
- Invite everyone to provide input into the plan
- Show value with participation
- Allow feedback and let it be heard
- Give positive reinforcement (that we are making things happen)
- Communicate the potential to where we might need to be going
- Encourage ownership for every individual
- Understanding department goals
- Good explanation from a positive leader
- Recognition for progress.
- More accountability.
- Show respect to staff and their input (*individual written comment*)
- Positive attitude about it when talking about it. (*individual written comment*)

Other Means of Addressing Issues

- Communication needs to be a component of each item, as opposed to its own item
- Too complex
- Cleaner expectations
- Repeat core value assessment
- Show examples of innovation
- Show quantifiable results
- Employee and office recognition at every level
- Recognize the workforce is diverse – method of communication matches the audience
- Explain employee's role
- Incentive to participate

Potential Solutions Identified for Afternoon Panel Discussion

- Communicate, in a manner tailored to audience, about the plan in simple language
- Do a better job of describing the difference between performance and strategy/change
- Need good explanations from positive leaders
- Need to hear more about the results and accomplishments of the strategic planning effort
- Prioritize resources needed to implement initiatives



Appendix F – Written Comments

This section of the appendix contains written comments collected from the conference evaluation. Comments are presented as written with only minor editing, such as spelling and grammar. The number in parentheses after the comment is a tracking number set to the order in which survey responses came in. The number can be used to track comments by individual respondent across sections of this report.

BYEE COMMENTS

OPENING SESSION
Unsure of the level of buy-in due to lack of follow through and change. (356)
The opening set the tone for the rest of the day. (355)
Did not like hearing that we will all be losing our jobs to technology in the future. (336)
The Director was too focused at technology and the potential impacts it may have down the road. It is great to have a vision for 10-15 years down the road but what about what is happening 6 months to one year? I heard nothing about what we are doing in the short term to react to budget concerns and other items affecting the department right now. (335)
Good to hear from the director. (332)
I have always enjoyed hearing Paul speak, Not in my 22 years has the DOT had such a purposeful leader...He has made Division stronger in our mission and confident in our purpose. (331)
These opening remarks and just being together the whole day to hear the message together is the most important aspect of the conference. (329)
It would have been helpful to give more direction of where the DOT is going. (321)
I thought we were going to get a direction in the breakout sessions that's why we chose what we wanted to learn on not an oops we messed up and now how do I fix it situation. (319)
Seems that we have had this same conference last year with little to show. (313)
None. (305)
We brought together 450 employees from all over the state, and had a tremendous opportunity to spark movement and generate enthusiasm. I was surprised that the director admitted to putting together the presentation the night before. (292)
Seemed a bit rushed. (282)
Good to hear the big picture view as Paul presents it. (277)
It's always good to hear Paul speak. (276)



<p>It surprised me somewhat that Paul didn't take the opportunity to say anything about John Adam's retirement. There was no attempt to publicly thank him for his service or congratulate him on his retirement. Not like there wasn't time to do that. Honestly, one week later I can't remember a single thing Paul said in that morning session. There wasn't much substance to it. (268)</p>
<p>I loved the "Do you enjoy or endure what you do?" and asked that question at our team meeting the next morning. One employee sent me a note indicating she enjoyed work and helping customers but endured some of the co-workers. The ripple effect statement of when leaders reproduce other leaders they will touch the lives of people they will never meet" was a great reminder of the importance and lasting impact of developing leaders. (262)</p>
<p>I understand he was looking at the DOT as a visionary; however, this it too far removed from reality at this time. (255)</p>
<p>The Directors comments always so naturally include the employees and their tasks. He does a great job of acknowledging how the employees' efforts help the Dept. succeed. (243)</p>
<p>I really enjoyed Paul's speech. (240)</p>
<p>I was thinking this conference would be more about where the DOT is going as a whole not about driverless cars and other inventions. (237)</p>
<p>I did not attend. (217)</p>
<p>I noticed that Paul has a different definition of "business casual" than most people ;) (210)</p>
<p>The opening remarks are an important part of any conference, but they definitely did nothing to inspire me or get me excited about the rest of the day. (209)</p>
<p>The rating for understanding the conference was low. The views on leadership are important but I didn't leave with a sense of how the conference was going to help me become a better leader or how the conference fit into the bigger scheme of things. (207)</p>
<p>Paul is a very great speaker, and he has a way of making an auditorium full of people feel like they are part of an intimate discussion. He covered what he expected us to get from the session very well. (206)</p>
<p>Paul's presentation was very informative on the direction the DOT is going. I attended the leadership breakout sessions and although they were lead well, the topics in my opinion didn't really add anything more than I had already learned from the book and the leadership for change course. John Selmer's first 15 - 20 minutes of lecture had a lot of great material in it, I just didn't think he ever got to the point he was trying to drive home. The open and close were enjoyable, but I don't feel that concrete answers were given from the last panel, everything seemed to be a high level lofty PC answer, nothing that as a staff member I would feel comfortable acting on until some policies are put in place to protect staff from taking risks. (204)</p>
<p>It was interesting to hear the speculation over how dramatically the overall transportation system may change in the near-term future. (200)</p>
<p>It is helpful to hear about the direction and challenges in a face to face environment. (192)</p>
<p>Total lack of any substance that would be of value. (191)</p>
<p>Trombino's comments didn't go with what the breakout sessions were trying to accomplish. (184)</p>
<p>I always think it is very odd to do the pledge of allegiance and national anthem at this event..... (183)</p>
<p>Enjoyed the session and a look at the DOT's possible future. (180)</p>
<p>This was my first conference. Very nicely done! (170)</p>
<p>Would have helped if when he was done early we could have moved up the start of the other sessions instead of having half an hour to wait for them to start. Or it could have started a little later in the morning. (166)</p>



Thought Paul was a good speaker. I had never heard him before in this type of setting. He was easy to listen to. (158)
Personally, I enjoyed Paul's opening remarks and feel it will impact the agency and work I do at the Department. In stepping back a bit from his discussion and thinking about it more in a broad sense, the presentation felt thrown together at the last minute and at times left me wondering what the status of my and my peers' jobs/careers at the DOT will be given his comments. In a sense, it's as if we're working ourselves out of jobs. It may be awhile before that happens but there is an underlying tone. (150)
The opening remarks were confusing and felt like it went in many directions and not a specific direction. (143)
It helped focus the discussions for the day's event. (132)
I agree it was valuable to me because I felt the message was loud and clear that the employees feel we have no clear direction on where our plans are heading as a division. (130)
It is always great to hear what Paul has on his mind. At my level I get a lot of "Paul said" but hearing it directly is appreciated. (128)
Great upbeat and very welcoming remarks from the director. Helped ease the wonderment of what we are doing at the conference and all the why's. (125)
The opening remarks seem to be a big plug for autonomous cars and drones so I was having a hard time relating this to leadership and people. It might be nice if the opening remarks related more to the upcoming class discussions and got us pumped for the breakout sessions. (122)
I really enjoy hearing Trombino speak! (120)
Good motivational introduction discussing the Department's, and each on our, need and purpose. (110)
The agenda and preconference information really did a good job explaining why were there. The early session didn't add too much for attendees that had prepared. (105)
Did not get much out of this. Paul kept it brief but maybe too brief. Seemed like a waste of time to make everyone walk over to Stephens for that short of session. (99)
It is great to hear what Paul is learning on his travels to these high level transportation conferences. (86)
Director uses the word 'right' too many times. It's distracting. (76)
Always a very engaging speaker. (74)
The remarks focused almost entirely on interactions with the public (driverless cars, drivers license automation, ITS, enforcement, etc.). But the DOT will always have a majority of our workload devoted to infrastructure such as designing, building and maintaining roads and bridges. Yes it's true that these efforts need to embrace the rapid advancements in technology and information and meet the needs of our customers. But the opening remarks ignored that vital role of the DOT entirely. (73)
This was my first session and I found it to be very useful. I haven't had much exposure to the organization as a whole and the conference helped with that. (61)
It was good to know where the future is taking the Department. (57)
I thought the Director's vision of the future was well framed and informative. The nexus between the director's presentation and remainder of sessions was largely absent (i.e., how does internal communications, culture, etc. help us in meeting future demands of autonomous transportation system in the future). (56)
It felt a little too short as an opening session to lay out the plans for the day. (52)



<p>It's interesting to speculate where transportation is headed in the future. There are numerous economic impacts that moving to autonomous vehicles would create. Many people working in the transportation industry such as truck drivers, delivery drivers and taxi drivers that would be out of work and may not be trained/licensed to do other work. (47)</p>
<p>It is refreshing to have the Director speak so candid about the future of the Department and the involvement he wants all Staff to have during the journey. (45)</p>
<p>I think Paul's enthusiasm is refreshing and inspiring. (41)</p>
<p>I felt the opening remarks were helpful in that they gave clear direction to everyone as to how the conference was going to be conducted and what everyone's role was to be. (36)</p>
<p>Great review! (33)</p>
<p>Although it was good to understand the future of transportation and what that may look like. Not much was discussed on the future of the organization (DOT), and his vision for how we can address it. (30)</p>
<p>When Paul Trombino takes the time to speak to a group of DOT employees, I feel that it shows that he is interested in the organization and the employees. I appreciate his interest in employees. Also the MVE flag presentation is very moving along with the performance by Dave and Phil. (29)</p>
<p>The Director's approach at describing a 'leader' as 'joy'. This was refreshing. I also thought it was valuable that he expressed "enduring" as a leader. I hope some 'leaders' were awakened with the thought/idea that it's not satiable to 'endure' as a leader, but instead be filled with optimism, joy, etc. The only concern to the presentation slides was the choice of background color and font. Besides not having the ability to make the slides large enough to read, the color and font were not good choices and made it even harder to read. (23)</p>
<p>The review of processes and looking for input, was not only interesting but a huge step in the communication barrier that exists at the DOT. We are one team, and looking for solutions as one team! (19)</p>
<p>The session was too long. They should have shorter breaks so it can end by 4:00. Some people have to travel a long way. (6)</p>
<p>I like Paul's forward thinking. (4)</p>
<p>I appreciated the comment about whether I want to endure my job or enjoy it...I want to enjoy it. (1)</p>



FUTURE OF THE ORGANIZATION

Risk should not scare us away from doing things, but it also shouldn't be ignored; it should be addressed, weighed against rewards, mitigated where possible, and only then should it be accepted as reasonable. We've been working towards a safety culture, and that should include information safety. We are an information-based society, so information is power, and like all power it may be used for good or ill. Look especially at the Sony and Ashely-Madison data breaches; certain information in the wrong hands can be as detrimental to a person's life as a physical injury. (358)

Seemed constrained, like there are changes coming and opportunities but the idea that we all have a freehand in stretching ourselves to go outside the box, I don't think staff are convinced, there is an agenda and moving outside of it, whatever it is makes staff (rank in file) uneasy. (356)

Whereas the department has and needs a strategic plan, the rank and file are relatively unfamiliar with it. (355)

The session dealt significantly with the potential in the future. Director Trombino himself acknowledged that he does not know what all will become reality. While the information is interesting, there was not a tie to how do we develop to get there. What are the things we need to focus on today in order to be able to meet the changes and challenges in the future? (347)

If you're going to change how we do business you have to have buy-in from each department. However, upper management does not listen to what we need - especially in the Districts!! (340)

Too much focus on futuristic items that may or may not come to be. What is management doing to address the needs of the department today? (335)

I think we all get that the future will be different, but the connection to how we get there is fuzzy at best. (332)

Meeting like these help us all be on the same page and think about how we fit in to making ourselves individually relevant to the future of the Iowa DOT. (329)

We are getting so short staffed that we can't do our work with our people being on construction and with all of the comp time that we give our people there is nothing left to work with. We need to either higher the work done or get some of our people back to do the work ourselves. (305)

As a facilitator, I was not able to participate in this session. (299)

I was unable to attend the opening session. (293)

This session was helpful in my role as a formal leader in that I can point my team to it as re-enforcement that big changes are coming. (292)

Endure or Enjoy! I get it but one does have both. (285)

I like the way Paul gets us to think about transportation and our role in a different way. (277)

Change is coming, but we still (don't) know what the exact response will need to be by staff. (276)

None. (268)

Liked the approach of risk advantageous and being a change enabler. DOT leadership were given a great vision that was clearly communicated. (262)

