

TAC Education Award Nomination Leader In You



Ministry of
Transportation
and Infrastructure

The workforce is changing. Thoughtful work is being done around succession planning in our ministry and throughout government – this has led to a deliberate and planned approach to addressing changes. The Ministry of Transportation and Infrastructure has developed an action oriented Succession Committee with a Vision to “Motivate.Transfer.Transform.: Building talent for the future. The mandate of the committee is to build a culture of shared responsibility for succession by influencing our organization to recruit, develop and retain a strong and diverse team within the BC public service.

As part of the ministry’s ongoing succession initiatives, it is critical that we continue to empower and provide our people with the resources and skills to be a resilient workforce for the future. To achieve this, one major element identified through employee consultation was leadership.

The project

We each have the ability to demonstrate leadership every day and in any level of the organization. The Leader in You is a two-day workshop developed and delivered by employees for employees – providing theory and practical tools to those, regardless of title and classification, who want to learn more about leadership, about themselves and about enhancing their skills. After all, leadership isn’t confined to a position. Anyone, in any role, has the opportunity to develop leadership skills and lead, within their team, throughout the organization and beyond.

In April 2016, the Ministry of Transportation and Infrastructure launched its inaugural Leader in You workshop (Appendix 1). This intense, interactive workshop accepts up to 25 participants who are required to go through an application process. Participants are introduced to tools, thoughts and ideas which are fundamental to effective leadership. To support different learning styles, participants are provided a journal with thought provoking questions to consider and answer for themselves throughout the workshop. Using the coaching approach to action, by the end of the two days, workshop participants create an action plan identifying the next steps in their leadership journey.

In this workshop, participants learn the S.M.R.T. Framework:

- * System: Learn about the system they are working in and why the values of the organization and the structure of the organization matter when it comes to leadership.
- * My Leadership: Learn about what kind of a leader they are, and how they can leverage strengths and create some areas of awareness for themselves.
- * Resiliency: Learn tools to enhance their leadership approach and become increasingly resilient to themes that will reoccur throughout their career such as trust, team development, change management, time and conflict.
- * Timing: Create accountability by identifying their goals to enhance their leadership practice.

The workshop provides information and tools to employees at any level who want to learn more about leadership, themselves and developing their skills. What make this training unique from other leadership workshops is that the two days are facilitated by ministry employees and learning is accelerated through the sharing of experiences. Every session is facilitated by different team members and it is constantly being improved by the facilitators. This program is being led, developed and improved by the desire of employees to develop everyday leaders.

The contribution to education

Inspired by Drew Dudley's concept of "Everyday Leadership", the Leader in You is designed to foster a culture of leadership and building resiliency in the Ministry of Transportation and Infrastructure by providing leadership learning and development opportunities to employees at all levels of the organization. It demystifies the thought that leadership is connected to a specific role and introduces the concept of leadership at all levels.

The workshop provides theory and practical tools to employees who want to enhance their leadership skills.

Specifically, the workshop includes:

- * Defining leadership vs management vs supervision
- * Understanding the system you work within and influencing from your role.
- * The conditions of trust, a fundamental element of leadership
- * Applying leadership characteristics to team development, conflict management, and change and transition.
- * Understanding the impact of time management with respect to your leadership style.
- * Developing your leadership journey.

Participants identify their own leadership goals, barriers to achieving these objectives and ways to attain success. Participants learn how to leverage their strengths and lead by action. At the end of the two days, participants learn about themselves and their leadership. They are provided an opportunity for self-reflection and they leave with clear direction for their own leadership plans and path to achieve them.

The benefits

We live in an environment that is in a constant state of change, which has heightened the need for a skillset that is responsive and adaptable to diverse circumstances when working with another and with the public.

This workshop empowers employees by providing the resources and skills to be a resilient workforce for the future. The workshop provides a much-needed vehicle for employees to explore and grow their leadership skills, having significant benefits to both the ministry and the citizens they serve. The workshop was thoughtfully designed to be engaging and inspiring for participants, and ultimately enhancing the organizations culture.

To date, this program has been delivered in 9 sessions to over 200 participants who have ranked it over 8.5 out of 10. Participants enjoy the workshop so much that they share stories of their experience in our Ministry Newsletter (Appendix 2). This program will continue to be delivered around the province and Leader in You 2.0 is being developed to continue enhance leadership skills at every level in government.

The value to the Canadian transportation community

The Canadian transportation industry is constantly transforming which requires continuous development of people who can lead and be resilient when faced with change. In addition to the important technical skills, Leader in You provides ministry employees the opportunity to round off their skillsets by focusing on people and leadership.

Ministry employees who learn to lead will apply these tools to all areas of their work and life. They will act as leaders when partnering with stakeholder, the public and other agencies and associations. The knowledge they gain through this innovative workshop will be harnessed in their work with other transportation professionals and they will share a culture of leadership beyond their immediate work environment.

Appendix 1: Inaugural Leader In You workshop



▲ Ministry employees at the inaugural Leader in You workshop, in April 2016.

