Delaware Department of Transportation
Reorganization/Soft Skills
Workshop Project

by

Kathy Wian

Institute for Public Administration
College of Human Services, Education and Public Policy
University of Delaware

August 2003
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Newark, Delaware 19716

DELAWARE CENTER FOR TRANSPORTATION
University of Delaware
Newark, Delaware 19716

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**DCT Staff**

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
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<tbody>
<tr>
<td>Ardeshir Faghri</td>
<td>Director</td>
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<tr>
<td>Jerome Lewis</td>
<td>Associate Director</td>
</tr>
<tr>
<td>Wanda L. Taylor</td>
<td>Assistant to the Director</td>
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<td>Lawrence H. Klepner</td>
<td>T' Program Coordinator</td>
</tr>
<tr>
<td>Sandi Wolfe</td>
<td>Secretary</td>
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</tbody>
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**DCT Policy Council**

Carolann Wicks, Co-Chair  
*Chief Engineer, Delaware Department of Transportation*

Eric Kaler, Co-Chair  
*Dean, College of Engineering*

Timothy K. Barneckov  
*Dean, College of Human Resources, Education and Public Policy*

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*Chair, Delaware House of Representatives Transportation Committee*

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*Director, Delaware Transit Corporation*

Donna Murray  
*Representative of the Director of the Delaware Development Office*

Ralph A. Reeb  
*Director of Planning, Delaware Department of Transportation*

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PROJECT SUMMARY

The purpose of the DelDOT Reorganization/Soft Skills Workshop project is to craft a training curriculum for DelDOT employees that conveys the competencies required of the modern transportation professional, thereby eliminating the lack of organization and comprehensiveness in employee training from which the department currently suffers. The goals of the project are to research the field of transportation engineering so as to determine these competencies, to identify the strengths and weaknesses of DelDOT’s current training program, and to use this knowledge base in preparing an employee curriculum that fulfills the department’s professional development needs. In accomplishing these goals, DelDOT will have the benefit of a strategic plan for the development of engineers that will assure employees and managers that appropriate professional development opportunities are available as needed.
ACCOMPLISHMENTS TO DATE

- Researched the functions of transportation professionals and the skills and competencies they utilize in their work.
- Identified the soft skills/core competencies required of the modern transportation professional. See Attachment A.
- Met periodically with DelDOT management, Carolann Wicks and Debbie Fiebelcorn and consultants Bob Kramer and Bob Thomas to present findings and discuss our role and next steps for this project.
- Met with Robbie Weakland and her staff to gather information about current training options for DelDOT employees. Created a summary of course offerings for July 1, 2001 – June 28, 2002. See Attachment B.
- Formulated a training curriculum for present and future DelDOT employees that convey these skills and competencies. The five-part training curriculum is as follows: DelDOT Introduction Course, High Performance Teams, Knowing Your Customer, Working with the Public, and Managing in a Team Environment. See Attachment C.
- Met with Pat Sine and Kathy Werrell of the University of Delaware to discuss ways in which the Technology Transfer Center and engineering outreach courses, often taken by DelDOT employees, can be utilized in meeting the future training needs of DelDOT. During this project timeframe, Engineering Outreach produced an education guide for the transportation community entitled Education Opportunities for the Transportation Community.
- Met with Lori Athey (formerly of DelDOT) and Bill McGowan (who has taught a Working with the Public workshop for DelDOT) and received feedback on the proposed training curriculum.
- Met with Maria Pippidis and Bill McGowan (both have designed and taught workshops for DelDOT) regarding a collaborative training with them and other University professionals to deliver the proposed training curriculum. Both Maria and Bill are interested in continuing a relationship with DelDOT and would like to be part of a training team delivering this curriculum.
CONCLUSION

All project requests and goals have been met. The information contained in the attachments was developed specifically for DelDOT employees and was given to Carol Ann Wicks and her staff in order to help them move through a reorganization effort that occurred in Fall of 2002. The proposed training curriculum was developed to meet specific needs of DelDOT employees, especially those transitioning into work teams. If and when this curriculum is implemented, the trainers delivering the courses will need to work closely with employees in order to customize the training to their needs.
DelDOT Competencies – Attachment A

