

Improving Performance at the Iowa Department of Transportation

The ugly, the bad, and the good

John Selmer

Performance and Technology Division





12 20%	15 30%
18 30%	21 45%



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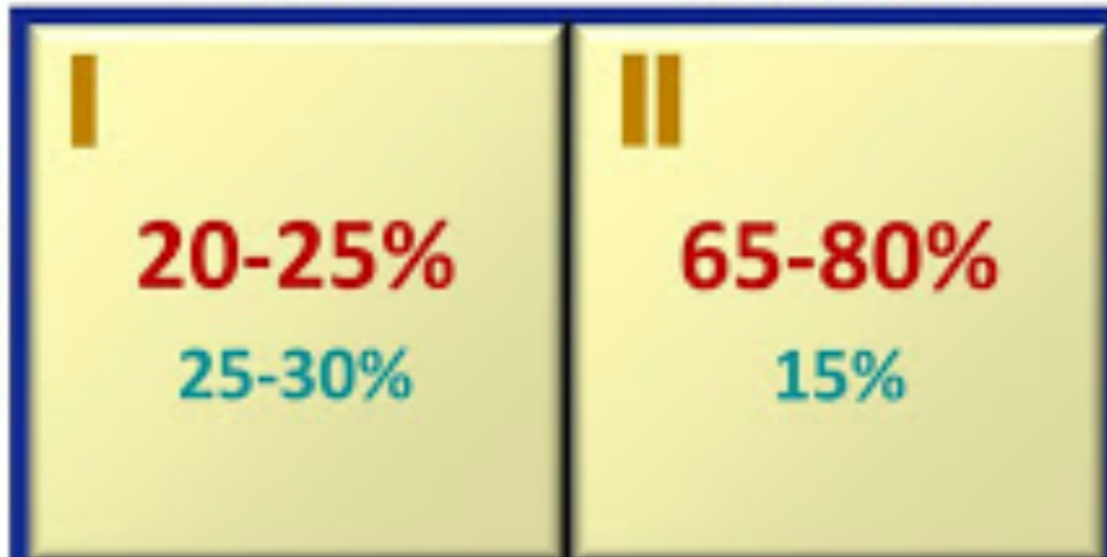
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**ARE YOU IN
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THE URGENT?**