I realize the Department will be different in the future, but besides looking differently on how we do things today, I did not get a sense of how we transition to the future. Is there anything specific to our current work/job duties that we can start with? The Director mentioned a couple times that he's not sure what the future holds. If that's the case, how can we determine the Department's direction? (261)

Always enjoy listening to the vision Director Trombino presents. It challenges me to think about how that vision relates to specific tasks in our Office and the changes needed to support the Dept. vision. (243)



<p>The one piece that has been missing from any discussion regarding the future of the Department is any discussion on the true impact to the Department and the organization of the Department. Most of this talk was about the new technology and the high level impact to agency but not any information about how that may affect Divisions or possible reorganization of the agency to be able to move forward with the future technology. (241)</p>
<p>I understand that there are HUGE changes ahead of us as a department and I understand that we need to have tools and resources in place to be able to embrace these changes, the biggest problem that I see facing the department right now is that we do not have enough resources to keep the system safe, it seems that we are investing so much in the future that we do not have enough to take care of the highway infrastructure that is deteriorating now. I embrace change and am excited to see how things are going to change in the upcoming years, I feel that as a department that we have to be careful not to get too caught up in the future, if we do then we are overlooking the issues that we have facing us right now. As a Highway Maintenance Supervisor I see first-hand how our lack of resources is jeopardizing the integrity of our highway systems and safety. This is particularly frightening to me because if the department is found to be liable in a lawsuit, I am the one that is responsible for keeping the roads safe for the traveling public. We currently do not have enough staff to complete our normal maintenance that keeps the roads safe. If a carpenter builds a house and you give him a hammer but only 1/3 of the nails required to hold it together, when the house falls down, who gets the blame? (234)</p>
<p>I really appreciate Paul's effort to involve all employees in wide-perspective ideas. It can make any job seem like a part of something bigger and, more importantly in my view, it communicates respect. (218)</p>
<p>That 20 years from now the department will be different and the challenges will be different is obvious. I do not understand how the department will be different. Transportation is going to be more different than I previously thought. Nothing was said about what direction we are supposed to lead in the 6 months or 2, 5 or 10 years or if we will be providing the service or others and we need to position ourselves to move one way or the other. I'm okay with others just let me position and prepare everyone to transition that way. (213)</p>
<p>This was much better than the opening remarks. (209)</p>
<p>It was a good insight into how Paul and management team view the future of transportation. While I think that is important for them, and nice to know for me, what I really need is the direction and support to get from where I am to where I'm supposed to go. What's in between now and the future? (207)</p>
<p>Paul painted a great image for what he saw the future DOT would look like, I appreciated the fact that he said the unknowns were out there and he was doing his best to make an educated prediction. I would be very much interested in looking for ways that the DOT could increase the speed with which we could react to our changing environment. (206)</p>
<p>He touched more on the future of transportation and the implications our department will have to continually evolve to meet those needs. However, no specifics on our department, and related changes. (203)</p>
<p>I appreciated the Vision, though I struggle to draw a connection between the vision and our strategy. For instance, if we believe autonomous vehicles will come by 2020, where's the visionary SMART goal at the top....with supporting Division / Office goals throughout the organization to support that vision? (195)</p>
<p>I would appreciate having a dialogue on how what opportunities may exist for me as the department evolves. We once had published advancement plans to assist employees in moving forward within the agency. Is there away self-motivation can apply to advancement as we move forward? If so, what skill sets do we need/want or are we lacking? (192)</p>
<p>Everyone understands change - The DOT has been going through changes and evolving its entire life, you present it as something new??? (191)</p>
<p>Usually I am very energized/engaged with Director Trombino sessions but his one felt a little disjointed and the message was not as clear as sometimes. (183)</p>
<p>I thought it was good information and made you think about what some other countries are doing and if they could work here or not. (166)</p>
<p>The information presented was interesting, but it didn't address immediate issues or shorter term goals. (166)</p>



I was a facilitator and did not get the opportunity to view this presentation. (149)
Had a hard time following this, screen was too small. Should have had everything at Benton and not the other hall. (147)
Based upon the director’s morning session, I got the sense that he believes the future “event horizon” maybe upon us sooner rather than later and as a Department we should be preparing for it. He commented that Google and Apple will have autonomous vehicles soon, and that the technology is moving faster than the regulatory side. That being said I think the DOT should be looking at ways to leverage our resources and infrastructure to take advantage of potential new revenue sources. (139)
Thought Paul was very enthusiastic and feel he has the DOT going in the right direction. DOT before him was living in the past and some still are. Very entertaining. (136)
To be able to express our frustrations and feel we need some clarification. (130)
I think the entire department should have the opportunity to hear this. (126)
Did not know what Paul was going to present to unfold the purpose of the conference. Blew my mind that as a state agency he is willing to take IA DOT and get ahead of the new demographics and technological changes impacting the field transportation. I’m very impressed on the long-term strategy planning that will prepare us to be leaders within the US and internationally. (125)
The session was not so valuable to me in what I do day to day. However, it was very valuable to me in understanding why the DOT as a whole needs to continuously planning its future direction so we can remain relevant. (124)
Traveling in, I missed over half of the session. My rating would not be useful. (123)
I did like the future of the department discussion. It would like to see it tie in more closely with the activities for the day. (122)
If the “...understand how the department of the future...” question had the word “may” instead of “will”, or “that” instead of “how”, I would have selected “Agree (5)”. (110)
Director Trombino’s presentations about the future are always insightful and interesting, but often lack specifics regarding detail and direction. While it is understandable that much detail about the future is unknown, there seems to be a gap between the distant future (20 to 40 years) which is often talked about and the present. It would be nice to hear about the direction of the Department in the short term (5 years or so) and what the Department will do in the near future (5 years or so) prepare for the distant future (20 to 40 years). (109)
Obviously more details regarding budget and staffing would have shared directly what challenges are facing us. When the time is right, I am sure we’ll get those details. (105)
Enjoyable talk. Good to see a different perspective. Didn’t really talk about how it will impact the Highway Division. Focused on data. (99)
I thought this was an extremely fascinating and thought-provoking presentation. (89)
It would be good to include some of how we get there, what are the current goals/expectations and guiding principles of upper management to get us to the DOT of the future. (87)
In the future bring participants in closer together and use a screen better sized and situated so everyone can easily read it. Do a test run the day before if there is any question. (86)
I point back to my comments on the opening remarks. (73)
That 20 years from now the department will be different and the challenges different is obvious. Nothing was said about what direction we are supposed to lead in the 6 months or 2, 5 or 10..years. (60)
Nice to have such a forward-thinking Director. (59)



<p>There is faint connectivity between the visions set forth and the nuts and bolts of how we need to structure the organization. Inherently, there are more questions than answers today as how the department will be different other than a somewhat relational vision. (56)</p>
<p>It was an interesting discussion of what transportation may be in the future. However, I struggled to see how we move from the present to that future state. We still have to provide services now, as we consider what changes may happen in the future. (52)</p>
<p>I understand that the department of the future will be different and we must be open to change. We have no way of knowing what opportunities there will be or how the department will be different. The examples given are based on speculation. The future isn't written yet. (47)</p>
<p>Being a Government Entity run with tax payer dollars, there is the reality that although we have great ideas and vision, resources will be limited. (45)</p>
<p>I think as a general overview of the challenges and opportunities, the session was informative. Paul does a great job explaining what is to come, I hope to see more information and details about the different aspects of the future of transportation and our department's role in it. (41)</p>
<p>I really enjoyed the presentation, but struggled at times to even understand the ideas being presented. (38)</p>
<p>Same comment I mentioned previously. (30)</p>
<p>I enjoyed the look at the future. I believe that with Paul's leadership Iowa will be on the frontline of future transportation innovation. (29)</p>
<p>I'm neutral because I think sessions like this are needed to some degree. Certainly driverless cars will revolutionize people's personal lives, the way business is done and what the DOT does (no licenses, no signs, no lighting, reduced highway enforcement, etc., etc.). That said, there are many things that the DOT (or someone else) will still need to do that won't necessarily change (or at least not that quickly). Barring widespread use of flying autonomous vehicles or Star Trek's transporter we still need roads and bridges and the real estate they reside on. I would like to know if the department is going to maintain a role in these areas (planning, design, construction, inspection, and maintenance) or if the intent is that we simply become an administrative body. I think we need to stay on top of the ITS stuff, but I think we will be responding/adapting to the changes in this area, not leading them. I also have doubts that the mapping will be ours -- it seems like it would be pretty easy for private companies to provide better maps than we do and they may be able to do it without a lot of the inputs coming from us. As long as it can be monetized and offer an ROI then there is no reason why private companies won't move into this area regardless of what a state agency might do. (26)</p>
<p>Looking forward to viewing this online, as I was not present for the session. (23)</p>
<p>I feel the department is taking on a big challenge that may need to be slowed down in order to allow all employees to understand what exactly the vision is. (20)</p>
<p>Very interesting information on the projection of the future for the DOT. (19)</p>
<p>I enjoy the big picture. Sometimes I think people need it to be brought back to the Iowa DOT level, and how it will affect Iowa DOT specifically, and why it's important for us to know what's happening worldwide. (12)</p>
<p>I look forward to see and share the opening remarks when they become available on video. (9)</p>
<p>While it is evident the Department may be different in the future there was nothing presented about how it will be. (5)</p>
<p>Sounds like the Dept will continue to get smaller and less directly involved in transportation issues due to technological advances, outsourcing, privatization, attrition, etc. "It's not your father's DOT." (4)</p>
<p>It is amazing to me what the future holds and how fast even technology is changing. (1)</p>



LEADING AN ADAPTABLE ORGANIZATION
John presented very interesting and useful data. (355)w
I struggled with the presentation. The information was not presented in a manner which was cohesive and explained how each concept fits together or how we are to implement. I felt like I was back in school with a lecture that seemed to drone on. (347)
Selmer does a good job. Some think he needs more voice inflection and excitement, but I disagree. A person needs to speak naturally and he does. He has good material, makes good points and draws from personal experiences. (346)
Presenter was to monotone in delivery causing audience not to clearly hear the message. (341)
Give us the flexibility/support to enhance our leadership skills - with our work and employees. (340)
I have no idea what he was trying to get across to the group. Again, his thoughts were on futuristic ideas and not about how we can change the organization today and in the near future. I would also challenge him that many of the points he made, management does not follow. Management does not truly follow the face to face program that they promote. (335)
It was difficult to hear from the back, and hard to follow. (326)
The information was all over the place and geared more towards supervisors not leaders. (321)
Presenter appeared to spew out random thoughts, which didn't come together. Presenter didn't appear to connect with audience. (303)
John needs to deliver a message and speech. It was almost like he was walking around on stage and thinking of questions to ask the audience to stimulate thought. (302)
As a facilitator, I was not able to participate in this session. (299)
The information presented was excellent, to the point, easy to follow, and understand. I don't want to be critical of the presenter, but the delivery was dry and it was difficult to keep my attention. (293)
None. (268)
Didn't attend. (265)
John had excellent points and great visuals to relate to the topic. However, less pacing and more enthusiasm in part of his delivery, with less monotone voice, would have held my focus better. (262)
If the presentation is supposed to motivate people and/or yourself, maybe a more dynamic speaker should have given this presentation. It was very dry and I noticed some people were dozing off. (261)
The illustrations on the cost of data today vs. past; wave of change, were very enlightening. (243)
I would have appreciated more emphasis on specific examples of how the concepts have been used successfully (or not) by other entities. (218)
Material was excellent, however Director Selmer could have been more enthusiastic in his delivery. It was very monotone. (217)
I know and agree with the premise of the questions above but Selmer never touched on these subjects. (213)
Much of John's presentation was VERY interesting. But, John has a lulling voice and rhythm to his speech that is like a sleeping pill, I decided to stand at the back, rather than remain seated, in order to keep my attention focused on what he was saying. (210)
Very dry. Also I am not a fan of his pacing back and forward across the stage. Stand still and liven up. (208)