Transportation Technical Expertise
- Engineering, Planning, Surveying principles and practices (including mathematics, geometry, algebra, and statistical analysis)
- Relevant state, federal, and departmental laws, rules, regulations, policies, procedures and processes
- Context Sensitive Design
- Systems analysis, design, and integration (including multi-modal integration and ITS)
- Planning (including transportation forecasting and planning, and the connections with regional planning, land use planning, and environmental planning)
- Use of instruments, equipment, materials, and technology (TransCADD, GIS, ITS, etc.)
- Data analysis and Management

Organizational Excellence
- Efficient, effective and ethical performance
- Safe and environmentally sensitive performance
- Project Management
- Managing contracts and consultants
- Creating and Managing Change
- Finance, Budget, and Asset Management
- Managing Human Capital

Collaboration
- High performing teams
- Public Involvement
- Interpersonal skills
- Conflict resolution, group facilitation, and collaboration skills
- Balancing partnerships with contractors and effective oversight of contractors
- Building coalitions with other stakeholders (e.g. related agencies, regional and local planning organizations and governments)

Problem Solving
- Critical Thinking
- Analytical Methods
- Data collection and analysis
- Understand relationships among transportation, land use, the economy, society, environment, and politics
- Developing creative alternatives
- Developing sustainable agreements

Communication
- Writing (including technical writing and writing for the public)
- Interpersonal Relations
- Communications protocols
- Data presentation
- Oral communication (including public speaking)
- Communicating with the public
**Delaware Department of Transportation**  
**Human Resource Management**  
**Course Offerings**

<table>
<thead>
<tr>
<th>COURSE</th>
<th>NO. OF COURSES</th>
<th>TRAINER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Blue Collar (pay grade 9 and below)</td>
<td>21</td>
<td>In-house</td>
</tr>
<tr>
<td>Career Enrichment Program (SPO)</td>
<td>160</td>
<td>State Personnel Office</td>
</tr>
<tr>
<td>Computer Training</td>
<td>117</td>
<td>In-house / SPO</td>
</tr>
<tr>
<td>Drug and Alcohol</td>
<td>4</td>
<td>In-house</td>
</tr>
<tr>
<td>Delaware Contractor’s Association</td>
<td>14</td>
<td>DCA</td>
</tr>
<tr>
<td>In-House Curriculum</td>
<td>94</td>
<td>In-house</td>
</tr>
<tr>
<td>Includes courses mandatory for all employees</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management</td>
<td>21</td>
<td>SPO</td>
</tr>
<tr>
<td>Real Estate</td>
<td>83</td>
<td>IRWA and ERA</td>
</tr>
<tr>
<td>Safety</td>
<td>15</td>
<td>In-house or in</td>
</tr>
<tr>
<td>partnership with DOL, DEMA, Natural Resources</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Seminars Track, Skill Path</td>
<td>71</td>
<td>Fred Pryor, Career</td>
</tr>
<tr>
<td>T² Center</td>
<td>27</td>
<td>T² Center</td>
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<tr>
<td>Wellness Center, Diagnostic Medical Services</td>
<td>11</td>
<td>Bay Health Medical</td>
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March 2003
Delaware Department of Transportation
Training Participation

Percentage of training participants receiving training through DelDOT In-House trainers, State Personnel Office (SPO) or other contractors July 1, 2001 – June 28, 2002.

<table>
<thead>
<tr>
<th>Quarter 1</th>
<th>Quarter 2</th>
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<tbody>
<tr>
<td>In-House</td>
<td>62%</td>
</tr>
<tr>
<td>SPO</td>
<td>13%</td>
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<tr>
<td>Other Contractors</td>
<td>26%</td>
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<table>
<thead>
<tr>
<th>Quarter 3</th>
<th>Quarter 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>In-House</td>
<td>52%</td>
</tr>
<tr>
<td>SPO</td>
<td>6%</td>
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<tr>
<td>Other Contractors</td>
<td>42%</td>
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</table>

**Average for the Year**

<table>
<thead>
<tr>
<th>In-House</th>
<th>65%</th>
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</thead>
<tbody>
<tr>
<td>SPO</td>
<td>8%</td>
</tr>
<tr>
<td>Other Contractors</td>
<td>28%</td>
</tr>
</tbody>
</table>

