



**Colorado Department of Transportation**

## Leadership Goals



**Training Notes:**

**Notes:**

# Course Agenda

## *Learning Logistics*



Section 1 – Course Introduction



Section 2 – Why Does CDOT have Leadership Goals



Section 3 – Choose and Plan your Goal



Conclusion



## Training Notes:

## Notes:

## Course Learning Objectives

*At the end of this section, you should be able to:*

**Awareness** → Recall the reason why all supervisors have a statewide supervisory/leadership goal

**Desire** → Communicate why you choose to change

**Knowledge** → Apply the tools and behaviors required to change

**Ability** → Practice the different behaviors

**Reinforcement** → Recognize that you cannot do this alone

### Training Notes:

### Notes:

# Instructor Introductions

Please take a moment to meet:

- *Tawnya Deherrera*
- *Erin Hardin*
- *Lynn Livingston*
- *Amanda Parkhurst-Strout*
- *Susan Maxfield*
- *Beverly Wyatt*
- *Melanie Vigil*



Training Notes:

Notes:

# Learning Logistics

Classroom participation encouraged; ask, answer, and participate in the discussion

- HR staff to participate in exercises

*Your book has both HR presentations for the week*

- Leadership Goals and Leveraging the PMP
- Exercise data sheets for in-class exercises
- Resources to use while working on your goals

## Training Notes:

## Notes:

# Section 1 – Course Introduction



Learning Logistics

**Section 1 – Course Introduction**

Section 2 – Why Does CDOT have Leadership Goals

Section 3 – Choose and Plan your Goal

Conclusion

Training Notes:

Notes:

# Did you know...

Performance Management Plan 2016 for BEVERLY S WYATT



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Route Map April - Sept Goals April - Sept Competencies Oct - March Goals Oct - March Competencies

In addition to Competencies, employees are rated on SMART goals. One goal has been generated by the system as a place holder. Please edit the existing goal and if necessary enter one additional goal. comments are optional.

April - Sept Goals

1.1 Develop one habit to strengthen or break that improves your supervision or leadership skills by Sept 30. [Edit](#) [Delete](#)

One a month pick an activity to learn/change or develop behavior. Measure is actions have been taken.

Managers Comments

Rich text editor toolbar with icons for bold, italic, underline, list, link, unlink, image, video, and a size dropdown menu.

April - Sept Goals

1.2 Identify one area that you will assist each direct report in improving or changing [Edit](#) [Delete](#)

Work through the first half of year assisting and providing feedback to each individual

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Slide 7

## Training Notes:

### Notes:

Supervisor PMP was pre-loaded with the goal: Develop one habit to strengthen or break that improves your supervision or leadership skills by Sept 30<sup>th</sup>.

You can leave this goal written generically or you and your supervisor can write a more specific goal. You cannot delete the supervisory goal.

The second goal on My Plan is to assist a direct report in improving. Starting in the month of May, I will have 3 employees learning new job duties. If you supervise supervisors, you can help them with their PMP goal (e.g. coaching, mentoring).

## Your Contributions to Learning

Have you ever tried to:



You need to:

- Value the change
- Strategize the change
- Identify with the change

It is Your Choice:

- <https://www.youtube.com/watch?v=wQLHwSphu-M>

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### Training Notes:

#### Notes:

Have you ever tried to get someone else to change a behavior? I can lecture and plead with you all kinds of logical and emotional reasons why you should listen and change.... But until you have your own reason the change will not happen.



# Course Agenda

- Learning Logistics
- Section 1 – Course Introduction
- Section 2 – *Why Does CDOT have Leadership Goals***
- Section 3 – Choose and Plan your Goal
- Conclusion
- 
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## Training Notes:

## Notes:

## Section 2 - Learning Objectives

At the end of this section, you should be able to:

- *Recall why CDOT supervisors were all assigned a Supervisory/Leadership goal on their performance management plans.*
- *Identify Your WHY*

Awareness

Slide 10

### Training Notes:

#### Notes:

##### ***The why this was added to the PMP:***

- The best DOT in the country
- Communicate supervisor behavioral expectations
- D.U.D.s
- Individual Leadership Plan
- TM III MTA Needs Assessment
- Elimination of Performance Management quarterly meetings

##### ***The Desire to change is internal; only you can decide and choose to make a change:***

- Commitment
- Compliance
- Belief
- Competition
- Money
- Popularity
- Job Security
- Happiness

# Best DOT in the Country



## Leadership Forum



The best DOT in the county needs the best leaders.