I am glad the department has someone like John looking at things like this. Hopefully it will result in tools and techniques ALL employees can use to adapt. (207)
John Selmer had a lot of great information in his slide deck, and the first fifteen to twenty minutes of the presentation were very valuable, I just kept waiting for the point he was trying to drive home. It actually wasn't until I read the survey questions on this page that I had a clear understanding of what he was trying to get across in his talk. I agree that everyone should be empowered to take a leadership role, but not everyone is capable of being a good leader, there are some folks that are always going to be the lead. I would also go so far to argue that risk is always a negative part of a Yin and Yang relationship with reward, the bigger the risk the bigger the reward. I don't think the DOT should be risk adverse, but as an organization we need to identify the risks we will face and then make the decision to accept those risks, because the reward is worth taking them. As for everyone being a leader, everyone does have the potential to be a leader, but potential does not equal drive or willingness to step-up and take the risks that come with the responsibilities of taking a leadership role. I don't know how the management team can help promote folks being willing to take the risks that make good leaders unless some sort of positive recognition process could be put in place to show that risk taking is rewarded, even when it sometimes fails. Employees need to have a clear definition of what would be an acceptable level of risk to take without having the result adversely affect their reviews or treatment by supervisors. That level of trust isn't something that can just be told to somebody that it exists, a consistency supportive response needs to be demonstrated to build the trusts level. (206)
Mr. Selmer gave a great presentation. I wish we was our leader in District 5. I believe Mr. Selmer means what he says - we need more people like him in our organization. (203)
While engaging, I was missing the "so what" / "what's in it for me" piece of this presentation. More focus on specific, actionable takeaways would have helped me get more from this session. (195)
Please pay close attention to what your presenters brought you from their sessions. (191)
I liked the session. I just wish I felt more like if I took a risk with my supervisor it wouldn't have a negative outcome for how my supervisor handles things with me and my coworkers. It is hard to show leadership when the efforts to do it are squashed at every turn. (166)
Need new speaker on this subject - felt like lots of last year's information. (162)
It could have been much better if there was humor or something to keep us interested. Also, he used charts that were too old for this day. One had a chart that only went through 2010. A lot of things have changed dramatically since then. (158)
I was a facilitator and did not get the opportunity to view this presentation. (149)
Presenter could be more excited about delivering his presentation. (148)
To be honest, this was a tough program to follow along with. Five year plans, step by step. Employees always want to know what the DOT will look like next year and the next five years. Staffing levels is always a concern. (147)
An underlying theme addressed by both Paul and John was we should not be afraid to take on risk as leaders. (139)
It would have been valuable if the attendees were a better mix of admin, supervisory and next-to supervisory positions. It would greatly bring an understanding and bring the impact of John's presentation home. I fear that if SERIP is revived, 60% of the participants are out of the door (just like that) and has not acted or imparted on the core goal presented and asked of the leadership from this conference. (125)
I thought John raised a number of good open ended questions for us to consider. These questions didn't necessarily have a right or wrong answer, but left it to us to determine how we choose to answer them. Very thought provoking. (124)
Kind of hard to follow and not very engaging. (120)
John's session was very informative and motivating. I took many lessons and points from the presentation that I look forward to applying to my career. I hope my supervisor (whom I was sitting next to) was really listening to what John had to say and will implement the changes John was advocating. (109)
This session did nothing for me. (102)



Did not get much out of this presentation. If you are going to talk about new innovations, use up to date slides. (99)
I honestly couldn't tell you what John Selmer said during that hour. I'm not trying to be disrespectful or rude but at that point during the day I was pretty much done. And then John was throwing numbers and statistics at the group and at that point my hearing shut off. I was looking around the room and saw several people on their phones or sleeping. So unfortunately I don't think I'm alone on this one. (88)
These things were already known and understood. I agree with most of what John was saying, just didn't need to hear it again. (87)
Seemed to be a generic presentation not tied to DOT work enough. (68)
I know and agree with the questions above Selmer never touched on that. (60)
I am sorry, I really found no value in this session nor did I understand how it related to the Iowa DOT and me. (59)
Time for discussion at end of presentation would be meaningful. (56)
I am somewhat unclear on how we adapt as an organization. Do we continue to work to make improvements to existing processes, anticipating that we can adapt them to meet new demands, or do we develop new processes to meet new demands? How do we determine when to make that choice? How do we understand the true organizational impact of any change that is made? (52)
I understand that anyone can be a leader, but it takes motivation, commitment and purpose to make it happen and the WHOLE team must be in agreement to make change happen. (47)
You can only lead as much as your supervisor allows. If they don't buy into the program. (44)
I sincerely think the chameleon analogy was an excellent choice to show how we need to be able to adjust and change with our environment. John did a great job explaining our role and our potential. Nothing in life stays stagnant, thankfully. I'm glad the management of this department is embracing that-hopefully everyone gets on board. Like Paul's overview, I hope to see more details about leadership - throughout the year, not just at the annual conference. (41)
Lots of great ideas presented. Provided lots of things to think about - will need a lot of time to digest these ideas. Very stimulating presentation. (38)
Excellent review. (33)
I understood his direction of the session but also felt like it didn't flow very well. (31)
I enjoyed John's presentation. His focus on past change (waves) was interesting and his points of being a leader provoked thoughts of needed improvement in myself. (29)
I think adapting to change is much more important for the DOT. We aren't necessarily going to be leading change in the ITS world. And, once again, we still need roads, bridges, and the real estate it resides on. What changes are we looking at in these areas -- we actually may have more influence here than in the ITS stuff. (26)
You can only lead so much if your supervisor buys into the program. (24)
Looking forward to viewing this online, as I was not present for this session. (23)
The message was great, however I wonder if it would have been more effective if it was more than one speaker. More of a panel discussion or involve other division directors?? (21)
Understanding anyone in the DOT can be a leader is profound. It is something I took back to my team immediately. As a non-management leader the biggest challenge will be my manager. (20)
This was very slow moving, he talked too softly to be heard, and paced back and forth on the stage which was extremely distracting. I did not see this session as motivational. (15)



Was not impressed with this session. Very stale, I feel that “some” of the information was valuable, but, was not conveyed well. I looked around the room and there were several sleeping or on their phones. (14)
This was very interesting. I like John’s approach and viewpoints. Sometimes though, I think the DOT is slow in general to adopt these views. (12)
Really enjoyed John Selmer’s session. Mr. Selmer is a true leader here at IDOT. Thanks! (7)
The session did not help me in the following areas because I already know this to be true and my work is done with this in mind. *I can be a driver of change. *It matters how I respond to risk and uncertainty *I didn’t catch much about what motivates me as a leader- what motivates me is the belief that my ideas for change/ improvement will be considered and that resources needed for those changes will be provided. (5)
In the old MVD, before Mark, taking a risk could cost you your job. So people did not do it. (4)



CLOSING SESSION
No doubt the Director has a clear vision of the Departments future. (355)
From the responses from the Division Directors - they did not hear what the attendees were saying - need to listen. Maintenance does not need computers - each shop has about 2-3 computers collecting dust. They need a good leader that gets information to the crews. Most shops this is being done and in a very beneficial/satisfactory way. The old school thought is don't give out information and I think that may still exist in some circles/garages. (340)
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Glad the day was done. (335)
I'm all for progress and being a leader in our field, but trying to change too many things at the same time tends to create chaos. It's like the little kid that goes into the candy store and buys all the candy he can. Then he goes home to eat it but instead of just eating one or two pieces of candy he eats it all. That night he gets the worst belly ache of his life. If he had just ate one or two pieces he would have been fine and ready to eat more the next day. We have to be careful that too much change doesn't give us a belly ache causing us to fall behind on an already heavy work load. We need to be in good shape for the next day! (327)
It was good to hear from the Department Leaders, I appreciated this session. (323)
I didn't feel like the questions that were asked were taking seriously. (321)
None. (305)
I enjoyed the panel report out for each of the sessions and the question and answer is informative too. (293)
I am not sure I understood a strong message of "this is where we go from here". As I think of Kotter's change model, I'm not sure we're following it. 1. Establish a strong sense of urgency. (We've been doing L4C since 2013.....are we really moving yet?) 2. Build a guiding coalition. (I understand what we're trying to do here with all the attendees of L4C) 3. Develop the change vision. (this seems to be completely missing for me) 4. Communicate for understanding. (Also seems to be missing - I don't hear "this is where we are going - get on board!) 5. Empower others to act. (We are asking people to act, but some of the prior steps are missing, so some people don't know where to go, or how to act.) 6, 7, 8 - Also tough to do with some preceding steps missing. Overall, I enjoyed the day, but left feeling that we could have delivered a much more powerful and compelling message. I still feel like there are some senior level leaders who are not necessarily on board, and at times are even inhibiting change. (292)
Great conference! (262)
Overall, I like the concepts discussed at the Leadership Conference, Leadership 4 Change, Face-To-Face Communication, etc., however, there are still things happening/ decisions made at the Department that contradict those concepts. In one situation, a decision was made and those directly affected by the decision had no prior input. If there was some input given, the decision may have been a little different and there may have been more understanding/'buy-in' by those directly affected. Where was the 'Face To Face' communication in that situation? (261)
The summaries provided by the leaders of the breakout sessions seemed just a little rushed (due to the time constraint, not the presenters) and did not capture all of the great discussion we had in our groups throughout the day. However, I do think it's important to report back about the discussions that were had by the various groups so perhaps providing some structure for the group leaders in the form of predetermined questions they can answer on behalf of the group would help. (242)
Looking forward to the follow-through. (235)
Not sure if any of our comments will be used and I'm curious if anything will be followed through. (233)
Like my comment on the opening session, I didn't walk away knowing how the information will be used. While I heard things in my breakout session, it would have been nice to hear how what was shared by all of us will be used. What role did this conference and the gathering of information play in the grand scheme of things? (207)



<p>The questions that were addressed were good questions, but the answers were fluffy feel good answers, and I realize that politics and political correctness are needed when addressing a large assemble of folk with questions coming in rapid fire succession, but I would like to hear solutions to the questions not just a quick fluffy answer. Two questions that were asked and answered I feel need to be addressed more fully. 1. The first question that I think needs to be addressed more fully is the one about the DL worker who was marked negatively in their performance review about being too friendly. Just saying that this shouldn't have happened, isn't enough. The culture needs to be adjusted to a more customer focused direction to match our vision statement of 'Customer Driven'. The supervisor who wrote this person up, probable should have some additional training on customer server, and general management skills. 2. The other question was related to calling a supervisor on not following the direction of the DOT. From talking to folks around the DOT over the five years I have been here, I have been told more than once not to disagree with management at any level or question why they are going a direction, because vindictiveness is a problem. A good manager should be open to questions and suggestions from their reports, but some will find ways to get even with the staff member at a later time, and there is no changing that. I would be interested in knowing what structures or processes could be put in place to help protect employees who are willing to step up and take a risk by calling a supervisor on something from retribution. I understand there is a line between insubordination and questioning for the better of the organization, but do the supervisors all have the training and maturity to differentiate between the two? (206)</p>
<p>The management team REALLY needs to provide follow through on the issues raised during this forum. The non-managers can make or break your leadership and strategic planning goals. (203)</p>
<p>First of all the members of the management team were not introduced, so there were 3 that I did not know who they were and/ what they do in DOT. I work out in the field and have not come across these individuals before. I thought they all did a very good job of side stepping the actual questions!!! They gave very generic answers and did not really address the real question. For example, I know the questions about Mr. Lowe's socks was meant to be funny, but he answered with something about new shoes and tall socks. I would rather he said it was none of our business or it is a personal preference, but he did not actually answer the question. I felt like we were listening to a group of politicians, no one gave any specific answers to the questions asked. (201)</p>
<p>It is an absolute must that specific, actionable goals come out of each of the breakout sessions. Staff need to see that their feedback was received...and action will be taken. This will need to be reinforced throughout the coming year. (195)</p>
<p>I feel the question and answer session is valuable to squelch the rumor mill and to determine what is happening within the department. That session often introduces information that I had not heard before. (192)</p>
<p>I would like to think that with management sitting there that they really heard what was said and would take it to heart and understand that it may be them that needs to lead and not manage their people. (166)</p>
<p>Could the directors answer all the questions submitted? Many of them looked interesting. (161)</p>
<p>It was interesting to see the management team working together and answering questions. It also revealed some of their personalities and characteristics. I enjoyed it. (158)</p>
<p>Like to hear Paul talk, like to hear about new technology. I would prefer we start earlier next year, try something new for classes. I did miss the remote voting this year. (147)</p>
<p>Thought provoking. (132)</p>
<p>A good day overall I hope we can work together and the right people make it to the table to discuss where we are heading (Maintenance, Construction, Driver license, MVE and all other identity's I may have left out. (130)</p>
<p>Great wrap up. (125)</p>
<p>Typical closing remarks. Not a negative or a plus. The overall closing session was very good. Recap by the breakout session moderators was great. So was the Q&A by the Mgmt Team. (99)</p>
<p>I did not think it was well articulated what will happen with the input from the breakout sessions - I did not hear much other than the "management team will look at" - but when I think about the problems and potential solutions that were discussed in the breakout sessions, they were little different than they would have been many years ago. I came away wondering if there would be any actions... and I didn't hear that answer clearly. (92)</p>
<p>Would of liked all the questions submitted by staff answered. (57)</p>
<p>Larger screen for comments/questions or place the panelists so that they could read the comments/questions. Was a little awkward. (50)</p>