Other Contractors include, but not limited to: T³ Center, Delaware Contractor’s Association, Real Estate Training Groups (IRWA and ERA), Fred Pryor, Career Track, Skill Path, Bay Health Medical Center, Diagnostic Medical Services, Respect, Inc., Carmel Management Solutions, Inc., Department of Labor, Delaware Emergency Management Association, Department of Natural Resources.
DELDOT TRAINING
CURRICULUM

The purpose of the five training options is to offer comprehensive, DelDOT specific workshops that enhance the performance of all employees. For each topic, a curriculum was developed through extensive research of best practices in current trainings offered throughout the country.

Facilitators/trainers conducting the workshops should solicit information about the needs of the participants prior to each workshop. This will insure the appropriate content and achieve buy-in from the participants. Workshops may also need to be modified to fit the trainer’s style and knowledge base and the time that is available.

It is our intention that each workshop incorporate adult learning theory and is delivered through interactive exercises, hands on project development, roleplays and real life simulations. The use of lectures, PowerPoint and other presentations should be kept to a minimum.

Teambuilding should be woven into the trainings through activities that promote awareness and acceptance of self and others, as well as, build trust. These activities should be used as opening exercises and then as transition exercises throughout the workshop.

1. **DelDOT Introduction Course**: Surveying a brave new world of transportation

2. **High Performance Teams**: Great teams don’t just happen

3. **Knowing Your Customer**: Building bridges of a different sort

4. **Working With the Public**: Finding the pulse of your clients

5. **Managing in a Team Environment**: Dodge a Meeting-Meltdown through Channeled Communication and Leadership
Getting to Know DelDOT:
Surveying a Brave New World of Transportation

Get oriented to DelDOT’s work team model and learn about approaching transportation management from a customer-oriented team-based perspective. Workforce synergy aimed at high performance and excellence will be stressed.

PURPOSE

The purpose of this course is to make employees familiar with DelDOT as an organization, and to convey the importance of DelDOT’s work team model. The proposed course content may be done as a stand alone workshop or in conjunction with the existing new employee orientation that covers additional basic information, such as payroll, benefits, etc.

OBJECTIVES

- Understand the inner workings of DelDOT as an organization
- Appreciate and comprehend the value of a functional team approach
- Gain buy-in to a customer-oriented approach to managing transportation systems

COURSE CONTENT

DelDOT’s Organizational Philosophies
   DelDOT’s Mission, Vision and Core Values

Human Resources
   DelDOT’s Organizational Structure

Getting Things Done: Work Teams
   Introduction to the Work Team Model

Transportation Solutions
   What Transportation Solutions Are
   How Transportation Solutions Fit With DelDOT
METHODOLOGY

Employees will learn about new transportation work teams and theories in a lecture-style format with discussion sessions. Handouts and visuals will help participants with concepts and ideas.

DELDOT CORE COMPETENCIES ADDRESSED

Organizational Excellence
  project management
  creating and managing change

Collaboration
  high performing teams
  interpersonal skills
  conflict resolution, group facilitation, and collaborative skills

Problem Solving
  understand relationships among transportation, land use, the economy, society, environment, and politics

Communication
  communications protocols

RELATED COURSES ALREADY OFFERED

- New Employee Orientation INH 0002
- New Employee Orientation INH 0004
High Performance Teams:  
Great Teams Don’t Just Happen

Any team looking to improve team dynamics and outcomes will find this interactive workshop ideal. The goal of this workshop is to help teams create an environment ripe for new and innovative ideas. Individuals will gain insight into their own work styles and preferences and understand the impact these have on their team. Workshop facilitators will customize the training in order to meet the specific needs of the team. Intended for the entire work team to attend together.

PURPOSE

The purpose of this training is to help work teams increase their efficiency and effectiveness through communication, group-awareness, discussion, problem solving and information sharing. Participants will create a team mission, objective(s), goal(s), and action plan for carrying out real-life projects. Team members will create meeting norms, ground rules, and communication methods that will lay the foundation for ongoing work and future projects.