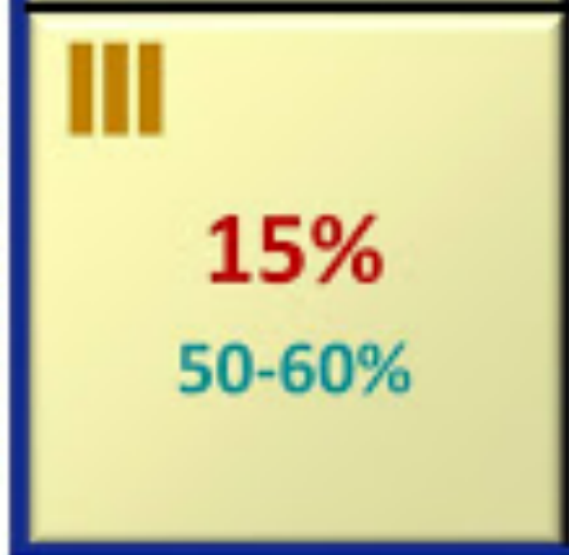
Urgent

Not Urgent

Important



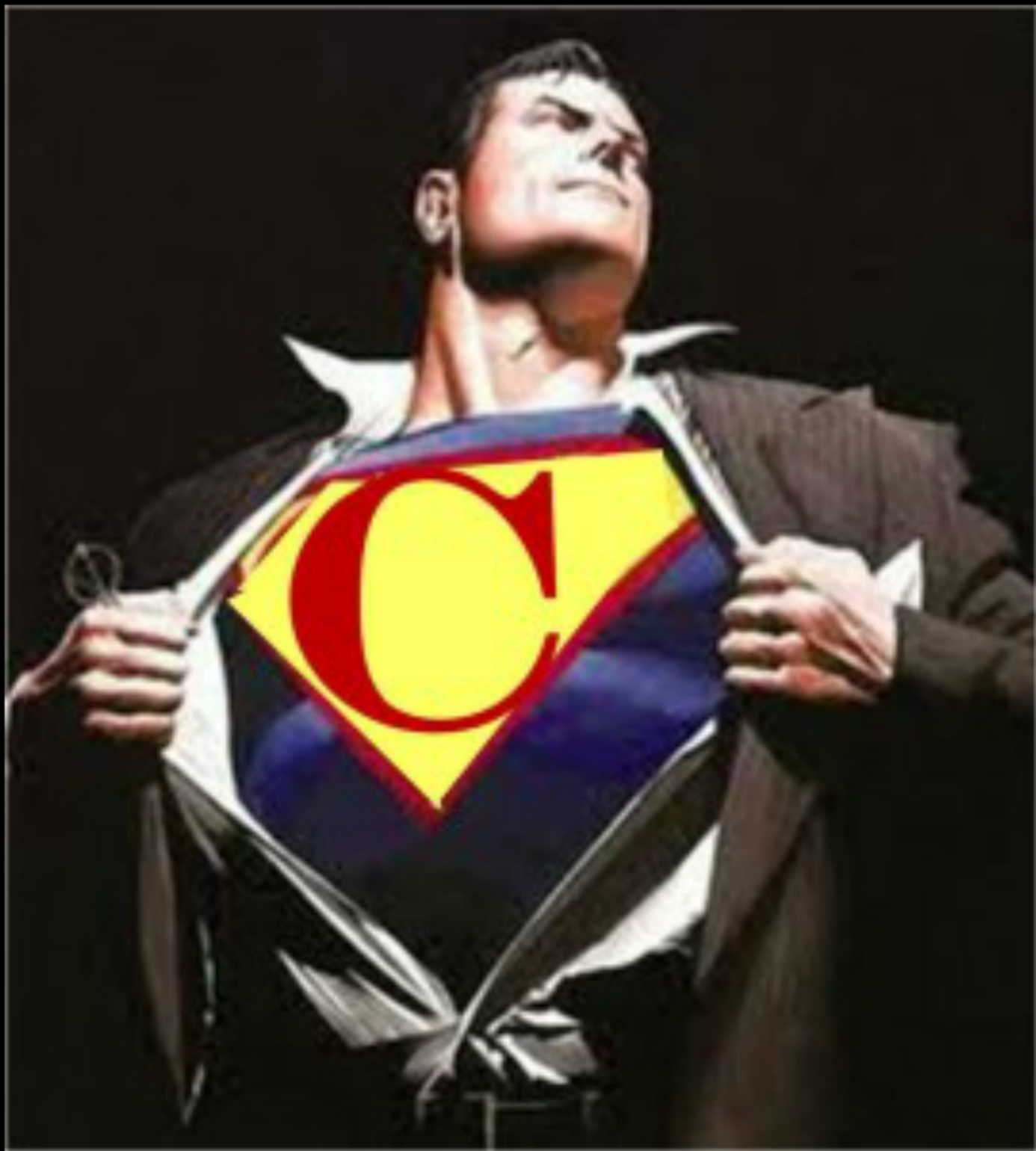
Not Important



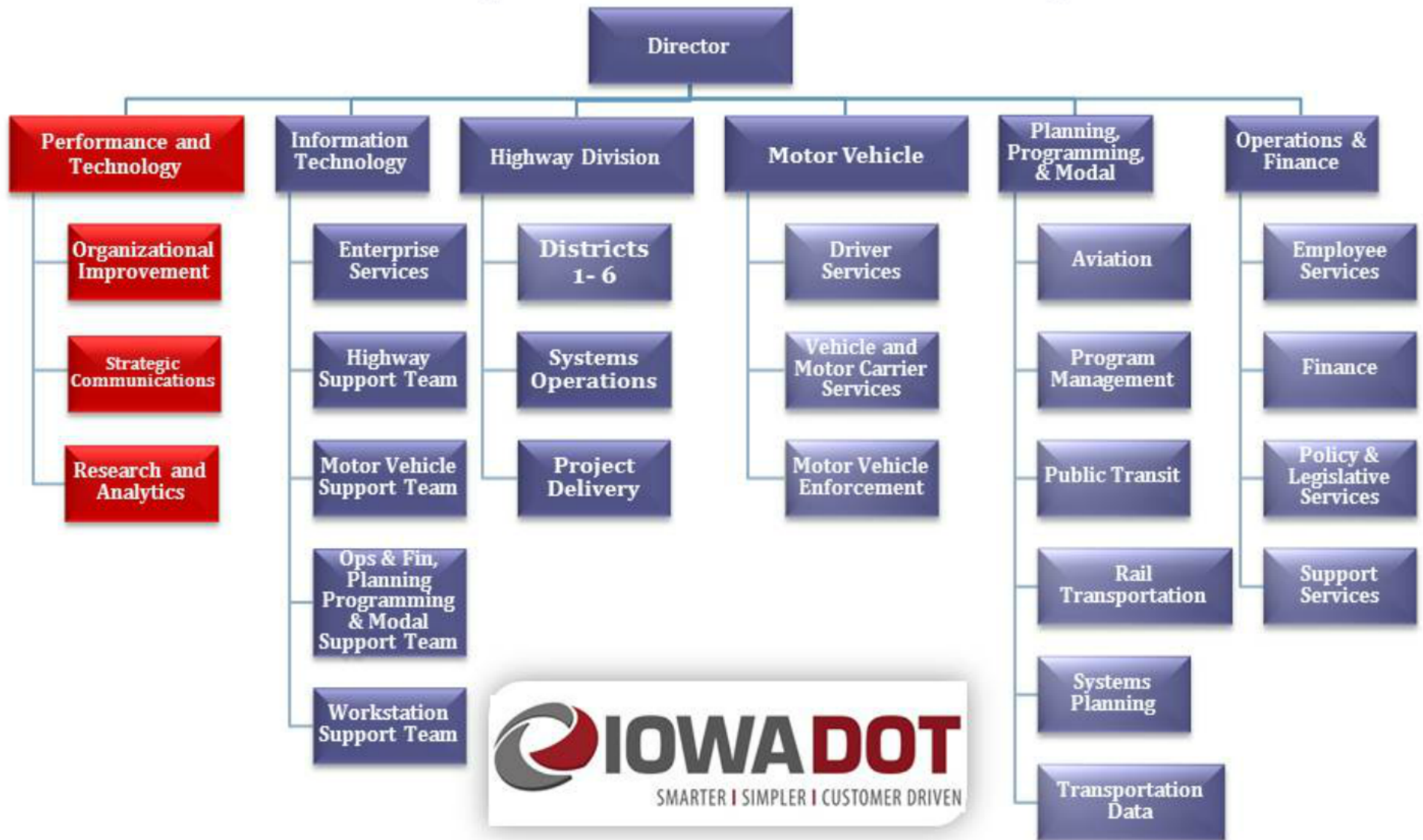
- **High performing organizations**
- **Typical organizations**

A circular black button with white text. The text is arranged in two lines: "ASSIMILATE" on the top line and "THIS!" on the bottom line. The font is a bold, sans-serif typeface. The button has a slight shadow to its right, suggesting it is resting on a surface.

**ASSIMILATE
THIS!**



Iowa Department of Transportation



ent
als

employees

consolidation

progress

The Iowa Department of Transportation presents...