<p>The session was valuable but there just wasn't enough time in one day to cover all the issues that need to be addressed. I felt as if the closing session was rushed. Attendees may have been anxious to get home, but I feel as though many of the issues brought up in the break-out session were not addressed and therefore I feel as though there was not closure to the day - sort of like a "cliff hanger". Stay tuned for the next episode of "Leadership for Change!" (47)</p>
<p>It was good to hear the summary of each breakout session, but I think it will more beneficial to read through the notes of each session. It was a long day, and it was difficult to absorb all of that information at the end of the day. The Q&A session was done very well. I was impressed with each member of management team taking on the questions they answered. (41)</p>
<p>I think his remarks made people feel valued and that their investment in the conference was worthwhile. (38)</p>
<p>Awesome. Very refreshing :-) (33)</p>
<p>Some direct questions were answered. However, when questions were answered with statements about new initiatives coming forward there was no direct connection of those initiatives to anything outside of management. I.E. A survey regarding formal recognition. There was a degree of this floated around at the leadership development training I attended. Was this survey a result of this input? If it was then mention this. It shows that leadership within the DOT is listening to employees and implementing their ideas. (30)</p>
<p>I was called away for a work task and was not able to attend the last session. (29)</p>
<p>The conference has value, but it seems like the focus is always too general or too philosophical. More specifics about where we are going and how we are going to get there would be nice. Maybe break it up into the 20, 10, and 5 year horizons. The level of detail should be greater for the horizons that are closer. Maybe some focused discussion on some well-defined problems or issues should take place for that 5 year horizon. (26)</p>
<p>Would have liked more time for the Q&A session. (25)</p>
<p>I found the Management Panel lengthy and I'm wondering if it did not leave ample time for the Director to expound upon his closing remarks. (23)</p>
<p>I was struck by the importance of allowing employees to use what they have learned and been trained for to make the best decisions they can rather than management dictating every move. Risk is part of the equation and needs to be tested sometimes. This allows people to grow and become successful. Recognizing positive accomplishment is important as well and needs to be more of every leaders (anyone can be a leader) daily responsibilities. (20)</p>
<p>There was too little specificity. There was not much stated regarding how input would be used in a specific meaningful way. There were a lot of generalities offered that just create more questions than answers. (5)</p>
<p>Minor issue: We were instructed to wear "business casual" but Paul was wearing jeans. (4)</p>



BREAKOUT SESSIONS	
Communication	Did a good job, but do not know how much will get done. (328)
Communication	The Director at our table told us how to answer the questions. I didn't feel this was right. (321)
Communication	The session helped me see some of the issues with the many options for communication. (293)
Communication	Loved the format -- obstacles and solutions. (282)
Communication	Internal communication is very important; however, people outside of the DOT needs clear current information. I was disappointed that DOT communication outside of DOT staff was not discussed. Keeping the public informed on the DOT resources they have available if very important. (255)
Communication	Felt there is still a disconnect between central staff and field staff. (216)
Communication	Very educational. Facilitator kept it on track and upbeat. (208)
Communication	It was a great topic and there was never a dull moment. The employees were engaging. It helped me understand some of the challenges the field offices have when it comes to communication. (158)
Communication	I have noticed people are afraid to be honest, I think people are afraid of others in the room not appreciating their views. (147)
Communication	It was a very good session. One of the best I have been a part of. I typically cringe at having to be a part of those types of things but this one I actually enjoyed. (144)
Communication	With the people from different groups some didn't grasp what goes on out in the field. (137)
Communication	Allowed me to see other points of view from all areas of the DOT state wide. (132)
Communication	Andrea did a great job leading Communication. Some of the typed comments on the screen did not capture the intent of some comments - discussion to clarify some typed items did not result in improved summary in some areas. I look forward to seeing the typed comments to provide comments in some areas. Thank you. (110)
Communication	Hearing some of the challenges from the field office/garage perspective it is surprising at some of the disconnects with the central complex. Many challenges the field faces in managing their resources are not understood by some central office staff. We must find ways to engage ALL employees, not just those with the advantage of having technology at their finger tips, but all employees (including those 600 with email addresses that have NEVER been accessed). (100)
Communication	Communication is an age old "problem area" and though it sounds simple, it is a tough problem to make significant, meaningful changes since much of communication is so very personal, other than the tools the DOT provides to facilitate communication. (92)
Communication	I think the breakout session was valuable in the sense I am now more aware that maybe I need to take the extra step to let people in the field know I have received their e-mail, I hear what they are saying, and I am working on getting them an answer to the problem. Unfortunately, I am very discouraged by the fact that I think this will always be a problem and it will continue to be a problem until central office LISTENS to the field and understands the obstacles they go through on a day-to-day basis. The expectations or solutions many of the DL people came up with or the table with primarily upper management and central office staff was so unrealistic and unreasonable it just continues to drive the point that there is a huge DISCONNECT between the field and central office. I don't know that this will ever get any better as long as there continues to be snotty and close minded people in upper management positions. (88)



Communication	Andrea did a great job at encouraging discussion and helping staff feel comfortable openly sharing dialogue. (74)
Communication	A good first cut list was developed but the impression is that most was old news. Further and deeper discovery will need to happen. There wasn't enough information and background on the issues to effectively brainstorm on solutions - what we discussed appeared to be largely conventional wisdom at a high level. (56)
Communication	Andrea did an outstanding job.
Communication	One thing that stuck out of this session is that there is a MAJOR disconnect between central office and field office. Also, I would say that each department needs a better understanding of the others. (14)
Communication	There was still some less than ideal attitudes in my section. It was a little disconcerting to know that some of the people seemed unwilling to solve problems, and rather seemed to want to complain about problems and put the blinders on, rather than attempt to solve problems. Also, the belief that some don't feel that others need to know "why" they're doing something, just tell them to go do it. I think that attitude leads to employee dissatisfaction. (12)
Culture	I feel like we confused philosophy and platitudes with solutions. For instance "Identify and resolve conflict" is not a solution. "Provide conflict management training to all employees" would be closer to a solution that could actually be implemented. For it to really be a solution we'd still need a way to measure current and future state so we can determine whether the training has been effective. (358)
Culture	Moderators/leaders refused to commit to making changes, just wanted to record comments. (356)
Culture	Every time I listen to Harvey, I think that DOT has hired a professional speaker. I have to remind myself that, hey, this is just a DOT guy. Wow. (346)
Culture	The overall moral of the DOT seems down. With changes to technology and work load; it seems that management could and should be open to new ideas. Telecommuting, working from anywhere, flexibility. We are asked to give more with little reward and now we are losing the younger employees due to offices not accepting change. There does not seem to be any consistency with the telecommuting or flexibility; it just depends on how your supervisor is feeling on the day that you asked. (313)
Culture	At times the facilitator and the division director in the room dominated the discussion. When there is a room full of people willing to share their ideas, the facilitator and directors in the room should limit their input. (277)
Culture	This wasn't exactly what I expected as a breakout session. Although I agree that it is nice to get input from other groups in what they see, I was expecting some type of learning program on how to improve. Not just an input/complaint session. (275)
Culture	The group did a great job of ID barriers to culture and solutions. I don't feel we linked the how the barriers and solutions affect our culture. For example, how does improving how we manage email help us in improving our culture? What we were trying to say is if we could manage our day to day workload we'd have more time to dedicate to ONE on ONE with our employees. I'm not sure that message was captured. (243)
Culture	I think the breakout sessions were a great idea - more engaging. (244)
Culture	Unfortunately I feel middle management, in our department, doesn't believe in developing leaders, they just want us to be quiet. (240)
Culture	While the sessions prompted discussion, they sometimes got off track and did not really go into specific barriers or solutions except for wide generalizations. It didn't delve into the root of DOT culture and did not provide any methods or solutions that actually will help improve the culture. (225)



Culture	It helped everyone to be able to see all the different elements that effect the ever changing culture of the DOT. (215)
Culture	I finally felt comfortable enough to express concerns about the substandard leadership and barriers we face in District 5 - without retaliation. Time will tell one way or the other. (203)
Culture	Action must be taken on the items we discussed. If not, we will lose what little staff buy-in we have already. (195)
Culture	Other comments about the culture breakout session: (typo in heading above) The discussion focused too much on tools such as email and how to use it and not enough on changing workforce, age groups, values and teamwork. (192)
Culture	It was easy to see the culture throughout the DOT is not great and I understood it to be from the fact everyone is spread so thin trying to do so much with less people. The other point that seemed to come across was just in the number of things changing all at the same time of which some initiatives never get completed. (188)
Culture	Time was pretty short to really address viable approaches in any meaningful way...always easy to come up with the barriers...the hard part is coming up with a plan to address....I did not come away with much new that I feel will help me in this area as a supervisor. (183)
Culture	Did not feel that the panel discussion identified what we discussed as barriers and challenges well. Also many of our viable approaches to address barriers were not provided in panel discussion. The breakout sessions were my favorite part of the day -- I just didn't feel panel discussion allowed enough time for all participants to hear the issues and potential resolutions. (162)
Culture	Facilitators did a great job. The afternoon session was very good. (162)
Culture	The groups were too large and there wasn't nearly enough time to delve into this properly. (126)
Culture	I would have liked that there was emphasis on capturing skills/education based hires through NCR (National Career Readiness) tests. There were comparisons to Japanese workers and how different their skill levels were. In most Asian countries you have to take a test to be eligible for state/government positions... that's just a fundamental difference on skills and training. (125)
Culture	I was somewhat discouraged by some comments relative to employees....some employees are just putting in time until retirement.....some people will never be leaders.....some employees don't care about this stuff, they just want to come to work and do their job. If I was an employee listening in on the conversation, I would have been upset. I understand not everyone will be great, but we should work to create an environment where each person can be the best they can or want to be. (124)
Culture	I would like a how to session or something that has a strategy. The afternoon class is great for a high level look at what we can do, but it doesn't challenge each of us to look at what we are currently doing right or wrong today. It doesn't help us make things happen. (122)
Culture	Great leadership and facilitation by Troy Jerman and Mike Harvey! Many good points were brought up and solutions/paths to solution were also offered. I wish everyone could have heard our discussion as I found it quite valuable. (109)
Culture	Too much focus was put on the blame game in our group. Suggestions for viable approaches were too simplified in my opinion. I feel that people need specifics to enact the plans. We talked about being a leader and making others accountable but people were lost on how to do that. I feel that specialized training sessions- how to effectively communicate -tips/methods, etc...I feel that these sessions are what is needed to help people enact the change. I don't feel that it isn't that people don't want to comply but rather they don't have the tools to engage change. Having classes/seminars with very specific goals: communication, conflict, etc...would be helpful in execution of the goal. Thanks. (61)
Culture	I think the culture breakout group that I was in got side-tracked into dealing with communication. We spent a lot of time talking about that. I realize that communication can lead to issues that affect the culture, but we weren't there to solve the communication issues. (47)