OBJECTIVES

- Teams members communicate more effectively and efficiently within their work setting
- Creation of a team mission, goal(s), and objective(s) and action plan
- Meeting norms are established
- Institute an environment ripe for new and innovative ideas
- Team members gain skills in consensus building, problem solving, and conflict resolution techniques in order to work effectively as a team and deal with difficult situations/people
- Establishment of a process and necessary skills for giving and receiving feedback
- Self-awareness and appreciation of diversity in others

COURSE CONTENT

Getting acquainted with your work team members

Team group exercise
Share aspects of personal history, characteristics, and values
List expectations, hopes, concerns, recommendations, and questions
Rate your team’s effectiveness
Group’s expectations of this course

Create an action plan for the course’s agenda and what they hope to gain prior to the end of the course, what do they need to practice? Create? Learn?
Review agenda

Short history on the success and theories behind team-based models

What are some examples of successful teams?
What is the definition of a team?
Characteristics of effective teams?

What makes teams productive? What are the key characteristics to effective teamwork?
Meeting design, room set-up/atmosphere, team work, group roles, including the team leader, communication: verbal and non-verbal, follow-up

Increase the individual’s understanding on how they approach other team members and problems that may arise
Use a self-awareness tool or activity

Team Roles, Norms, and Group Dynamics

Creation of group norms/ground rules for team
Creation of (or review of) team’s mission and purpose
Perceptions and assumptions: How people’s values affect their perceptions and behavior?
Appreciating diversity
Maintaining group relations: How does the team affect the group’s relations?
Group roles and their importance
Work team norms and how to evaluate adherence to them?

Successful Meeting Styles

Formal vs. Informal work team setting
Group Exercise: Practice group meetings in small groups
Use an observer worksheet to complete individually prior to discussing what worked and did not work

How healthy is your team today?
Well written, relevant mission?
Interdependence between group members? Team work?
Willingness to work together?
Joint accountability? Are there incentives for cooperation?
Leadership?
Common purpose and values?
Roles and responsibilities?
Roles and interdependency? Do team members have a solid understanding of what other team members are doing?
Maximization of resources? How are current resources utilized? New resources obtained?
How is information shared?
Defined group process? How is the team working together? What is the decision-making process?
Mission
What is your current mission? What does it mean to you? How could it be improved?

Group Norms
What are the norms of your group?
Are there norms you would like to create or edit? Be on time? Be prepared? Be objective?
Buy-in/Agreement on outcomes?
How can norms help/hamper team work? What are indicators of a healthy and unhealthy teamwork?
How does the team leader help the team’s work?

Forming, Storming, Norming, Performing
Forming: getting acquainted, forming mission
Storming: different view points emerge
Norming: focus on common interests, establish guidelines & procedures, give and receive feedback
Performing: A clear understanding on how the group works together is achieved: established roles, expectations, procedures have been clarified and used.
What stage is your team in?
What stage is a specific project that the team is working on?

What would the ideal meeting “look” like? Develop skills and team goals and objectives?
Continue creating meeting norms.
What group roles are used?
How do team members address problems and suggest new solutions?
How is conflict managed?
Who or how are meetings facilitated?
Is there an established leader?
How does the group communicate with one another?

Create an action plan to take back to the office
Objective: What specific outcomes are directly related to the goal?
Who: Who are the stakeholders to include in the buy-in process?
What: What has to happen to accomplish this particular objective?
How: How do we accomplish this task?
Who: Who will be responsible for each task?
When: When will the objective be complete?
Evaluative Measures: What does success look like? How will you know it’s complete?

Practice
Work through real-life examples using new mission, goals, objectives, team meeting style and meeting roles

What worked? What needs to be revised? What was difficult?

Consensus building, problem solving, and conflict resolution 101

More practice with trained facilitators helping the group through the process
Wrap-up

METHODOLOGY

In-tack work teams will work through their mission, goals, objectives, and meeting style through group awareness and discussion. Trainers will emphasize communication and participation, and will assist the group analyze their working relationships and styles so as to encourage collaborative solutions to team projects and problems.