### Training Notes:

### Notes:

# Communicate Supervisor Behavioral Expectations

Performance Management Plan 2016 for BEVERLY S WYATT



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Route Map April - Sept Goals **April - Sept Competencies** Oct - March Goals Oct - March Competencies

## Workleading and Supervision

Performs supervisory duties in compliance with all applicable laws, rules, policies, and procedures.

- Models accountability for behaviors and work product.
- Develops and encourages employees' ability to perform job tasks and interacts respectfully through immediate feedback and coaching.
- Communicates with employees in an open respectful way to provide frequent and ongoing communications.
- Resolves personnel issues, conflicts or work related problems appropriately, keeps supervisor informed.
- Completes administrative paperwork accurately and timely.
- Conducts timely and effective employee performance planning meetings with supporting records, forms and documents.
- Sets and adjusts performance expectations, assignments, priorities and distribution of work to inspire a shared vision and direction.
- Acknowledges and recognizes the positive work efforts and accomplishments of the team.
- Collaborates with peers to discuss and resolve mutual supervisory issues.
- Uses CDOT values to make ethical decision when faced with conflicting choices.

Awareness

Slide 12

## Training Notes:

## Notes:

# D.U.D.s

*Dangerous, Unproductive or Dysfunctional behaviors (D.U.D.s)*

What is the cost of a D.U.D. Team Mate?

- 87% of other employees want to change jobs.
- 93% of other employees report a loss of performance.
- 73% of managers DO NOT feel comfortable improving and/or removing D.U.D.s from their team.

-Leadership IQ

40% of managers are ineffective and each poor manager costs the organization up to 10X the manager's salary. -Jullivan, 2005



Awareness

Slide 13

## Training Notes:

## Notes:

# What kind of Supervisor are you?

<i>Good Boss</i>	<i>Bad Boss</i>
Great Listener	Doubter
Encourager	Secretive
Communicator	Intimidating
Courageous	Bad Temper
Sense of Humor	Self-centered
Show Empathy	Indecisive
Decisive	Blames
Takes Responsibility	Arrogant
Humble	Mistrusts
Shares Authority	Blank Stares

Awareness

Slide 14

## Training Notes:

## Notes:

# Individual Leadership Plan

## Day 2 continued...

### ACTION ITEMS

1. Meet with your teams: Discuss with your team what you learned at CDOT's Leadership Forum  
Due in 10 business days
2. My Personal Leadership Action Plan  
60 days to implement Individual Leadership Plan (below)

### Personal Leadership Action Plan:

The most important action to improve my leadership.

How I determine my success.

The second most important action to improve my leadership.

How I determine my success.

Accountability Partner: \_\_\_\_\_

Awareness

Slide 15

## Training Notes:

### Notes:

#### Answer the question to yourself:

Did you get an accountability partner and have you followed through on your leadership goal?

# MTA Needs Assessment

## Results of TM III Training Needs Assessment

The following results may be used to assist in determining courses and content of the training. The training needs assessment survey included 101 possible training objectives. The topics are listed from the highest to the lower ratings.

1.	Handling difficult personnel issues proactively and effectively (e.g., fact-finding, progressive discipline, following State Personnel Rules)
2.	Managing employee performance (e.g., PMP, reviews, feedback, documentation)
3.	Improving performance of poorly performing work units
4.	Improving performance of poorly performing employees
5.	Strengthening work units having internal problems
6.	Coaching and developing others to become better leaders
7.	Knowing the laws, rules, and policies affecting Maintenance
8.	Building and maintaining a strong and supportive work environment (e.g., trust, respect)
9.	Dealing with negative attitudes
10	Doing succession planning (e.g., coaching others for promotion, preparing others to take over your job)

Awareness

Slide 16

## Training Notes:

## Notes:



## What Has Changed?

- The best DOT in the country
- Communicate - behavioral expectations
- Eliminate - Dangerous Unproductive Dysfunctional Behaviors (D.U.D.s)
- Accountability - Individual Leadership Plan
- Address - TM III MTA Needs Assessment

Awareness

Slide 17

### Training Notes:

### Notes:

## What's your Why?

- Commitment
- Compliance
- Belief
- Competition
- Money
- Popularity
- Job Security
- Happiness



What's your  
**why?**

Desire

Slide 18

### Training Notes:

#### Notes:

Knowing your *why* is an important first step in figuring out *how* to achieve the goals that excite you and create a life you enjoy living,. Indeed, only when you know your 'why' will you find the courage to take the risks needed to get ahead, stay motivated when the chips are down, and move your life onto an entirely new, more challenging, and more rewarding trajectory.