Culture	I am hopeful that the Director, Managers and staff will continue to work toward meeting goals and expectations and that when goals/expectations are met, the information is shared. All too often we have great ideas and goals and perhaps they are met, however follow-up can be overlooked and when feedback or follow-up doesn't happen, people lose interest and are not willing participants to keep the motivation needed to move forward. (45)
Culture	I think the culture of any group or organization is fascinating. I was pleased to see the level of participation in the discussions. I think culture is the top priority in this department that needs to see change. Unfortunately it will be slow because there are other facets of the agency that go along with changing the culture, e.g. communication and leadership. I think those who have a positive outlook on the future of this department are the ones who can help influence positive change in others that may be resistant to change. (41)
Culture	Many of the proposed solutions were point in the right direction, but lacked specifics. The challenge will be to take these ideas and turn them into something actionable. (38)
Leadership	It is difficult for people to comprehend some of the principles and how they apply to our work. There are times when the example provided did not really answer the question posed. (347)
Leadership	The breakout sessions were marginal at best. Good interaction between the participants but nothing will come from the discussions. (335)
Leadership	The big value was peer to peer side discussions. (302)
Leadership	Several people in the morning communicated that they still do not feel that they have the skill level or confidence to be a leader and are struggling with decision making and doubting their ability to be effective. All at my table had been to Leadership4Change and some had been in leadership roles for a few years. Perhaps we could send out different scenarios and suggestions on a monthly basis on how to handle the given scenario to everyone that attended the leadership training. (262)
Leadership	It appeared that the facilitators had identified specific people ahead of the session to give examples during the session which I thought was too scripted. (241)
Leadership	The afternoon session we were told to focus on what the individual (I) would do. That's a repeat of the original leadership training. Fine and dandy but that does not help me lead in a direction that is cohesive with the division or the department. (213)
Leadership	The facilitators did a great job on this breakout session, but I didn't get any real value out of it as the session was just a rehash of the leadership 4 change session in a truncated time frame. I did find some value in sitting at a table with some of the managers in my department and finding out that at least one of them had decided the issue that he was having with a project was on him and not really his teams fault. I found it refreshing to see somebody step up and say 'I am at fault, and I can fix it'. Most people look at an issue and try and find a way to blame an outside factor for the shortcoming. Kudos to this manager. After talking to members of my team, I think a focus on the culture session would be beneficial as unless the DOT takes an active step to start modifying the culture our short comings are bound to repeat themselves. (206)
Leadership	I felt it gave us a chance to voice how we feel and see what leadership4change has and hasn't done for certain areas within the DOT. I am always hopeful that at some point it will sink in to all management how they should be viewing their staff and what they can do to encourage staff instead of belittling staff. (166)



Leadership	Lots of good comments and discussion during the breakouts but the problem is that there is a huge disconnect between management, middle management and rest of the staff. Management can say all the right things but their actions following is the true test. In many cases, management themselves says one thing and then does the opposite. Another problem is with middle management. There does not appear to be good cross-talk among the Directors. (102)
Leadership	I picked up a couple things but we didn't get as far as I had hoped on identifying solutions. I'm not sure if there was enough time or maybe the problems don't have solutions. (68)
Leadership	The afternoon session we were told to focus on what the individual (I) would do. Fine and dandy but that does not help me to lead in a direction that is cohesive with the division or the department. (60)
Leadership	I don't think there was a good connection between the morning and afternoon sessions. At least I didn't make a good connection. (52)
Leadership	The group I sat with in the afternoon session made it difficult for me to feel productive. As a non-manager I felt overcome by the managers that were in the group. I didn't feel my opinion or input was looked at. I felt there were some that thought they are doing things right and they didn't need to change or be there at the conference. (27)
Leadership	It was neat to hear and view the 'Creed' that Garry Harris and OLE put together as an Action Committee. I believe more offices should take this lead and create a 'Creed', so there are agreed upon beliefs/statements and ground rules that encourage and foster 'respectfulness' and 'quality' in our day-to-day working relationships and work. (23)
Leadership	Viable approaches vary depending upon the division, office, work environment, etc. It seems the discussion of viable approaches can be expanded to each individual work environment coming up with their own ideas and sharing with the rest of the department. How best to share? Not sure. (20)
Leadership	I would have gotten more out of the morning discussion if they would have grouped us together with our division like they did in the afternoon. (10)
Performance Management	Thank you for letting us participate. I hope there will be follow-up and the next intuitive doesn't take 1+ years. (340)
Performance Management	A number of participants, particularly from the field, didn't seem to know what performance measures really were. (329)
Performance Management	As a facilitator for this session, I remained neutral for those questions. (299)
Performance Management	There was a lot of discussion about data management, etc., but to achieve buy in from the top to bottom of the organization, there has to be a discussion on how to motivate people and reward them for showing leadership initiatives. (258)
Performance Management	The 15 minutes allotted for identifying barriers or challenges was enough time. Everyone has plenty of examples of problems they see. However, the 15 minutes allotted for approaches to address those was woefully inadequate. Part of the reason why this session wasn't valuable is because I doubt the notes taken by the facilitators to present to "upper management" will somehow encapsulate the actual problems and proposed solutions. I want to be surprised but it has all the makings of either being dead on arrival or misinterpreted to the level that what is chosen as action won't fulfill the problem(s) presented. (228)



Performance Management	More time would have been beneficial for discussion of problems/issues and solutions...especially the latter. (212)
Performance Management	It is time to develop actual performance measures for people to see and better understand the purpose and results. (156)
Performance Management	The breakout groups are too large to be effective. There was disagreement between the facilitators on how to proceed and they appeared unorganized at times. While I value motor vehicle employees they really should have their own conference as their issues are completely different than Highway employees. Performance management seems mostly about gathering data for Ames and not for use back in the field. It's hard to see the vision of performance management at the employee level. (106)
Performance Management	Very enjoyable session. Nice talking to people from other areas and hearing how their work is impacted by the changes to the workforce and the tools that are available. This breakout session (both morning and afternoon) was a great idea by the planning committee. Much needed because of the lack of any perceivable progress on the strategic plan. (99)
Performance Management	The value of the session is yet to be seen. Will the input be used while going forward or will it be "left to the employees" to figure out how to make performance management work in each situation? (87)
Performance Management	I thought that Matt H, Garrett P and Jacqui D-M did a great job leading, compiling notes, and keeping conversation on track. I liked the approach of small group conversations and found that most groups had the same concerns. (29)
Performance Management	My gut reaction to the session was that the facilitators needed to hurry up and get some ideas down on paper so that they would have something to present at the end of the day. I don't particularly fault the facilitators because I think the session is way too general/vague to provide anything of real value/significance. Why not give us a concrete goal from the strategic plan (assuming there are specific goals); and have us hash out what that looks like in terms of performance management -- maybe vertically and horizontally). (26)
Strategic Planning	The morning session was instructive as shortfalls of the strategic plan's circulation/participation were identified. The afternoon session failed to identify viable solutions. Appears to be little or no solicitation of input from employees regarding their performance measurements. (355)
Strategic Planning	Have heard facilitator talk about planning prior to the conference and know he was passionate about it (weird, right?). I think this came through during the session. Not sure how folks took it but the energy created a good discussion on a sometimes boring subject. Maybe more passion would be helpful across the board? I've learned about the connection between facilitators and the topics (Kate & Leadership, Andrea & Communication, etc.) - hopefully the direct feedback will be taken to heart and used. (332)
Strategic Planning	I enjoyed David Putz rhetoric and some of the discussion. But thought he got on his "soap box" too often as others on the session learned that the Strategic Plan was his "invention". You could see he was personally offended on a couple occasions. Just made the conversation awkward from time to time. (331)
Strategic Planning	We already knew there was a problem and we still came away not know what direction we are going in the DOT. (319)
Strategic Planning	There was a district manager (engineer?) in our session who spent time nit-picking words with the facilitator. It left a bad impression and makes me wonder how much buy in there is from the field for all of this stuff. I'm not sure if the solutions we discussed "identified viable approaches" - didn't see much of anything new. (207)
Strategic Planning	I feel both the morning & afternoon sessions could have been combined. I also didn't feel it was appropriate for the facilitator to get defensive about this subject when he didn't agree with something said/brought up. (153)



Strategic Planning	Good facilitator who let thing transpire for great conversation. (130)
Strategic Planning	The facilitator's comments on panel discussion was accurate. "Nobody knows what the strategic plan is" (123)
Strategic Planning	Dave, Maria, and Cathy did an excellent job with this breakout session. It is obvious Dave is a former teacher. He also did a great job of accepting criticism about the Strategic Plan as we tried to understand its current status. (59)
Strategic Planning	David did an excellent job of promoting an honest and open dialog which led to a high level of participation. The only thing I might have changed was have a more balanced focus on the Strategic Plan. There was never a question regarding if/how/what about the Strategic Plan is positive/doing well, only about barriers. It really directed the dialog in a negative direction from the start. (43)
Strategic Planning	Strategic planning is no easy task. And it certainly isn't easily understandable by everyone. Although the strategic plan does not directly relate to every single employee, every single employee needs the ability to tap into it and understand it when necessary. Especially if we want an organization that fosters leadership in all ranks of employees. No one understands their process better than those who do it every day, and giving those employees a chance to innovate and making sure those innovations tie into the strategic vision and initiatives is important. Some basic training on these topics, although time intensive, is useful. I think this is happening with the adapting4change classes. Perhaps more time could be spent in those training sessions on the strategic plan. (30)
Strategic Planning	Dave Putz did a great job with his breakout sessions. I learn more in 15 minutes from Dave on the Strategic Plan for IDOT than I have in the last year. Thanks Dave! (7)



FACILITIES

There was a lot of sugar. Diet sodas or other alternatives would have been nice; at least keep the coffee available if sugared sodas are the only other option. Lunch was the only time there was food not consisting primarily of sugar and flour. Medical necessity or choice, a lot of people can't or won't eat cakes, sweet breads, and cookies. (358)

It may seem like a trivial thing but the coffee in the morning ran out way too early! (35)

If people need to sit closer to the podium, then the rows should be blocked off so there is no issue of trying to get people to move closer. I believe the number of people attending was known and this could have been handled ahead of time. (347)

The projector screen in the big auditorium was not useful at all. (342)

It was a very nice facility with great food/drinks. However, the lunch time was too long. Some of us traveled a long distance and didn't get back home until 8:30. (340)

Lunch hour was too long. (253)

Bottles of water would have been nice instead of just pop or a glass for water. (241)

Lunch is so crowded and loud - is there a way to break it up into two different groups? (240)

Should all be contained in one building. Health food breakfast stinks. Doughnuts would be better. (238)

Thank you. (235)

Bottled water would have been nice so we could take a bottle with us to our sessions. (234)

Thank you. (233)

If you could let Iowa State know that their coffee continues to taste like sewage, that'd be great. They have lost conferences because I've directed those inquiring to places other than Scheman because I can't stand their coffee. A meeting room is a meeting room and it's the little things that matter. (228)

Surprised how warm/stuffy the large auditorium was. All other facilities were great. (226)

The first and last meetings in the auditorium were difficult to see even after we had to sit in the first 14 rows (which, btw, was a good idea). It felt very cold and disconnected. I'm sure there probably isn't a hall or location that 400+ people can sit and somehow have it be more intimate and less cold and disconnected... but I thought I would share this nonetheless. (210)

I feel we should maybe make it a two day session. If we started the first day at 10, overnight stay and finish by noon the next day. This would make it not feel so rushed and crammed into one big long day. Plus getting out at five with a long drive home. (208)

More diet soft drinks! Like the healthy lunch - not meat and potatoes. (203)

I thought the Stevens Auditorium was somewhat larger than necessary for the number of attendees. (200)

Coke products. (196)

Thank you! (192)

Food was very good. Could have used some bottled water or juice as an alternative to pop for a cold drink during breaks or meal. Appreciated that the breakfast items offered were potentially more healthy than doughnuts/rolls, etc. (183)

Bottled water would have been great instead of all pop. (176)

The Scheman staff needs to keep a better eye on the afternoon refreshments. There was no diet soda or hot water for tea available in the afternoon. (169)