DELDOT CORE COMPETENCIES ADDRESSED

Organizational Excellence
  - project management
  - creating and managing change
  - managing human capitol

Collaboration
  - high performing teams
  - interpersonal skills
  - conflict resolution, group facilitation, and collaborative skills
  - balancing partnerships with contractors and effective oversight of contractors

Problem Solving
  - critical thinking
  - developing creative alternatives
  - developing sustainable agreements

Communication
  - interpersonal relations
  - communications protocols
  - oral communication

RELATED COURSE ALREADY OFFERED

SUPPLEMENTAL COURSES

• Interpersonal Communication
• Project Management
• Basic Management
• Human-Side Management
• Conflict Resolution (working with the public)
• Advanced Management
• Conduction Meetings
• Moving in to supervisory orientation
• Leadership
HR COURSE MASTER LISTING

- Communication
- Lessons In Group Process
- Designing Effective meetings
- Basic Conflict Resolution
- Consider 3rd Party Facilitation
- What Worked & Do It Again?
- Group Facilitation
- Prob. Solving/Conflict Resolution
- COM/Basic Conflict Resolution
- Group Proc/mtgs/3rd Facilitation

INH 0057
INH 0058
INH 0060
INH 0061
INH 0062
INH 0063
INH 0064
INH 0065
INH 0070
INH 0071
Knowing Your Customer:
Building Bridges of a Different Sort

Knowing and appreciating your customer is crucial to organizational success and excellence. Context selective solutions and using the flexibility that exists within standards are important components of the collaboration effort between you and your customer. This course will introduce you to the world of customer-oriented product design, delivery and maintenance. Participants will learn that systematic consideration for the customers whom they serve (inside and outside DELDOT) is a formula for organizational success and customer satisfaction.

PURPOSE

The purpose of this workshop is to enhance participants’ ability to understand and appreciate their customers’ needs and expectations, and deliver products and services as desired. Both internal customers and external customers will be addressed.

OBJECTIVES

• Gain a better understanding of the customer in the product delivery process
• Become skillful in customer-oriented product design, delivery and maintenance
• Gain better public speaking and writing skills
• Learn basic marketing techniques

COURSE CONTENT

Defining the Customer
Identifying Your Customer Inside and Outside of DelDOT
Identifying the Customer’s Needs and Expectations
Formulating Projects With Customers’ Preferences in Mind

Getting Started on the Right Foot
Interpersonal Customer Relations
Creating an Understanding With the Customer
Identifying the Root Causes of Customer Dissatisfaction

Committing to the Customer
Making Quality an Important Aspect of Your Work
Working to Continuously Improve Customer Perceptions
Satisfying the Customer

Defining the Customer’s Desired Product
Defining Quality as a Customer’s Total Experience With DelDOT
Including the Customer in the Product Delivery Process
Following-up With the Customer

METHODOLOGY

Theory, discussion and practice will be the consistent process used in this workshop. Trainers will use adult learning methods that encourage participation, welcome new ideas, encourage creativity and model the principles of the workshop. Special attention will be given to putting oneself in the shoes of the customer to better understand their perspective.

DELDOT CORE COMPETENCIES ADDRESSED

Communication
  interpersonal relations
  communicating with the public

Collaboration
  public involvement
  interpersonal skills
  building coalitions with other stakeholders

Organizational Excellence
  efficient, effective and ethical performance
  project management

RELATED COURSES ALREADY OFFERED

- Interpersonal Communication INH 0001
- Working With the Public INH 0076
- Section Specific Customer Service INH 0082
- Getting the Job Done—Where To Start CEP 0147
Working With The Public: Speaking the Language of Your Constituents

Is working with the public more frustrating than fruitful? Need to learn layman’s terms that cover technical concepts and theories? If so, this workshop can help. We can make working with the public a pleasure (well almost). By following some simple steps, you can design and participate in productive public meetings. You will learn easy communication strategies for sharing complicated data and have the opportunity to practice these techniques in a comfortable environment.

PURPOSE

The purpose of this workshop is to give participants the tools needed to effectively communicate and work with the public, and to provide an overview of the components of a well-designed meeting. Each section begins with a discussion of its importance and how it relates to the audience. Participants will be given multiple opportunities to practice the skills in the workshop so they have an increased level of comfort when they are in real-life situations. This workshop will model the techniques being proposed and allow participants the opportunity to practice new skills in a safe and productive environment.