Appendix 2: Participants reviews



To view video
CLICK HERE.

▲ Highway 1 mudslide near Bridal Falls.



Ministry of
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Ministry of Transportation and Infrastructure
Employee Newsletter December 2017

The Leader in All of Us

Submitted by Daniel Belisle, Engineer-in-Training

Anyone can be a leader. Positional leadership (think reporting relationships) is not the same as everyday leadership.

On Oct. 18 and 19 in Kamloops, I had the privilege to participate in something truly remarkable – the Leader in You Workshop. It was empowering and uplifting in every way, and I'm delighted to share some of this experience with you.

The workshop was structured into four modules. Our first module allowed for an engaging and thought-provoking discussion about the system of government through which we serve. In sharing our personal experiences, we learned about the mechanics of good government, and how the system naturally enables positive outcomes for British Columbians. We learned about where we, as public servants, fit in the big picture, and how we should approach our work to best affect those outcomes.

For the next module, we learned about ourselves and our natural leadership styles. We identified our strengths and weaknesses, and developed strategies for working with both. We learned how to support one another, actively listen and engage, and when to mentor and coach.

Our third module focused on building resilience in response to change. Government is a very dynamic and unique environment, and it requires us to be flexible in all aspects of our work. Things change. Priorities, actions, staff, reporting structures... anything really can shift. We learned about the stages of change, the challenges it presents, and how to thrive and support others at each step.

Our last module was about effective time management. We've all thought at least once, "I don't have time for this!" But there is time for all our priorities. It's there, but we just have to find it. Managing that time effectively requires reflecting on what our priorities truly are. There are numerous techniques for effective time management, and some work better for different people. At the workshop, we were able to explore these techniques and see what works best for our styles.

Successful workshops need people to be actively engaged, and the material itself can only go so far in achieving



▶ Participants in the Leader in You workshop, held in Kamloops, Oct. 18 and 19.

As I now write this article, the workshop was only two weeks ago, and I've already applied skills from every module in many helpful ways. I look forward to occasionally reviewing my Leader in You Workshop Journal and reference material, as I strive to develop additional good habits (and drop a few more bad ones).

In my experience, all of us at the Ministry of Transportation and Infrastructure exhibit leadership qualities. This workshop helps us bring out the leader already within every employee.

This is a unique opportunity to experience something truly remarkable. Unlike leadership courses, books, or other resources you can find anywhere else, this workshop is custom built by our very own ministry team. It's made by people who understand our business, and know what information will benefit us the most.

Set yourself up for success. Prioritize your leadership skill development. Apply to attend the next Leader in You Workshop. ♦

who made this workshop great. The workshop in Kamloops was facilitated by three incredible people: Michelle Evans, Ron Sharp and Darrell Gunn. They set up a safe, open, welcoming environment to share our experiences. Participants responded with equally respectful, thoughtful and passionate contributions, making it an enriching experience for all. I am really impressed with our ministry for prioritizing initiatives like this. I am convinced these types of activities will achieve the goal of empowering our people to be a resilient workforce. Everyone involved including participants, facilitators and sponsors should be commended for their forward thinking, in recognizing the value of leadership skills.

1 RoadRunner
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What the Leader in You Means to Me

Submitted by Gillian Moxham, Senior Project and Policy Analyst

What does everyday leadership mean to you?

This question was posed to 28 ministry staff at the Leader in You Workshop, held on Feb. 22 and 23, in Victoria. That one question tabled at the outset inspired many responses from "being positive" to "listening" to "being aware of others' strengths" to simply saying "good morning" to someone.

The workshop was facilitated by Randeep Tut, Jennifer Fraser and Steve Sirett, all Ministry of Transportation and Infrastructure staff. While the facilitators were skilled and well-prepared, the discussion and contributions of the participants were equally important in bringing value to the session. Since leadership can mean something different to everyone, understanding different perspectives on leadership is important for

"formal" leaders in supervisory and strategic roles and "everyday leaders" alike.

Participants came from a variety of backgrounds and represented every department across the ministry. Over the course of the two-day workshop, there were numerous discussions and group activities which had the participants delve deep into the elements of leadership. Topics for discussion included how the system of government and our personal values link to leadership, the importance of building and maintaining trust, time management strategies and how they link to leadership, team development, leading change, managing conflict and coaching.

Through discussion and reflection, I came to realize that for me, great leadership takes ego

out of the equation – good leaders are not afraid to admit to mistakes or that they don't have the answers. Great leaders rely on the skills and expertise of others and are respectful, trusting and trust-worthy.

A quote by Donald H. McGannon stuck with me after the workshop: "Leadership is action, not position."

This was the fifth Leader in You workshop, following a pilot in April of 2016. Additional Leader in You workshops are in development and the dates will be posted on TRANnet. ♦

▶ Facilitators Steve Sirett, Randeep Tut and Jennifer Fraser (standing) and workshop participants take in Clare Allan's report from her group.

▶ Employees made visual connections between elements of leadership.



6 RoadRunner
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