# Course Agenda

- Learning Logistics
- Section 1 – Course Introduction
- Section 2 – Why Does CDOT have Leadership Goals
- Section 3 – Choose and Plan your Goal**
- Conclusion
- 
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## Training Notes:

## Notes:

## Section 3 - Learning Objectives

At the end of this section, you should be able to:

- *List the six sources of influence that help you change.*
- *Improve a supervisory behavior*
- *Break a habit*

Knowledge

Slide 20

Training Notes:

Notes:

# Why We Fail to Change Our Behavior



[Why we fail to change our behaviors](#)

- Lack the motivation
- Lack the skill
- Lack the support
- Lack the reinforcement



[Influencer Explained in just two minutes](#)



[Hand Washing - Influencing Behavior Change](#)

Knowledge

Slide 21

## Training Notes:

### **Notes:**

[Two minute video on the six sources of influence](#)  
<https://www.youtube.com/watch?v=yH8XTwLOoVk>

[Six minute video on hand washing: A child using the sources of influence on other children to encourage washing hands before eating a cupcake](#)

<https://www.youtube.com/watch?v=o-N57TtyToE>

# Influencer: The Power to Change Anything



Six sources of Influence © VitalSmarts

	Motivation	Ability
Personal	1 Make the Undesirable Desirable	2 Surpass Your Limits
Social	3 Harness Peer Pressure	4 Find Strength in Numbers
Structural	5 Design Rewards and Demand Accountability	6 Change the Environment

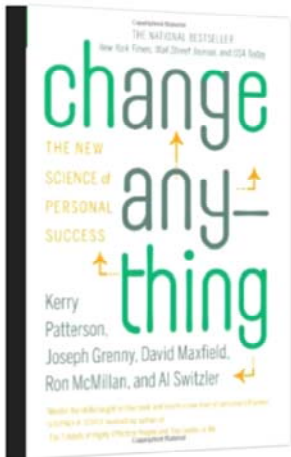
Knowledge

Slide 22

Training Notes:

Notes:

# Change Anything



## SIX SOURCE OF INFLUENCE

	MOTIVATION	ABILITY
<b>PERSONAL</b>	<b>I Love what you Hate</b> 1. Visit your Default Future 2. Tell the whole Vivid Story 3. Use Value Words 4. Make it a Game 5. Create a Personal Motivation Statement	<b>II Do what you can't</b> 1. Start with a Skill Scan 2. Employ Deliberate Practice 3. Learn the Will Skill
<b>SOCIAL</b>	<b>III Turn Accomplices</b> 1. Know who's a Friend & who's an Accomplice 2. Redefine Normal	<b>IV into Friends</b> 3. Hold a Transformation Conversion 4. Add New Friends 5. Distance yourself from Unwilling
<b>STRUCTURAL</b>	<b>V Invert the Economy</b> 1. Use Carrots & the threats of Losing Carrots 2. Use Incentives in Moderation & in combination 3. Reward Small Wins	<b>VI Control your Space</b> 1. Build Fences 2. Manage Distance 3. Change Cues 4. Engage your Autopilot 5. Use Tools

Six sources of Influence © VitalSmarts

Knowledge

Slide 23

## Training Notes:

## Notes:

# Improve a Behavior

Performance Management Plan 2016 for BEVERLY S WYATT

Route Map April - Sept Goals April - Sept Competencies Oct - March Goals Oct - March Competencies

April - Sept Goals

1.1 Develop one habit to strengthen or break that improves your supervision or leadership skills by Sept 30. [Edit](#)

One a month pick an activity to learn/change or develop behavior. Measure is actions have been taken.

Managers Comments

Ability Slide 24

## Training Notes:

## Notes:



## Exercise One - Improve a Behavior



### Turn to Tab 1: Exercise One: Improve a Behavior

Rank order the behavioral statements 1 – 10; with 1 being the behavior you demonstrate consistently.

- Find and read your page.
- As a group fill out at least 4 of the 6 boxes.
- Be prepared to share your answers

E

Ability

Slide 25

### Training Notes:

#### Notes:

- ***Tab 1: Exercise One: Improve a Behavior***

The following pages are divided into a definition of the behavior, why you might want to work on that behavior, examples of what to do (how) and then the influencer table.

# Answer



	MOTIVATION (Why)	ABILITY (How)
PERSONAL	What is your Why?	Practice the new skill
SOCIAL	All of CDOT is doing it	Learn with a co-worker
STRUCTURAL	Reward yourself	Change your environment

E

Reinforcement

Slide 26

## Training Notes:

### Notes:

Each group will present 4 statements that they created to assist in improving the behavior.

## How to Escape Failure

Goals are not one time events. It takes lots of motivation, practice, and rewards.