OBJECTIVES

Participants learn to:

- Establish the purpose, importance, and desired outcomes of public involvement
- Identify the appropriate information to share with the public
- Prepare creative material and interesting presentations
- See the issues from the viewpoints of their constituents
- Design and deliver effective public meetings
- Facilitate public meetings
- Reflect on current practice and assess their abilities for managing various components of the meeting

COURSE CONTENT

Establishing the Importance of Working Collaboratively with the Public

How Much and What Kind of Information Should We Share?

Why do we have to do all the work?
Deciding the appropriate types and amounts of information to share
Who are your constituents?
Standing in the shoes of your constituents
Effective Communication Skills
  Effective internal and external communication
  Effective public speaking techniques
  Thinking and responding on your feet
  Dealing with Emotions – Yours and Theirs
  What Pushes Your Buttons?

Writing for the Public
  Write at a seventh grade level - but treat them like adults
  Going from “complicated” to “simple”

Media Tools for Delivering Your Information
  Information must be shared in multiple formats
  New techniques for delivering information and gathering feedback
  Evaluating your work

Small Group Practice
  Each small group is given a complicated, technical report that they must prepare for public presentation based on the previous information covered. Small groups practice their delivery while other participants play the role of the public. Presenters are given constructive feedback and suggestions on their performance.

DESIGNING PUBLIC MEETINGS

Preparing for the Meeting
  Identifying the Purpose and Expected Outcome(s) of the meeting
  Who needs to attend?
  Where will the meeting be held?
  Any special equipment/materials/supplies needed for this meeting?
  Invitations/Announcements w/location, date, time, etc.

Creating the Agenda
  Purpose of the Agenda
  Contents of the Agenda

Meeting Groundrules
  Purpose of Groundrules
  Possible processes for creating groundrules and when to use each process

Room Set Up
  Importance of room arrangement
  Various formats for consideration and when to use each

Participatory Meetings
  Participatory meeting vs. conventional meeting
  When and how to conduct participatory meetings

ATTACHMENT C
Role of the Facilitator

The traffic cop who is focused on the flow of traffic – the process
Four functions of a facilitator: encouraging participation, promoting mutual understanding, fostering inclusive solutions, and teaching new thinking skills
Facilitative listening skills – honoring all points of view

Open Discussion Format and Alternative Participation Formats

Techniques used for supporting a free-flowing exchange of ideas
Varying formats that can be used to energize and motivate a group

Dealing with Difficult Dynamics

Supporting interventions that honor all participants and the process

Other Roles in Meetings

Overview of the other roles and their responsibilities – Recorder, Timekeeper, Process Observer, etc.

The Decision-Making Rule

What are the possible ways a group can make decisions?
Which process is right for this group or this meeting?

Groan Zone – Problem Solving

Moving from issues to resolution
Understanding the groan zone
Creating a clear process for reaching resolution and agreements

Getting Sustainable Agreements

Purpose of creating agreements
Components of a sustainable agreement

Meeting Evaluation Tools

Various evaluation tools for obtaining meeting feedback

METHODOLOGY

Theory, discussion and practice will be the consistent process used in this workshop. Trainers will use adult learning methods that encourage participation, welcome new ideas, encourage creativity and model the principles of the workshop. Participants role-play using real world case studies to simulate typical experiences. In order to expedite learning, the workshop is feedback intensive – solicited from workshop facilitators and other participants. Feedback delivered in a safe and productive environment allows the participants to try new methods that will improve their interactions with the public.

ATTACHMENT C
DELDOT CORE COMPETENCIES ADDRESSED

Organizational Excellence
- efficient, effective and ethical performance
- safe and environmentally sensitive performance
- project management
- creating and managing change

Collaboration
- public involvement
- interpersonal skills
- conflict resolution, group facilitation and collaboration skills
- building coalitions with other stakeholders

Communication
- writing
- interpersonal relations
- communication protocols
- data presentation
- oral communication
- communicating with the public

Problem Solving
- critical thinking
- developing creative alternatives
- developing sustainable agreements