I don't really see that it was necessary to serve lunch as participants should be responsible enough to be able to go out and get lunch and come back in the amount of time that was aloud. While the food was good I don't feel it was the best way to spend state money. Break items are needed more than the actual meals were. (166)
The Breakout Session Chairs were uncomfortable...(164)
Really hot at morning session in Stephens auditorium. Needed more diet soda options. (162)
The bbq beef was disgusting. I wish there would have been bottled water and bottled pop. The auditoriums did not have cup holders so you had to hold your pop or drink or put it on the floor. We wouldn't have had to worry about plastic bottles because they have lids. (158)
Bottled water is preferred over cups that spill. (156)
The line for the food was to long usually they would have both sides open with three rows not just one side. (154)
Breaks could be shorter allowing time for more discussion and possibly getting out on time or early. (148)
Always a good job with this. (147)
Lunch chicken was not good. Where were the donuts at the morning breakfast? I'm guessing it was to keep it on the healthier side but give me a cake donut or cinnamon roll! (144)
Water bottles would have been good as an alternative to soda. Cups are hard to drag around. (134)
(132)I really missed the sweet rolls in the AM. Maybe a combination of healthy and not so healthy?
The need to change buildings and the distance between them posed a challenge for anyone with mobility problems and should be avoided next year. (129)
The food was awesome as always. I wish somebody would have made the point that we NEEDED to go to CY Stephens for the big group sessions BECAUSE our "leadership" group had grown to include so many new people. That point was lost on many participants and speaks to the concept of inclusionary leadership. (129)
I really appreciate the gluten free options. (126)
Not a big deal, but diet pop would have been nice. (122)
Needed bottled water as an option. (120)
Morning: There were not enough diet sodas. The coffee was GREAT. The yogurt and fruit were much appreciated. Thank you! Afternoon: Gayle promptly took care of request for diet sodas and coffee. Thank you Gayle. (110)
The facility was good and I also appreciated the opportunity to walk back and forth from Scheman to Stephens. It was a good way to get re-energized after sitting much of the day and the fresh air was great as well. Whoever ordered the weather also did a great job - it was beautiful (even though it rained while we were inside)! :) (109)
This conference is too large to be effective. Suggest separating Motor Vehicle employees into their own breakout sessions or inviting less to the conference. Starting at 8 AM causes field personnel inconvenience in travel and unnecessary expense to the DOT. The conference could easily be shortened - the breaks are overlong. (106)
Having to have the combined sessions in CY Stephens is a negative. I assume we outgrew Benton Auditorium. CY is so large that it really takes away from the session. (99)
No Diet Soda in the morning break! (94)
Not enough diet cola! Why do venues never figure that out... (92)
All sugars and cookies in the afternoon break refreshments. No fruits or alternatives for people that don't consume processed sugars. (90)
I really liked the availability of refreshments. Because it was a long day it was nice to go out and grab a soda or cup of coffee to keep you going and alert. I didn't eat the lunch which is why I gave it the neutral score. But I did hear a lot of nice compliments about the food that was served. (88)
Everything was great but many people wanting pop were disappointed there was no diet. (86)



I heard some complaints about the lack of diet soda. I thought the food and beverage selection was excellent. (83)
A 15 minute break in between sessions would have been sufficient in order to keep the day moving along and wrap up at 4:30 or give management more time to answer employee questions/concerns. (74)
The fruit was sour. (64)
I was unable to eat due to food allergies that couldn't be accommodated which was disappointing. (61)
Afternoon break could have used some popcorn or non-sweet item since we had the yummy brownie at lunch. (59)
I did not consume the morning/afternoon refreshments. (54)
Would be good to have healthy snacks at break and healthy drinks. (50)
The most valuable part of the conference is the networking at breaks and lunch. A lot gets accomplished at these impromptu meetings. (49)
There were not enough refreshments offered at the morning break. They ran out of sodas and the coffee and hot water was removed too early. The breads also ran out and should have been replenished. (47)
Not a big deal, but would have been nice to have iced tea available over the breaks. Otherwise everything provided was excellent. (43)
The screen and stage setup at Stephens wasn't appropriate for the closing session. (41)
Coffee ran out quickly in the morning. Needed more diet sodas. Liked the granola and yogurt and fresh fruit. (38)
Need to have healthier choices. (31)
I enjoyed the coffee in the morning. Did not participate in afternoon break, and lunch was ok. No complaints about lunch, bbq and cold salads are not a favorite of mine. Would not suggest any changes in the future. (29)
The video screen in Stephen's left something to be desired. (26)
Due to logistics, I'm sure Stephen's auditorium was planned with great care, but I'm not sure how I feel about having the conference spread-out between two different locations... (23)
Chairs are chairs. Some work for an individual and some don't. I had the some don't in the Stephens auditorium. I'm sure other participants were perfectly comfortable. (20)
The food and facilities were adequate. The breaks and lunch period were entirely too long. (14)
The room for opening and close session is too large. (13)
Need bottled water, maybe split up the lunch areas for serving. The brownies were delicious. (11)
My chair had chocolate crumbs on it at the morning session. The food was terrible. Need bottled water. 910)
More diet soda please! (7)
I didn't like having to walk to the other building. It should be in one place. I have a bad knee & found the walk & the stairs difficult. (6)
Need more diet pop, bottled water. (4)



OVERALL CONFERENCE

Formal dialog needs to be happening at the Office / inter-Office level during the year, before next year's conference, in order to progress on this topic. Until these discussions affect day-to-day work activities at the lowest level, rank and file employees won't believe leadership is serious about adapting to the future. (352)

The conference was very helpful and a great networking opportunity. But seeing and talking about all the good things we as a department should be doing but then knowing how it really is on a day to day basis is very frustrating. It is critical that management team be bought in to L4C if it is going to work. (350)

I already take an active role in shaping the future of the DOT. The issue to me is the information was very progressive and items are unknown... even to the presenters. I think it is worth keeping an eye on the prize, but there needs to be focus and direction on how we are to proceed short term and/or with an intermediate timeframe to prepare us for what the potential future may be. Otherwise, the topics seem to be pie in the sky. (347)

I hope all the input and feedback on leadership at the DOT is kept at the top of everyone's list of things to do every day we walk into work. (342)

Time will tell and it mostly depends if anyone hears us? (340)

It was a long day! (252)

I have been inspired to become a better leader but I'm not sure how or where to lead. (251)

The non-supervisory staff who attended from my office were discussing how this conference engaged them to think about the various topics. The idea generation from them really sparked an interest. They engaged in "networking" with staff from other offices and really enjoyed it. (243)

Have only a beginning and ending session - get rid of the session right after lunch - that might have worked better during lunch. Having a smaller session with a speaker at lunch would be beneficial or maybe a panel discussion. I don't want to have to have discussions around the table - but I would enjoy eating and listening. Enjoyed the breakout sessions - would be nice to participate in more. Really liked the panel discussion at the end of the day. Charlie was a great MC. I would like to have answers to all questions which were submitted. Can you add Hot Chocolate mix to the choice of drinks? Lunch was really good. Thank you for all the work which went into planning this - very enjoyable day. While I buy into this and would really like to see some major changes it is made very difficult by direct supervisors who are just using lip service and making it seem like they do buy into the idea with upper management but then tell their staff, through actions or words, that they don't want anything to do with this movement. (240)

Not sure we are moving fast enough in a fast growing environment - we need to finish the strategic plan initiatives. (235)

Even though we are one DOT, it is difficult to identify and provide input into specific problems when Driver's Services, Maintenance, Construction, Ames, Districts, even "Management" all have some level of competing agendas. It doesn't make for a cohesive and efficient group. (225)

I understand that I have a role in creating the DOT of the future. But I have to work in the DOT of the present. My question is that how do I help create the DOT of the future while supporting the DOT of today. That is a major conflict. DOT is the business of maintaining roads and keeping the public safe, not in creating new ideas that may be 20 years in the future. (222)

I think that, no matter what the topic, gathering employees in a setting like this is helpful - not only because it gives people a chance to talk with others they might not otherwise meet, but also because it shows that they are valued. (218)



<p>The conference didn't help. It was counterproductive as all I got out of the large group is there will be more technology and we don't know how that will impact us (I knew that), the morning breakouts were of some value in seeing the barriers other offices see and that most of those are the same barriers, the interactions during breakouts and breaks was most people are feeling (there is that feeling word) they don't know where the department is going They know some changes their division/office is making but are surprised to learn that some of those improvements are making things much more difficult for others. This really brought me down and others in attendance have related similar opinions. I will find a positive spin to tell others and find a positive change to apply but it is extremely challenging. Meaningful? No, other than a near unanimous feeling of not knowing where we are going. Future? Long term I have an inkling yes but that's as good as it gets in the distant future but no clue on the near term other than make sure my people survive and don't give up. . Role? Yes. Providing direction and support is essential, many want to give up and it is challenging to find the positives to point out, to latch on to the successes and encourage them to search for opportunities to improve at the same time they see we are failing in areas that were and I think still are our core values and that positions are being taken away which will reduce our capabilities and there is no backup plan. It's at crisis level. Either the division leaders have no sense of urgency in addressing the near term of 3 months, 6 months or they are not aware that it is at crisis level. That awareness needs to come from office directors but being employees at will they may be reluctant to find out themselves or to share that information. They may be in survival mode themselves. (213)</p>
<p>Please be sure that the weather is just as nice at all future conferences ;) (210)</p>
<p>I think the conference was good. I mentioned before it would help if there could be more attention and effort given to what's in between now and the future. What are the next steps? Out breakout mentioned needing a sense of urgency. The world may be changing faster, but if most of us haven't seen anything change are we insulated, isolated or stuck? 2(?) years of classes, hundreds of employees - but where is the urgency? Logistically, how will all of the things being talked about get done? If all we are going to do is talk about it, then fine. But if the intent is to do something, resources will be needed. Adding it to already full plates will not bring the change being talked about. What is management team doing to change? Where are you headed? Where is the department headed? It would help if we knew. (207)</p>
<p>The conference helped me see some more of the places the DOT is broken, and also where our strengths are, and I look forward to taking on responsibilities to improve the strength and fix the issues. Bring on the future, without it we have nothing. (206)</p>
<p>I would like to have the Questions that the leadership team answers picked by the audience by using the electronic clickers that we have used in the past for surveys at the leadership conference. Thank You. (205)</p>
<p>I think a conference of this nature is very important and worthwhile. It gives us a chance to set aside our regular tasks and reflect on how we operate as individuals and as an organization. And, furthermore, it allows us to discuss possible changes we can implement to improve our individual work efforts and improve the organization. (200)</p>
<p>There were a lot of unanswered questions at the Management Team Q&A. Getting to hear candid thoughts and responses from the Management Team was one of the best parts of the conference - it should be expanded in the future. (199)</p>
<p>Still felt like a lot of talk, no direction. (196)</p>
<p>Thank you for the opportunity to participate and grow. (192)</p>
<p>The presentations by Paul and John were devoid of any specific information that would be of value. There has been no realistic direction or goal setting by our leadership that can help the field. The "students" are ahead of the "teachers". (191)</p>
<p>I usually come away very energized by this Leadership Conference....I didn't this year but haven't been able to put my finger on why....I do think it was great seeing all of the employees who have taken classes and are willing to work on leadership together....that is positive for the DOT. (183)</p>
<p>Great discussions in all levels but will anything change? To be honest, there was emphasis on taking a risk - but people are afraid to do this and to speak up for fear of losing their job or being viewed as a trouble-maker. I've witnessed people speak up with good views or suggestions only to be belittled as if their ideas were of no value. If a person disagreed with management and "challenged" them, I really don't think the outcome would be in the employee's favor. (176)</p>
<p>I wish there had been time for the management team to answer all the questions. I think it was important to touch on each one and not just skip some because of time issues. If you are going to encourage questions then let's make time to be able to answer them. I enjoyed hearing from each room facilitator as to what transpired in their different room sessions. When there is a group on stage they need to remember to tell who they are and what areas they are in or responsible for. (166)</p>
<p>I thought the breaks between sessions were too long, and the lunch was too long. (153)</p>