Leadership 4CHANGE





With a
New Preface
by the
Author

LEADING CHANGE



JOHN P.
KOTTER

HARVARD BUSINESS REVIEW PRESS

Assessment



- Compile Data
- Develop Change Communication Learning Campaign

1 Establish Urgency

3 Develop a Vision and Strategy

4 Communicate for Understanding & Buy-in

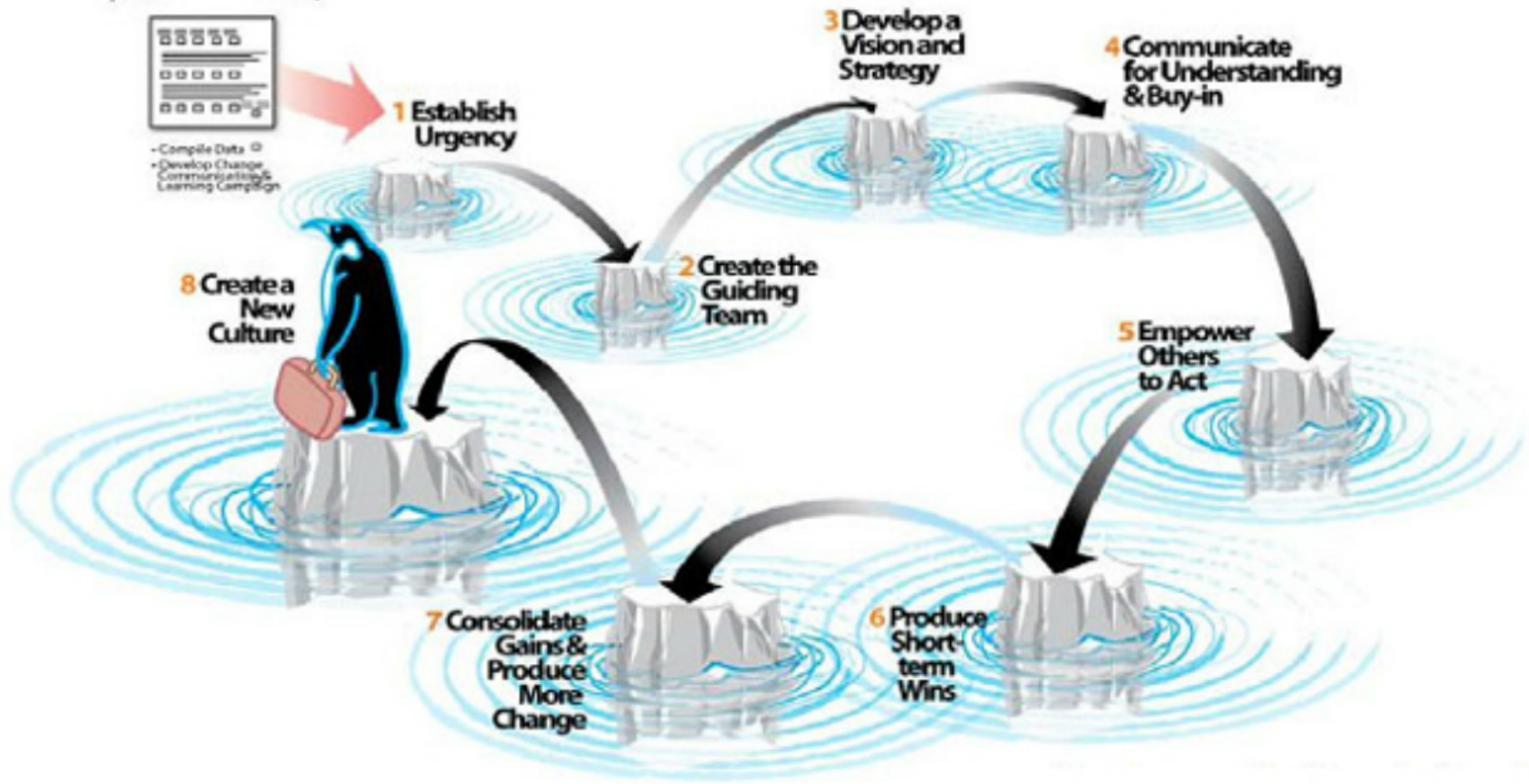
2 Create the Guiding Team

5 Empower Others to Act

8 Create a New Culture

7 Consolidate Gains & Produce More Change

6 Produce Short-term Wins



The FIVE
DYSFUNCTIONS
of a TEAM

A LEADERSHIP FABLE



PATRICK LENCIONI

AUTHOR OF *THE FIVE TEMPTATIONS OF A CEO*

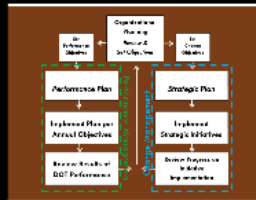
The FIVE Dysfunctions of a Team by Patrick Lencioni

Members of dysfunctional teams ...	Dysfunctions and ways to Overcome each one	Members of trusting teams ...
<ul style="list-style-type: none"> • Stagnates/fails to grow • Rarely defeats competitors • Loses achievement-oriented employees • Encourages team members to focus on their own careers and individual goals • Is easily distracted 	<p><u>Inattention to Results</u></p> <ul style="list-style-type: none"> ✓ Public declaration of results ✓ Results-Based rewards ✓ Setting the tone for a focus on results from the leader 	<ul style="list-style-type: none"> • Retains achievement-oriented employees • Minimizes individualistic behavior • Enjoys success and suffers failure acutely • Benefits from individuals who subjugate their own goals/interests for the good of the team • Avoids distractions
<ul style="list-style-type: none"> • Creates resentment among team members who have different standards of performance • Encourages mediocrity • Misses deadlines and key deliverables • Places an undue burden on the team leader as the sole source of discipline 	<p><u>Avoidance of Accountability</u></p> <ul style="list-style-type: none"> ✓ Publication of goals and standards ✓ Simple and regular progress reviews ✓ Team rewards ✓ Ability of leader to allow the team to serve as the first and primary accountability mechanism 	<ul style="list-style-type: none"> • Ensures that poor performers feel pressure to improve • Identifies potential problems quickly by questioning one another's approaches without hesitation • Establishes respect among team members who are held to the same high standards • Avoids excessive bureaucracy around performance management and corrective action
<ul style="list-style-type: none"> • Creates ambiguity among the team about direction and priorities • Watches windows of opportunity close due to excessive analysis and unnecessary delay • Breeds lack of confidence and fear of failure • Revisits discussions and decisions again and again • Encourages second-guessing among team members 	<p><u>Lack of Commitment</u></p> <ul style="list-style-type: none"> ✓ Cascading Messaging ✓ Deadlines ✓ Contingency and Worst-case scenario analysis ✓ Low-risk exposure therapy ✓ Ability of leader to not place too high of a premium on consensus or certainty 	<ul style="list-style-type: none"> • Creates clarity around direction and priorities • Aligns the entire team around common objectives • Develops an ability to learn from mistakes • Takes advantage of opportunities before competitors do • Moves forward without hesitation • Changes direction without hesitation or guilt
<ul style="list-style-type: none"> • Have boring meetings • Create environments where back-channel politics and personal attacks thrive • Ignore controversial topics that are critical to team success • Fail to tap into all the opinions and perspectives of team members • Waste time and energy with posturing and interpersonal risk management 	<p><u>Fear of Conflict</u></p> <ul style="list-style-type: none"> ✓ Mining for conflict ✓ Real-Time Permission ✓ Personality style and Behavioral Preference tools ✓ Demonstration of restraint by leader when people engage in conflict 	<ul style="list-style-type: none"> • Have lively, interesting meetings • Extract and exploit the ideas of all team members • Solve real problems quickly • Minimize politics • Put critical topics on the table for discussion
<ul style="list-style-type: none"> • Conceal their weaknesses and mistakes from one another • Hesitate to ask for help or provide constructive feedback • Hesitate to offer help outside their own areas of responsibility • Jump to conclusions about the intentions and aptitudes of others without attempting to clarify them. • Fail to recognize and tap into one another's skills and experiences. • Waste time and energy managing their behaviors for effect • Hold grudges • Dread meetings and find reasons to avoid spending time together 	<p><u>Absence of Trust</u></p> <ul style="list-style-type: none"> ✓ Personal Histories Exercise ✓ Team Effectiveness Exercise ✓ Personality and Behavioral Preference Profiles ✓ 360-Degree Feedback ✓ Experiential Team Exercises ✓ Demonstration of vulnerability first by leader 	<ul style="list-style-type: none"> • Admit weaknesses and mistakes • Ask for help • Accept questions and input about their areas of responsibility • Give one another the benefit of the doubt before arriving at a negative conclusion. • Take risks in offering feedback and assistance • Appreciate and tap into one another's skills and experiences • Focus time and energy on important issues, not politics • Offer and accept apologies without hesitation • Look forward to meetings and other opportunities to work as a group

A photograph of a torn piece of light-colored paper with the words "LEAN SIX SIGMA" printed in a black, serif font. The paper is placed on a background of interlocking puzzle pieces, which are light gray with dark outlines. The lighting is soft, and the overall composition is centered.

LEAN SIX SIGMA

measures strategic



ion

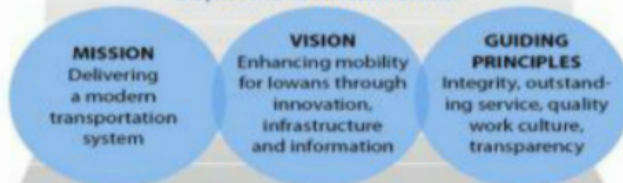
value

Iowa Department of Transportation 2012-2013 Strategic Plan Framework

Core business functions



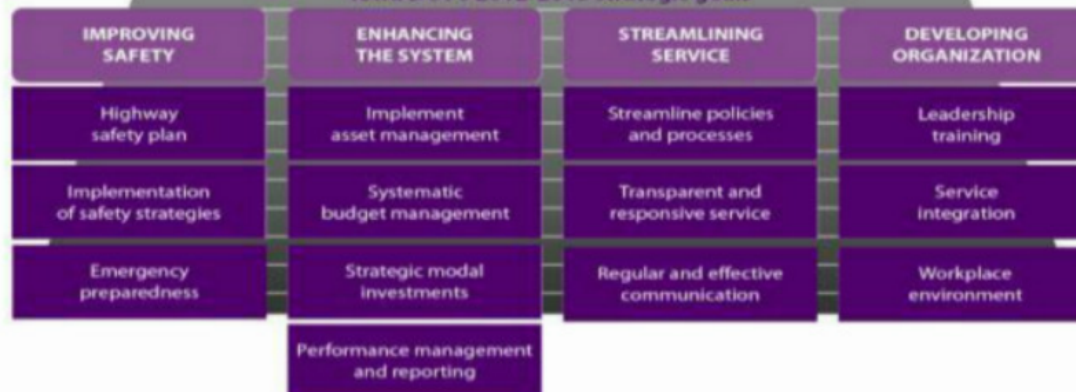
Department fundamentals

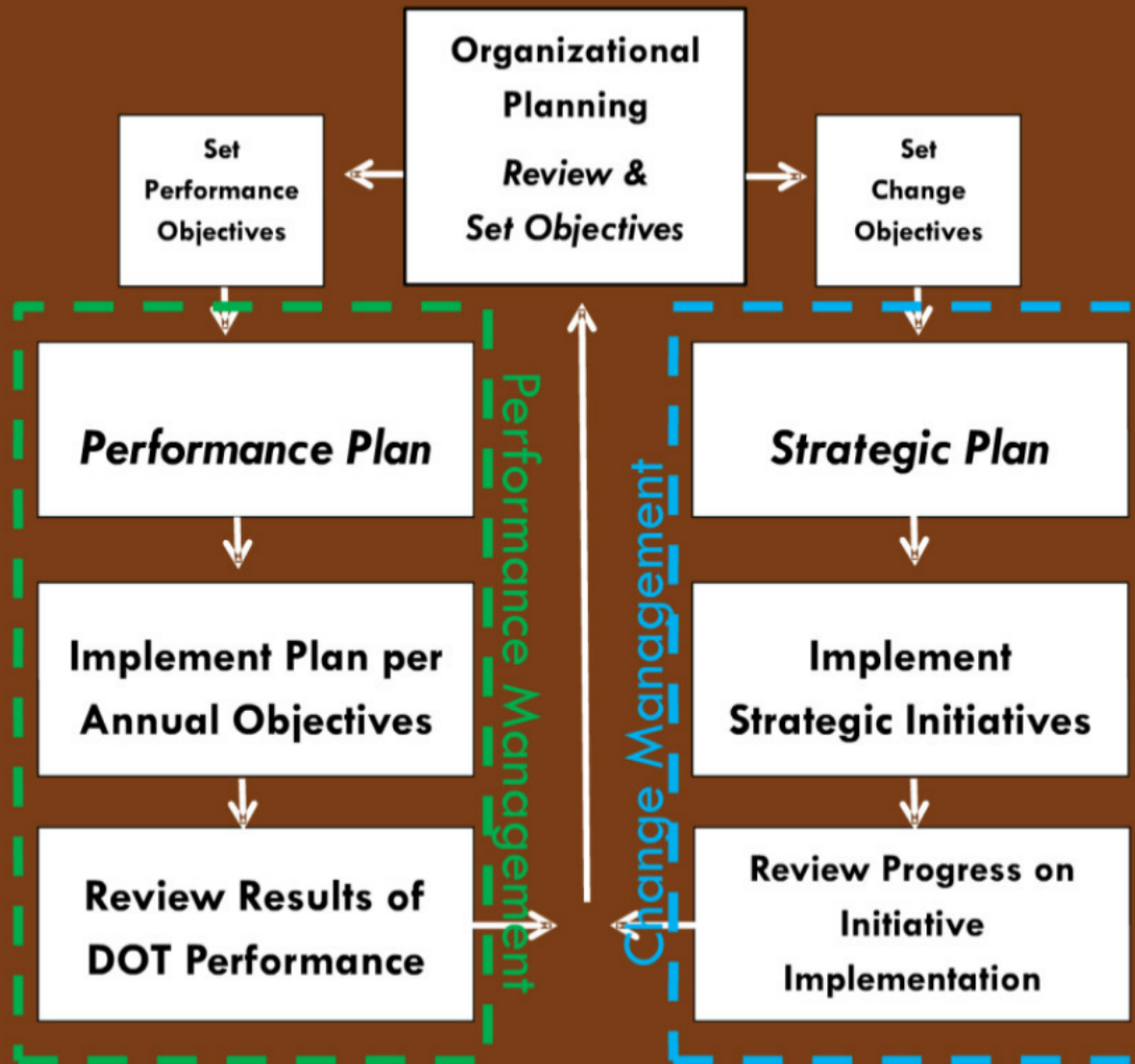


Areas of strategic focus



Iowa DOT's 2012-2013 strategic goals





2014 STRATEGIC PLAN

AS OF APRIL 2014



HOW THE IOWA DOT OPERATES DAY-TO-DAY

OUR MISSION

Getting you there safely, efficiently, and conveniently

OUR CORE VALUES

Iowa DOT employees will demonstrate:

Safety – Put safety first in everything we do

Respect – Treat everyone with honor, dignity and courtesy

Integrity – Earn and demonstrate trust through transparent and ethical actions

Teamwork – Work together through effective communication, collaboration and accountability

Leadership – Create vision, inspire others and set an innovative pace for our customers and the transportation industry.

WHERE THE IOWA DOT IS GOING

OUR VISION

Smarter, Simpler, Customer-Driven

ONE IOWA DOT TEAM KEY INITIATIVES FOR CHANGE

Initiatives will be worked on one at a time and lead by a key initiative team.

Team members will be made up of Iowa DOT staff members who have a unique relationship to the initiative being worked on at that time.

Performance Management

Data Integration

Portfolio and Project Management

Organizational Communication

Workforce and Knowledge Management

visit: www.XXX

TO LEARN MORE ABOUT THE STRATEGIC PLAN AND PROGRESS OF KEY INITIATIVES



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IOWA DOT STRATEGIC PLAN

CURRENT INITIATIVES

ORGANIZATIONAL COMMUNICATION

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CURRENT PROGRESS

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CURRENT STATUS

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CONTACTS

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tsomece@dot.iowa.gov

Teca Somece
515-515-1515
tsomece@dot.iowa.gov

KEY INITIATIVES

Performance Management ✓

Data Integration ✓

Portfolio and Project Management ✓

Organizational Communication ✓

Workforce & Knowledge Management ✓

OVERVIEW

- ▶ [Current strategic plan](#)
- ▶ [How the plan was created](#)
- ▶ [SWOT analysis](#)
- ▶ [How this plan is different](#)

TOOLS

- ▶ [Strategic plan presentation](#)
- ▶ [Strategic plan brochure](#)
- ▶ [Feedback tools](#)
- ▶ [Supporting materials](#)

WHAT IS PLANNING?

- ▶ [What is strategic planning?](#)
- ▶ [Why plans usually don't work](#)
- ▶ [The planning process](#)
- ▶ [Why strategic planning is necessary](#)

