



Colorado Department of Transportation

Leveraging The Performance Management Program



Training Notes:

Notes:

Course Agenda

Learning Logistics



Section 1 – Course Introduction



Section 2 – Teaching Others



Section 3 – Development Plan



Conclusion



Training Notes:

Notes:

Learning Logistics

- One break built into the class schedule
- Classroom participation encouraged; ask, answer, and participate in the discussion
- Handouts will be provide to supplement in-class exercises
- Parking lot used to capture questions for in-class follow-up

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Training Notes:

Notes:

Course Learning Objectives

By the end of this course, you should be able to:

- Awareness** → Raise your level of awareness on your employee's skill sets
- Desire** → Learn the importance of identifying personal motivation
- Knowledge** → Apply the tools and behaviors required to coach and mentor
- Ability** → Practice the different skill sets
- Reinforcement** → Follow up to reinforce goals set in planning

Training Notes:

Notes:

Your Contributions to Learning

- Please respect the other participants by silencing your cell phones
- Focus on the course, please use the Internet and email over lunch and break times
- Please delay your side conversations until break times
- Attend the entire course to obtain credit for successful course completion

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Training Notes:

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Training Notes:

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Leveraging PMP

Leveraging the Performance Management Program



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Training Notes:

Notes:

The Why

The CDOT Leadership Forum conducted in the Fall of 2015 set the expectation to use the Performance Management Process as a tool to be a leader.

Leadership is:

- Caring about people and being a useful resource for them
- Being present for people and being your best and most authentic self
- Creating a place in which people can do good work and find meaning in that work

CDOT Leadership Forum 2015

Training Notes:

Notes:

The Answer ...



[How Coaching works...](#)

- C reate a positive climate
- O btain the employee's views
- A dd your views (ABC feedback)
- C larify and resolve disagreements
- H elp develop an action plan

Training Notes:

Notes:

Coaching Road Map



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Training Notes:

Notes:

- Tab 6 Coaching Roadmap

Discuss Coaching Roadmap HandOut*

Exercise One - Self Check



- What is your motivation?
- What is your employee's motivation?

Let's take 10 minutes to have you complete a self-motivation assessment for yourself which you can also use for your supervisors.

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Training Notes:

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- Tab 7 - Self Motivation Assessment Tool Handout* and discuss

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Training Notes:

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Teaching Others

	COACH	MENTOR
Focus	Performance	Individual
Role	Specific Agenda	Facilitator
Relationship	Comes with Job	Self Selecting
Source of Influence	Position	Power Free
Personal Returns	Teamwork/Job	Affirmation/Learning
Arena	Task Related	Life/Career Exploring Options Not Necessarily Organizational Performance
Scope/Purpose	Raising Performance Expectations	Personal Transitions Address individual identity in context of career in the organizational

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Training Notes:

Notes:

In Coaching Mode...

Watch for Hot Buttons:

- Passing the buck; not taking responsibility
- Spreading rumors about people's personal lives
- Sidestepping issues to avoid conflict
- Wasting time at meetings
- Challenging a person's competence and motivation
- Failing to deliver on promises
- Being forced to do more with less
- Using power to control and playing favorites
- Overlooking contributions because of gender, age, race, ethnicity, age, physical abilities



Training Notes:

Notes:

CDOT Values

Safety

People

Integrity

Customer Service

Excellence

Respect

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Training Notes:

Notes:

Giving Feedback

Actionable

- *Employee can do something about it*

Balanced

- *Provide some positive and some negative examples to be informative*

Constructive

- *Focus on observed behavior, positive aspects, timely (while it's fresh)*



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Training Notes:

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Development Plan

When Creating an Individual Development Plan:

1. Provide a reason and motivation
 - To be the best possible Supervisor
2. Describe needs to be learned
 - Identify the competencies
3. Identify development actions
4. Implement the plan and follow-up

Training Notes:

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Exercise Two: Employee Assessment Form



Now let's take 10 minutes to fill out the Employee Assessment Form for:

1. High Contributor
2. Low Contributor

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Training Notes:

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- Tab 8 - Employee Assessment Handout*

Exercise Three: Individual Development Plan



Now Let's take 15 minutes to complete an Individual Development Plan to address areas within the Employee Assessment you just completed.

- Complete a plan for each employee

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Tab 9 Individual Development Plan Handout*

Action Tools

The following are some of the Action Tools available to supervisors:

- Training
- Shadowing of senior employees
- Mentoring
- Distance learning
- Assign to project team
- Cross training
- Involvement in outreach
- Temporary assignments



Training Notes:

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Exercise Four: Hands-On



Get into groups of three to role play an interaction with employee (TMIII):

Role One: LTC Ops

- Use IDP and assessment to guide

Role Two: TMIII

- Answers the following Questions:
 - What will organization need from me?
 - What are my goals?
 - What are my strengths?

Role Three: Observer

- Take notes on how coaching is applied and received

Training Notes:

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Exercise Debrief



Observers please provide feedback on how supervisor and employee conducted meeting:

- Did they effectively incorporate tools?
- Was there an opportunity to support CDOT mission and values?
- Supervisor and Employee comments.

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Conclusion

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Takeaway

Resolve to become a better leader by:

- Following the golden rule
- Saying “thank you”
- Getting to know your employees
- Keeping the door open
- Asking for help
- Following and enforcing the rules
- Resetting expectations
- Being consistent
- Documenting your actions
- Not retaliating

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Training Notes:

Notes:

Where Can I Get Help – People?

For additional assistance contact:

- Your Direct Supervisor
- Co-workers
- HR Specialist
- Family
- Friends
- Email: Beverly.wyatt@state.co.us
 - Phone: 303-757-9677
- Email: susan.maxfield@state.co.us
 - Phone: 303-757-9793



Training Notes:

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Other CDOT Resources

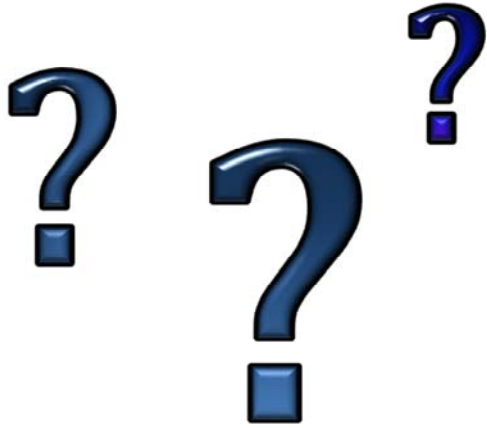
The following tools are included:

- Coaching Roadmap
- Self-Motivation Assessment Tool
- Employee Assessment
- Individual Development Plan
- Questions to Engage New Employees
- Team Member Needs Chart
- Silencing Common Gripes
- Eight Ways to Retain the Best
- High Performance Team Survey (cw@earthtreksclimbing.com)

Training Notes:

Notes:

Questions?



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Training Notes:

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