<p>I like hearing Paul's thoughts on the future challenges/opportunities. But I often feel there is a lack of sharing of a plan on how we are going to get to where we need to be. I know there is the response that it is on us as staff to shape the future, but that is difficult when we are often over overloaded with the day to day workload. (151)</p>
<p>Being my 5th year attending this was the best one so far. The style and format of the 2 panel discussions at the end was informative and engaging. I look forward to them next year. The openness of the discussions in the breakout session and apparent interest the Division Directors showed to make the DOT a better environment was refreshing. The semi-casual dress of the directors made them more approachable as well. (144)</p>
<p>I get very tired of hearing the same thing over & over. There is absolutely no follow up. When I try to suggest things that would improve the process and make it more efficient I get told no. There are several mid-level managers that do not buy into improvement. Needs to be improvement in managers if you want to make changes. (141)</p>
<p>Insightful. (139)</p>
<p>Give breakout sessions more time and make them smaller. (126)</p>
<p>It should have been a better mix of admin, supervisory and next level to supervisors... Merit based results/promotions/hires. Tangible measures of what is done or will be done starting Oct. 22, 2015. (125)</p>
<p>I think it is very important to value all employees within the DOT. This increases productivity and willingness to share new ideas. I think we are heading in the right direction on adding value and trust to our work environment. I like the fact that many different people are encouraged to attend these meetings so that you get different views from many different levels of employees. (120)</p>
<p>A lot of thought and planning went into this year's conference, and I really enjoyed the format. The only thing I would change would be to maybe shorten the breaks so we could have more discussion time in our sessions. It felt like it went too fast. Opportunities like this really show the DOT's commitment to investing in our people. (119)</p>
<p>I enjoyed the conference and learned I can make a difference. I would definitely like to see all employees given the opportunity to attend a one day conference as a follow-up to their training. (116)</p>
<p>It was good to have some face-to-face with fellow employees I've not seen for several years. Thank you for this great opportunity. This was a Recharge in many ways. I enjoyed the discussions about "will". I have an "I can" can at my desk I've had for years and it is decorated with the saying, "Success comes in CANS!". It is good to have reminders around the work place of positive motivational sayings. Aside: I did not hear mention of mentorship at the conference. We have many leaders, but many of them are not what I would call mentors who "actively" meet with and work with a mentee. (110)</p>
<p>Great conference overall. I look forward to the opportunity to participate in future conferences such as this. They are a great opportunity to get our "batteries recharged" and get inspired to help create positive change in the DOT. (109)</p>
<p>Thought we would be able to attend more breakout sessions, and not just the one we were assigned to. Would have liked to have had the opportunity with other sessions/facilitators. (108)</p>
<p>The only way it will be truly worthwhile is if management listens to what was said and tries to do something about it. (107)</p>
<p>We ran out of time during the breakout sessions. Need smaller groups. (106)</p>
<p>I learned more talking with my fellow colleagues during the breakout sessions than I learned in the general sessions. (102)</p>
<p>The conference helped me understand the idea that every day we are creating the DOT of the future, I understand the idea, now wish we would actually carry through and have it trickle down to staff that do the job. (101)</p>
<p>It would be nice if everything could be held in Scheman. It is not a long walk to CY Stephens but the atmosphere is completely different. I really enjoyed the final session where the moderators spoke about each of the breakout sessions. I also enjoyed having the division directors answer questions. Really showed that they are aware of the concerns of department staff. (99)</p>
<p>The time, energy and resources is worthwhile if the input from the breakouts is meaningfully used. Please try to communicate any consideration, results or changes (even if not implementable - and tell us why?) (92)</p>



Paul does a great job of conveying the vision and getting us to step back and see the bigger picture. I'm not sure the rest of the conference did that. Would be better to have a motivational speaker such as we had at the Driver Services Conference this month. (91)

Overall, I felt the conference was a good opportunity and I'm glad I was invited to participate. I feel disappointed and sad because I don't know how much good any of it will do or if people will hear what was said during the breakout sessions. I understand the leadership role and I understand I am one person in this organization trying to make a difference and to be a leader during these times. Sometimes, I feel the DOT director is so far out there and advanced he is missing the point of the struggles and challenges the Iowa DOT is facing right now. He talked about autonomous vehicles and drones and whatever which is fine and great but we have "in the weeds" stuff right now we need him to be present and hear the concerns and to be a leader to the team he has now and help the employees feel safe and KNOW the direction of the department. I honestly don't know what the direction of our department is. What is our direction? Because I can tell you what it looks like from the chair I'm sitting in. The direction from my point of view is we are going to continue to cut resources, outsource the work, try to keep our head above water and do more with less. Paul was out to the district and the field and office staff were asking questions about these types of things and the entire time he had sarcastic and snotty remarks. I can tell you right now there was no one who walked out of that room and felt better about the organization we work for or empowered and safe to try new things. One last thing from the closing session, when upper management was answering questions, Annette Dunn made the comment that she is going to be taking some of John Adams money for hardware and something about "he doesn't know it yet", really concerns me. So what I heard was "we aren't able to fully fund our equipment program and we can't find money to cover our salary shortfall but we can find money to pay for hardware to put out in the field". Really? If upper management approves this purchase and then the Highway Division still turns in 46 FTE positions because we can't fund them I will assume there will be a lot of disappointed and upset personnel. (88)

Most of the above was already understood. To bring this many employees together to talk about these topics may have helped some, but is not worth the collective time and expense unless and until we get some clearer guidance from upper management on what we should be accomplishing. (87)

I really enjoyed being a part of this conference. Events like this help build morale and encourage networking between staff. (74)

Overall, a good conference. Sometimes I have a hard time listening to some of the presenters telling me how important it is to be a good communicator when they never respond to any of my e-mails.... lead by example! (67)

Meaningful? No, other than a near unanimous feeling of not knowing where we are going. Future? Long term I have an inkling yes but that's as good as it gets in the distant future but no clue on the near term other than make sure my people survive and don't give up. . Role? Yes. Providing direction and support is essential, many want to give up and it is challenging to find the positives to point out, to latch on to the successes and encourage them to search for opportunities to improve at the same time they see we are failing in areas that were and I think still are our core values and that positions are being taken away which will reduce our abilities and there is no backup plan. ITs at crisis level. Either the division leaders have no sense of urgency in addressing the near term of 3 months, 6 months or they are not aware that it is at crisis level. That awareness needs to come from office directors but being employees at will they may be reluctant to find out themselves. They may be in survival mode themselves. (60)

Need more Q&A time at the end AND my question was nowhere to be found on the questions posed to the management team. Please make sure you include everyone's questions - realizing they may not all be able to be answered in the time allotted - to make us feel like our input is valued. I was very disappointed to not even see it on the screen. Please answer all of the questions and send them out with this conference's survey. (59)

The more we can have these conversations the better - I firmly believe we are setting the stage for real change. I am continually impressed by the effort we go to as a department to have the conversation and encourage us to all to take risk and be accountable for where we need to go as an organization. I believe mid-upper level management (at least some) are gatekeepers and resistant to opening their minds and taking the risks necessary to move us forward in some areas. Two examples from the panel were blatant and came across as talking out of both sides of the management team's mouth - after discussing the future and risk and change all day, flexibility for part-time work and bring your own device (e.g., smart phone, etc.) where dismissed. Although these approaches work for numerous (1000's?) of private and public entities to be more adaptive to an inevitable workforce dynamic, it is too risky for the Iowa DOT - seems like we are taking a posture fear or indifference. It would be good to receive responses to the questions asked of the department management team panel that we didn't have time to address - there were some good ones in there. (56)

The breakout sessions were a great idea. I wish the communication would have focused on communication with "outside" customers, but I think the same principles apply. Not all customers utilize the same medium to receive information rather a combination of new and old new tools should be utilized for the dissemination of information to internal and external recipients. (49)



<p>I don't think there was enough time to properly address alternatives. The culture breakout group I was in got sidetracked and spent too much time on communication. The amount of material we had to cover in the time given was too great. The breakout groups should have broken into smaller groups to come up with possible solutions to issues. Using the "five whys" scenario to get to the root cause of toxic problems would have been a great tool to use for these sessions. (47)</p>
<p>Conferences such as these are great for motivating staff. I wonder if there might be some tools available to continue the effort on a smaller (office) level. Perhaps ask for a volunteer to step up and lead a once a month motivational effort. (45)</p>
<p>If the breaks were 15 min long and lunch was only an hour we could have been out by 4pm. That was an hour of wasted time. (45)</p>
<p>Paul and John both did excellent jobs of painting a picture of the long term future of the DOT, and the challenges it faces. I would like to have heard more on some of the more immediate and short term challenges as well. (43)</p>
<p>This conference is an excellent opportunity for field staff to meet central office staff they may have brief interactions with. I wish we could have taken the time to introduce ourselves in the break-out sessions. Putting names with faces improves our working relationships. Many of us don't get the opportunity to meet face-to-face with the field staff. I've been here long enough and the positions I have held have provided numerous opportunities to communicate via phone and email with people in the field. It would be nice to know who they are. (41)</p>
<p>Many people seem to genuinely enjoy the conversation and were engaged. Now we need to capitalize on the interest generated and make sure that people see something concrete in terms of next steps that are taken based on the input received at the conference. Otherwise, the naysayers will be proved right. (38)</p>
<p>It would be beneficial to have management go over the past year and the upcoming year. In past years we had the opportunity to ask questions to management face to face, I would like to see that again. (37)</p>
<p>Very nice to have a face to face interaction. (33)</p>
<p>I think conferences like these help remind us we are one DOT. I think these opportunities should be extended to the entire DOT. (30)</p>
<p>Thank you to the committee that put this conference together. It was very apparent that the committee had spent time insuring that all aspects of the conference were planned correctly. This was a great conference and well organized. (29)</p>
<p>The organizers seemed to do a great job of keeping things flowing. (27)</p>
<p>The conference has value. Being able to see and meet management has value. Having the central complex meet with districts has value. However, I think some refocusing needs to happen for this conference to be truly valuable. Things are too vague, philosophical, and ethereal. (26)</p>
<p>I wasn't able to listen to John Selmer's session, but I did listen to what he shared during the Management Panel discussion. I do believe that staff not directly involved with Performance Measures/measurement, do feel that not enough is being done in moving forward at a faster rate. I believe the team needs to strategize and focus on measurements for internal work and the outflow/fruits of our internal work, will then produce the data results for external results. If we're not successfully measuring our internal work (offices, districts, etc.), then we struggle to define what measurements we can externally produce for the general public. John Selmer mentioned he didn't want others' products, but wanted our 'own' product- DOT. I think this is a valid statement...How are we as a DOT involving internal staff to help create forms of measurement. Each office/district surely has items/duties/responsibilities that need to be measured...should office directors, staff begin to brainstorm and be empowered to create/identify goals (short, long-term) that can be measured. (SMART). (23)</p>
<p>Having the Management Team panel answer questions submitted during the conference was interesting - I wish they had more time to address them. (22)</p>
<p>I would have liked to participate in all of the breakouts rather than being limited to just one topic. (17)</p>



I have been with the DOT for 25 years and a supervisor for 13 of those. This by far was the worst I have felt walking away from a conference. A lot of talk about things in the long range future did not help me. The communication break out session was very informative and was very valuable. However, the rest of the program lost my interest. I spoke with several others that conveyed the same message. The length of this program was entirely too long. With that involved of an agenda this should have been a day and a half program. (14)

An hour long speaker, unless they are very engaging, is too long for most adults. At times I felt the speakers were a little condescending towards their audience. Staffing is the biggest concern that all departments face, however it is never addressed, just referenced. Smarter/Simpler/Customer Driven is our motto...it's difficult to meet this when you aren't allowed to do your job because you are needed to work another's position due to staffing. It's not smarter, simpler and definitely not customer driven when you don't have the staff to do the job duties assigned to the open positions. This is not meant to be just another complaint. Staffing is becoming a safety issue - leaving one person in a public office for extended time, a disservice to customers who have to wait longer to receive services, additional stress to an already stressful work environment. (10)

The one hour lecture was boring, almost everyone I talked to agreed. Sorry, reading from a power point makes it hard to stay engaged. (6)

* The conference left me with more questions than answers * It is common sense to know that every day we create the future. Don't need a conference to know it. * A self-motivated leader will take an active role in shaping the future. Shouldn't need a conference for that. * Same is true for understanding roles. * Perhaps the conference was worth the investment if it helped others more than myself. (5)

As usual I feel the district offices are the ones who tend to be harder to convince to be onboard. (4)



FUTURE TOPICS

How to encourage and reward employees when raises, bonuses, etc., are not an option, or when they're not helpful. Of special note on that topic is Dan Pink and his talk on the Candle Problem: https://en.wikipedia.org/wiki/Candle_problem http://www.ted.com/talks/dan_pink_on_motivation.html (358)

Discussion about the changing workforce from Baby Boomers retiring and Xers and Millennials taking over. How do we handle this massive change in a constructive way? What about the awkward transition from old ways and pushing for faster, technological change? (357)

I like the opportunity for us to ask questions for the Management Team to answer. I feel like that portion was cut short. I do like the ability for everyone to hear the responses which is better than when we had separate breakout sessions. I would like to see a focus on short to intermediate goals to focus on and prepare the organization for the future. It is good to ask questions of staff, ask what we think, but we also need to hear general direction from Management Team. Many of the current staff are task orientated and it would help to provide more specific short term focus with explanation on how it relates to anticipated long range concepts/ideas. (347)

The truth - not just a white wash of the bigger problems at the DOT - roll up our sleeves and do some trouble shooting/problem solving. Who made the decision to put all the consultant contracts in Ames. The end user has no involvement and is kept in the dark - not good for business. (340)

The only other suggestion I have is to somehow encourage people to network and meet new people rather than stick with their same office groups. It's easier to be a non-participant when you're chilling with your homies too school for cool. (242)

I enjoy hearing about all of the new technology the DOT is using and what we might be using in the near future. (240)

A session on making the "old school" mid-level managers adapt. (238)