RELATED COURSES ALREADY OFFERED

HR MASTER COURSE LISTING

- Oral and Written and Written Communication DCA0002
- Problem solving and Decision Making DCA0003
- Writing Smarter – Not Harder CEP0001
- The Write Connection CEP0002
- Growing Into Leadership CEP0004
- Grammar in the Workplace CEP0006
- Workplace Communication CEP0008
- Effective Presentation Skills CEP0014
- Projecting a Positive Image CEP0020
- Project Management CEP0027
- The Communication Connection CEP0033
- Assertive Communication CEP0034
- Creating Transparency Graphics CEP0042
- Achieving Professional Excellence CEP0046
- Your Attitude: Key to Success CEP0048
- Effective Presentation Skills CEP0053
- Communicating Non-Defensively CEP0056
- Defusing Hostility in the Workplace CEP0060
- Achieving Excellence in Communication CEP0064
- Giving Effective Feedback CEP0065
• How to Deal With Difficult People CEP0075
• Effective Facilitation Skills CEP0078
• Winning at Human Relations CEP0090
• Leading Problem Solving Process CEP0105
• Dealing of Effectively with Media CEP0107
• Managing Anger CEP0110
• Creative Problem Solving CEP0119
• Managing Negative Behavior CEP0137
• Conducting Successful Meetings CEP0148
• Grammar for Business Professionals CEP0150
• Interpersonal Communication INH0001
• Facilitator Training Workshop INH0008
• The Write Connection INH0020
• Writing Made Easy INH0021
• Basic Management INH0027
• Lessons in Group Process INH0058
• How Adults Learn INH0059
• Designing Effective Meetings INH0060
• Basic Conflict Resolution INH0061
• Consider 3rd Party Facilitation INH0062
• Group Facilitation INH0064
• Problem Solving/Conflict Resolution INH0065
• Building Sustainable Agreements INH0066
• Com/Basic Conflict Resolution INH0070
• Group proc/Mtgs/3rd Facilitation INH0071
• Working with the Public INH0076
• Working with the Public INH0079
• Put it in Writing MDD0013
• Conflict Resolution SEM0014

SUPPLEMENTAL COURSES

• Interpersonal Communications
• Conflict Resolution (Working with the Public)
• Written Communication
• Presentation/Public Meetings
• Conducting Meetings
Working With The Public:
Speaking the Language of Your Constituents

Is working with the public more frustrating than fruitful? Need to learn layman’s terms that cover technical concepts and theories? If so, this workshop can help. We can make working with the public a pleasure (well almost). By following some simple steps, you can design and participate in productive public meetings. You will learn easy communication strategies for sharing complicated data and have the opportunity to practice these techniques in a comfortable environment.

PURPOSE

The purpose of this training is to offer team leaders a more advanced training that includes proven methods on how to improve their team dynamics and meetings. They will learn facilitative leadership skills, how to maintain control over a heated topic, and how to provide a safe environment for members to express alternative viewpoints.

OBJECTIVES

- Facilitate group meetings more effectively
- Coach and motivate team members and encourage participation
- Manage difficult group dynamics
- Discover more characteristics and traits good leaders possess
- Build on the theories behind leadership styles and methods
- Gain methods to acquire group consensus
- Learn how to achieve project success (completion)
- Identify an evaluation tool that works for your team

COURSE CONTENT

Review what was learned in the past trainings and if there are any questions on what has already been covered

Stress the “High Performance Teams” and “Working With the Public” trainings
Review what was covered in those sessions: Work team dynamics, basic conflict resolution, self-analysis, effective communication, basic facilitation, meeting management
How has your work changed? How is your work team working?

Identify an appropriate evaluation tool for team members
What is the purpose of the work team model?
How does group interaction occur?

Characteristics of a good team leader/leadership styles
What kind of leader are you?
Review leadership styles

How does the group impact the individual? How does the leadership style affect team members individually and as a group?

What is coaching? And how can it help motivate my team?
How and why coaching works
How leaders can make the best use of the coaching process
Successful project completion
Enhance job satisfaction
Build commitment and buy-in to tasks
Assertive speaking

How to create a safe environment for new and/or controversial ideas
Consideration of value systems
Integration of values and leadership
Primary sources of organizational stress
Consequences of fear: Data about fear-producing leader behaviors
Using real-life case studies, individuals practice how to prepare, design and facilitate a team meeting

When meetings go wrong
Practice difficult case scenarios
Pitfalls: absence of trust, fear of conflict, lack of commitment, avoidance of accountability, inattention to results

How to use subgroups to get things done

Back-at-the-office issues and opportunities
Discuss in subgroups real-life concerns about style options and related consequences
Give and receive feedback about individual styles

Summary and Conclusion
Discuss the transfer of learning to back-at-home situations

METHODOLOGY

Trainers will use a forum-style for this training. The focus will be on discussion and how the theories and methods on the agenda may increase their coaching and leadership.

ATTACHMENT C
DELDOT CORE COMPETENCIES ADDRESSED

Organizational Excellence
- efficient, effective and ethical performance
- safe and environmentally sensitive performance
- project management
- creating and managing change
- managing human capital

Collaboration
- high performing teams
- interpersonal skills
- conflict resolution, group facilitation, and collaboration skills

Problem Solving
- critical thinking
- analytical methods
- developing creative alternatives
- developing sustainable agreements

Communication
- interpersonal relations
- communications protocols

RELATED COURSES ALREADY OFFERED
COURSES FROM THE MANAGEMENT DEVELOPMENT INSTITUTE

- Supervisory Orientation/Day Two (3 hrs.)
- Performance Review for Supervisors (3.5 hrs.)
- Using the Employee Assistance Program (EAP)
- As a Performance Improvement Resource (3 hrs.)
- Understanding Diversity (5.5 hrs.), (Last offered 8/99)
- HR Basics for Supervisors
- Diversity at Work (3 hrs.)

SUPPLEMENTAL COURSES

- Interpersonal Communication
- Project Management
- Basic Management
- Human-Side Management
- Conflict Resolution (working with the public)
- Advanced Management
- Conduction Meetings
- Moving in to supervisory orientation
- Leadership

ATTACHMENT C
HR COURSE MASTER LISTING

- Leadership and Motivation DCA0001
- Problem Solving and Decision Making DCA0003
- Planning and Scheduling DCA0005
- Project Management DCA0008
- Effective Presentation Skills CEP 0014
- Active Listening CEP 0026
- Project Management CEP 0027
- The Communication Connection CEP 0033
- Assertive Communication CEP 0034
- Effective Presentation Skills CEP 0053
- How to Manage Conflict CEP 0054
- Communicating Non-Defensively CEP 0056
- Effective vs. Efficient Management CEP 0066
- Leadership Skills for Women CEP 0072
- How 2 Deal w/ Difficult People CEP 0075
- Team Building for Excellence CEP 0076
- Effective Facilitative Skills CEP 0078
- Humor in the Workplace CEP 0084
- Winning at Human Relations CEP 0090
- Leading Problem Solving CEP 0105
- Successful Planning Techniques CEP 0115
- Creative Problem Solving CEP 0119
- Facilitation Skills for Team CEP 0128
- Personal Profile/Behavior Style CEP 0132
- Managing Negative Behavior CEP 0137
- Conducting Successful Meetings CEP 0148
- Emotional Intelligence CEP 0156
- Managing Change CEP 0160
- Facilitator Training Workshop INH 0008
- Management Essentials INH 0013
- Project Management INH 0009
- Basic Management INH 0027
- Managing Change INH 0032
- Communication INH 0057
- Lessons in Group Process INH 0058
- Designing Effective Meetings INH 0060
- Basic Conflict Resolution INH 0061
- Consider 3rd Party Facilitation INH 0062
- Group Facilitation INH 0064
- What Worked & Do It Again? INH 0063
- Prob. Solving/Conflict Resolution INH 0065
- COM/Basic Conflict Resolution INH 0070
- Group Proc/mtgs/3rd Facilitation INH 0071
- Advanced Management INH 0076
- Coaching and Counseling MDD 0002
- Human Side of Management MDD 0004
- Managing for Increased Productivity MDD 0006

ATTACHMENT C
• Managing Change in a Positive Manner  MDD 0007
• Conflict Resolution  SEM 0014
• Intro Women’s leadership program  SEM 0034
• Advanced Women’s Leadership Program  SEM 0037
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