**Learn:** Webinars, books, talk to a friend, Ted Talks, training

**Practice:** Replace with a new behavior, create a schedule to practice, create milestones

**Teach others:** Share your new knowledge with others

**Ask for help:**

Ability

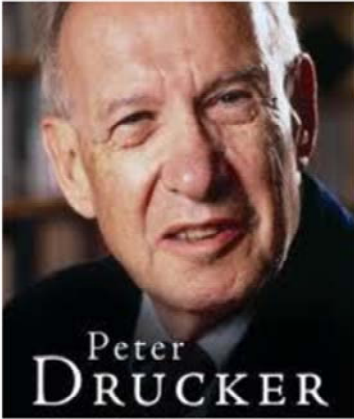
Slide 27

### Training Notes:

### Notes:

Resources tab list books, links, and online learning that could be used to create the support needed to change behavior.

## Peter Drucker



*“We spend a lot of time teaching leaders what to do. We don’t spend enough time teaching leaders what to stop. Half the leaders I have met don’t need to learn what to do. They need to learn what to stop.”*

Management expert Peter Drucker, as quoted by Marshall Goldsmith in *What Got You Here Won’t Get You There*, 2007

Knowledge

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### Training Notes:

### Notes:

# Break a Behavior

Performance Management Plan 2016 for BEVERLY S WYATT



Route Map April - Sept Goals April - Sept Competencies Oct - March Goals Oct - March Competencies

April - Sept Goals

1.1 Develop one habit to strengthen or **break** that improves your supervision or leadership skills by Sept 30. [Edit](#)

One a month pick an activity to learn/change or develop behavior. Measure is actions have been taken.

Managers Comments

**B** / **U** | | | | | | | Size | |

E

Ability

Slide 29

## Training Notes:

## Notes:

## How to Eliminate the Negative

1. Apologize
2. Tell others your plan to change
3. Listen before you speak, do not interrupt
4. Do not use the words, no, but or however
5. Be present
6. Say thank you
7. Follow up and ask for feedback – how am I doing

Ability

Slide 30

### Training Notes:

#### **Notes:**

Goals are not one time events. Leaving class this week with not change your behavior or accomplish your PMP goal. It is just the start of a long deliberate process.

## Exercise Two – Break One Bad Habit



Turn to Tab 2 Exercise Two: Break One Bad Habit

- Read the 20 Annoying Interpersonal Behaviors Stop and choose the one or two that you can hear others complaining about
- Turn to a neighbor and ask:
- ...would you suggest two ideas that I can implement in the future to help me?

E

Ability

Slide 31

### Training Notes:

#### Notes:

##### **Tab 2 Exercise Two: Break One Bad Habit**

Think about your past interactions with folks at work or home – what is that person constantly nagging you about.

Interpersonal Behaviors require an interaction with others. You will not know if you are successful or failing unless you listen to what others are saying.

Ask for two suggestions that might achieve a positive change.

I would like to stop interrupt others when I have questions about what they are saying, **would you suggest two ideas that I can impellent in the future to help me?**

# Answer



- Provide support to others
- Ask for help

E

Reinforcement

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Training Notes:

Notes:



# Course Agenda



Learning Logistics

Section 1 – Course Introduction

Section 2 – Why Does CDOT have Leadership Goals

Section 3 – Choose and Plan your Goal

***Conclusion***

Training Notes:

Notes:

# Conclusion

*You should now be able to:*

**Awareness** → Recall the reason why all supervisors have a statewide supervisory/leadership goal

**Desire** → Communicate why you choose to change

**Knowledge** → Apply the tools and behaviors required to change

**Ability** → Practice the different behaviors

**Reinforcement** → Recognize that you cannot do this alone

Training Notes:

Notes:

## Where Can I Get Help – People?

For additional assistance contact:

- Your Direct Supervisor
- Co-workers
- HR Specialist
- Family
- Friends



Training Notes:

Notes:

## Other online Help Resources

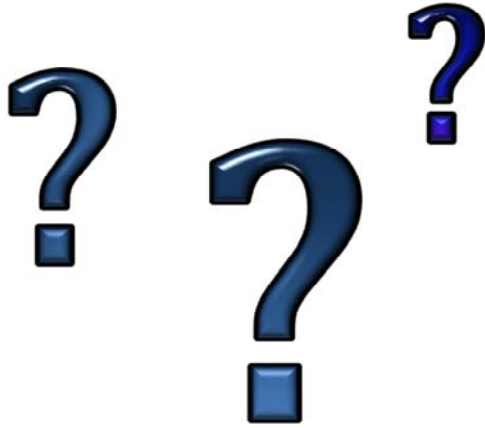
The following resources are available:

- <https://www.mindtools.com/>
- <http://www.trainingrewards.com>
- <https://youtube.com/>

Training Notes:

Notes:

Questions?



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Training Notes:

Notes: