

**Delaware Department of Transportation  
Reorganization/Soft Skills  
Workshop Project**

by

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

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**DELAWARE CENTER FOR TRANSPORTATION**

**University of Delaware  
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Newark, Delaware 19716  
(302) 831-1446**

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*Delaware Department of Transportation  
Reorganization/Soft Skills Workshop Project*

**Final Report**

**Prepared by Kathy Wian, Principal Investigator**

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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.

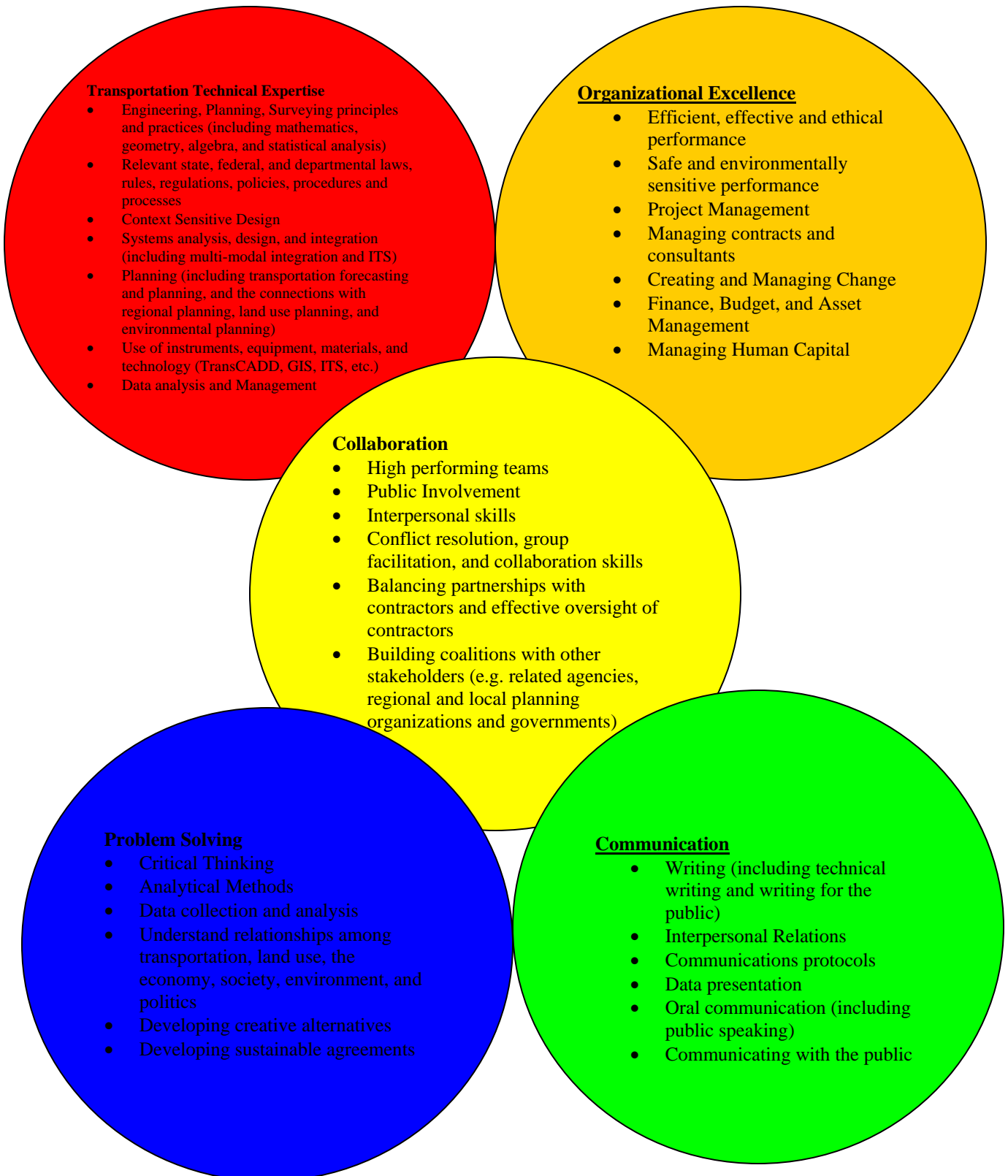
## ACCOMPLISHMENTS TO DATE

- 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.

# DeIDOT Competencies – Attachment A



**Delaware Department of Transportation  
Human Resource Management  
Course Offerings**

<u>COURSE</u>	<u>NO. OF COURSES</u>	<u>TRAINER</u>
Blue Collar (pay grade 9 and below)	21	In-house
Career Enrichment Program (SPO)	160	State Personnel Office
Computer Training	117	In-house / SPO
Drug and Alcohol	4	In-house
Delaware Contractor's Association	14	DCA
In-House Curriculum Includes courses mandatory for all employees	94	In-house
Management	21	SPO
Real Estate	83	IRWA and ERA
Safety partnership with DOL, DEMA, Natural Resources	15	In-house or in
Seminars Track, Skill Path	71	Fred Pryor, Career
T <sup>2</sup> Center	27	T <sup>2</sup> Center
Wellness Center, Diagnostic Medical Services	11	Bay Health Medical



## 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.

<u>Quarter 1</u>		<u>Quarter 2</u>	
In-House	62%	In-House	61%
SPO	13%	SPO	9%
Other Contractors	26%	Other Contractors	32%
 <u>Quarter 3</u>		 <u>Quarter 4</u>	
In-House	52%	In-House	86%
SPO	6%	SPO	5%
Other Contractors	42%	Other Contractors	14%

### Average for the Year

<b>In-House</b>	<b>65%</b>
<b>SPO</b>	<b>8%</b>
<b>Other Contractors</b>	<b>28%</b>

Other Contractors include, but not limited to: T<sup>2</sup> 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

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**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.

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**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

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## **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.

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### **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 in?*

**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 capital*

**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



## ATTACHMENT C

### HR COURSE MASTER LISTING

- Communication INH 0057
- Lessons In Group Process INH 0058
- Designing Effective meetings INH 0060
- Basic Conflict Resolution INH 0061
- Consider 3<sup>rd</sup> Party Facilitation INH 0062
- What Worked & Do It Again? INH 0063
- Group Facilitation INH 0064
- Prob. Solving/Conflict Resolution INH 0065
- COM/Basic Conflict Resolution INH 0070
- Group Proc/mtgs/3<sup>rd</sup> Facilitation INH 0071

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## **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.

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### **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 |

**ATTACHMENT C**

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## **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.

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### **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 3 <sup>rd</sup> Party Facilitation	INH0062
•	Group Facilitation	INH0064
•	Problem Solving/Conflict Resolution	INH0065
•	Building Sustainable Agreements	INH0066
•	Com/Basic Conflict Resolution	INH0070
•	Group proc/Mtgs/3 <sup>rd</sup> 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



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## **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.

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### **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*

**ATTACHMENT C**

**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 3 <sup>rd</sup> 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/3 <sup>rd</sup> 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
- Conflict Resolution
- Intro Women's leadership program
- Advanced Women's Leadership Program

MDD 0007

SEM 0014

SEM 0034

SEM 0037

**Delaware Center for Transportation  
University of Delaware  
Newark, Delaware 19716**

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