Follow-up of what has been done. Also, I hope we don't go buy computers/laptops for each Maintenance garage - that is not what they meant by getting information. Most of the computers at the garages are collecting dust. A good leader gets the info out..... (235)

The breakout sessions focused on organizational growth. It would be good to see follow-up performance measures/results. Ideally, performance measures would be published in the next month. Then quarterly updates where we stand along with overall review next year. I believe there are awards given throughout the year in various departments. (Designer of the year, etc.) Consider presenting the awards in this venue. Motivational speaker. (226)

With all the cut backs and reduction of manpower how will this affect the operation of the DOT in the future? (215)

Successes. Throughout the year, mgmt. should keep an eye on successful adaptations and changes being made throughout the dept. Then incorporate those success stories into the discussions so employees can see how individual leaders have asserted themselves to the betterment of the agency. (210)

Motivational speaker. More input regarding different divisions and how these changes will possibly affect us on a day to day basis, as a posed to us as a whole. (208)

Maybe something in line with "Development" would be good. Concrete skills in line with the abilities you think are needed to get us where you want us to go. Thanks for asking! (207)

This forum was much better than last year's conference. We were basically lectured at last year. This year there was some two way communication. Hopefully it will be followed up on and similar dialogue will occur in future leadership forums. (203)

N/A. (202)

Do we as an organization operate with a hierarchical framework with orders coming from above or do we work more freely with each division or district or section deciding how to perform their duties? I believe most large organizations involve some of each of these frameworks but how much of each is often difficult to determine? (200)

Leadership-specific sessions. Get an external speaker / facilitator...pick a few leadership principles...and let's focus on how to make our leaders better. (195)

Generations in the workforce and how they think/work. (192)

A discussion of the "changes" that have been implemented in the last three years that are both successes and failures. (188)



A clear cut picture of where the department is headed. Not just about speculation and what could come around. (187)
Effective time management....especially as it relates to email usage. (179)
Our external communication, how we reach/inform the public. (175)
How to motivate staff in change during times of relative hardship (such as with the limiting of FTE’s) Effective communication methods for leaders to inspire others to become leaders and advocates for change. (174)
How to operate within the U.S. Constitutional limits. (170)
Maybe a good topic for future conferences would be how to encourage employees and how to recognize them for what they do. What are some areas doing to encourage teamwork, how do you get people to come together as a team? If future ones are going to include others who are not direct supervisors it might be good to have a way for them to have a session and not have to worry about what supervisor might be in the room that would report back to your supervisor what they heard. I would encourage something in the training area of dealing with day to day duties and how to empower your employees without you thinking you need to micromanage each and every one of them. (166)
Talk about current issues(staffing levels, consultants, core duties of our staff, outsourced duties, why we do the things we do and why we consult out specific tasks, things that impact our daily working lives) facing the DOT. (161)
How we compare to other states in specific categories such as: data collection, the use of data in our work and in performance measures; pavement and bridge condition compared to condition ratings and programming, operations budget versus overall budget, technology advancement. How do we measure up to other states? Do we lead in all say, “Top 5” comparable categories? Do we need improved leadership to maintain our lead, or improved leadership to catch up? (156)
Future views of staffing, any long term plans of garages, seems like we are not looking to hire in the non-interstate garages, just tell us what the plans are please. (147)
Either make it a two day class or shorten it up, people have a long way to drive home. I know that the training that I have received is awesome and has helped me a lot, I will stand behind it 100 percent. I think that once we go back to the field it gets lost in a short time and that is hurting us. (143)
Actual examples of things that you/we as a department are doing to promote new leaders. (141)
In depth discussion of the DOT’s budget and the continued loss of positions and how we should address and adjust to this ongoing problem. (140)
The DOT’s Mission expectations from a political (executive and legislative) perspective. What is reality and what is fantasy. (139)
Career development and planning at the DOT Hiring and retaining talented young people. (126)
Skills and Training focus. (125)
I though Paul did a great job giving us a glimpse at the (not too distant) future of transportation. I thought John did a great job discussing the future of personal leadership. I think it would be good if each division director provided a short discussion on what direction/adaptation/changes their division needs to take to fit in the future DOT. (124)
Clear examples of implementation of suggestions made at the prior conference. (110)
More information on what each division is working on (projects, etc.) (108)



<p>Strategies on how to force change with superiors. I see this as the real barrier to pushing these initiatives beyond an annual training toward something that is ingrained in every level of the organization. I understand the advice given when those above you are not following the Face2Face and Leadership4Change approaches is to challenge them, but most personalities in management roles are not receptive to that and you are taking a risk with your employment and further career to do that. You can't ask people to sacrifice themselves for the good of the organization. By and large, those supervisors that would be receptive to being challenged are already trying to achieve these principles. Employees that are under those individuals would probably not ask the question because they probably already work in an open door environment and have a relationship with their supervisor where it is acknowledged that they are not perfect and they welcome suggestions and criticism. Sessions on either how line employees can approach this to superiors or how superiors should solicit reviews on their performance of these principles may be helpful. This includes the management team. As a group, they are all on board, but individually not as much. Perhaps adding 360 degree assessments rather than just top down evaluation would help to encourage bottom to top and peer-to-peer dialogs (including across offices and divisions where applicable) on these topics in addition to the traditional top down method. Yes, our current IPPE procedures are technically supposed to include feedback from the employee being reviewed, but that is rarely done constructively and most often is done where an adversarial relationship already exists. If we can't supplant the IPPE due to state procedures, can supervisors and work teams be encouraged to take this kind of thing up voluntarily in addition to IPPEs? (103)</p>
<p>I think you need to bring in an outside motivational speaker. (102)</p>
<p>Some snippets from what and how technology advancements are aiding the Department in achieving our mission. (100)</p>
<p>Any talks about the future of the DOT really need to focus on how they will impact our jobs at the DOT. John Selmer's talk and Paul's to some extent, would have been much more effective if there was more association to how it will impact our everyday jobs. (99)</p>
<p>I believe the group needs to understand each offices role in the DOT, staffing levels, operating budget, etc. (95)</p>
<p>The topics covered were good. But the same theme seemed to come out of all the sessions: Communication. Need to find a way to overcome the feelings of lack of communication. (94)</p>
<p>Time management (or doing more with less or spending too much time putting out fires) seemed to be a common theme or topic of discussion. If there is a good presenter or expert that would have meaningful suggestions on time management and prioritization I think that would be well received. I understand the importance of planning for change or improvement, but many employees, including me, often feel they have little time to "think big" or creatively or even time to implement identified improvements. In future, may want to gather input from leaders on more discrete problems that were identified in these breakout sessions. The discussion categories were so wide that it ended up being a laundry list of dysfunction, but too many topics to get meaningful solutions. (92)</p>
<p>Motivational / customer service oriented speaker. (91)</p>
<p>Maybe we could take out John Selmer's part and add the option of attending 2 or 3 breakout sessions. Have an obstacle/solution session for about an hour and a half and do that about 2 or 3 times? I feel the day was just too long and not enough interaction time during the sessions. (88)</p>
<p>More solid information about the strategy and guiding principles of the DOT for moving forward as well as expectations for current work while we work toward the future. (87)</p>
<p>Overview of our Iowa DOT key transportation-related operational areas. How big is the system, what role does the Iowa DOT play, and any new/hot issues within those systems. Five to 10 minutes each including highway system, bridges, maintenance, aviation, transit, rail, and water. (86)</p>
<p>I think a session on collaboration specific to the particular Division would be helpful. (68)</p>
<p>Ethics. (67)</p>
<p>Possibly an outside speaker who specializes in or has written a book related to Leadership. Not the person doing the Leadership For Change classes, but rather someone else. (63)</p>
<p>Strategies for being a leader without being a manager. (59)</p>



<p>Rather than starting out with the vision of what might be, let's make it real by starting the day by celebrating the successes of substantive change that are recent or occurring - the management team would lead off with this panel and be accountable for their divisions and teams. This sets the stage for walking the talk. Even better - show the audience results using data supporting how we have strategically identified what needs to change, how we are moving forward to addresses the change, and where we are at in measuring the successes. Also, John Selmer's mentioned the value of young employees within the department to expose us to new ideas. The same value should be imparted on outside hires at all support or professional levels. How about starting a couple new teams across the department of these new young and experienced folks to provide a formal venue to evaluate existing processes and provide new ideas? If we perceive value from an "outside" perspective, let's ensure we are getting it. (56)</p>
<p>I thought the conference this year was much more valuable than last year's conference. I really liked the Breakout Sessions. (54)</p>
<p>I would like to see more discussion on short and long term goals, and how to lay out a path to the future. To me the future vision is a little unclear, so we need to lay out the short term steps that will set the Department up to move to the future. (52)</p>
<p>I would like to see more breakout sessions opportunities. The subjects were good but having to attend the same one twice was not necessary. Extend the session a half hour, allow each employee to choose two to attend, and eliminate John's Benton session to make sure everything fits into one day. (49)</p>
<p>I would like to see breakout sessions that get to the root of the problems. Then brainstorming sessions to come up with possible solutions. One of the toxic problems we listed for culture is that employees fear thinking outside the box. This would give them the opportunity to do just that in safe and neutral environment. (47)</p>
<p>Acknowledgement of the people that have used their Leadership skills for the betterment of the Department. (45)</p>
<p>Creating an agile agency that prepares for the rapid advancement of technology such as self-driving cars and other mobility solutions sounds great, but what can or is the department already doing to adapt to what's happening right now. Some examples: the growing problem of distracted driving, the recent gas tax increase and the effect it has on the DOT and highway program, environmental issues relating to how we build and maintain the system (salt, herbicides, other chemicals, change of landscape), how the DOT fits within the current political environment, how do we get the vision of goals of DOT leadership to flow to the employee as there are still bottlenecks/resistance within middle management that prevent buy-in by everyone. (43)</p>
<p>Work Process Improvement: How to streamline our work processes? How many of us know/understand existing workflows, procedures and policies in our work group? The role of leadership in process improvement? Identify the role of individuals in process improvement within a work group? How many of us have the desire to play the identified roles within our work group? It would be great to have more focused session on this topic at team, division and organizational level. This topic probably discussed under strategic planning and/or performance measurement. (42)</p>
<p>This was my first Leadership Development Conference and I am honored to be given the opportunity to participate. With that said, I am not sure of past topics, but because there are so many new people attending, whether because of turn-over or opening the conference up to non-supervisory positions, I think repeating highly rated topics would be beneficial. Dealing with conflict would be a great topic; conflict between employees, employee to supervisor, DOT to public customers, and business partners. I also think a technology tips session would be great. We have a lot of people in this agency that know so many tips and tricks with the software and equipment we use on a daily basis. That knowledge should be collected and shared. I am constantly helping people with tips and tricks and I learn things from others as well. It helps us be more efficient in our work, which allows us to give more time and attention to top priorities. (41)</p>
<p>Manage email. The Foundation Principles of Quality and Performance Excellence. (33)</p>
<p>I am always interested in DOT topics and issues. No suggestions. (29)</p>
<p>I mentioned some things earlier in the survey. (26)</p>
<p>I think Team Thursday emails should not only include questions, but now begin to shift the focus to successes. We are implementing 'change' and change for success, so what are different offices, districts, staff doing that can be shared/tailored/repeated by others? If it's ok to fail, we also need to understand what is considered 'successful', so we can also prevent 'failures' from others' learning curve/experiences and work together as ONE TEAM. (23)</p>



We used to have Motivational Speakers come in and talk to the large group, I always felt inspired after leaving the conference after listening to them. The conference team did a great job putting it all together! I know that we don't always recognize the level of effort they put into this, so I just wanted to give a shout out to them! Great Work!! (21)
More direct involvement of management team like during the closing session. This is great to see them a little more down to earth and open. (18)
I would like to see the breakout sessions stay in place. An hour in the morning and an hour in the afternoon were great. Very valuable. A lot of topics came up that would be of importance for future agenda items. One being proper use of email (new tips and how to arrange emails, answer emails, rules). We had a speaker on this a year or 2 back that was great. I would say more speakers on issues regarding communication/leadership. A properly placed motivational speaker would have been great for this crowd. I feel that with this size of an agenda it could be a day and a half. Possibly a 9:00 AM start one morning until 3:30 or 4 and finishing up the following morning. (14)
Information on how the budget affects decisions. (12)
I don't believe future conferences are necessary. (5)
I would like to know what other states, countries are doing regarding transportation issues we are facing. (4)

