

**~ Joining Together ~**  
**How Sound Transit Human  
Resources Partners to Improve  
Leadership & Team Performance**

**2010 APTA Rail Conference**  
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# Overview

- Sound Transit is in a “rapid growth” development cycle
- We are changing from primarily a “plan-design-build” organization to now adding operations
- To meet these needs, Sound Transit HR refreshed it’s mission to meet them:

“We exist to provide quality innovative HR services, as a strategic partner to ensure organization effectiveness. Believing employees are our most valuable asset, we strive to uphold the integrity of Sound Transit’s mission and values.”

# Key Deliverables

**Leadership Development**

**Team Development**

**Change Management**

**Management & Project Management  
Training Program**



# Why Leadership Development?

**In 2009 ~**

- Evidence that emotionally intelligent people are more successful at work is well documented
- Emotional intelligence can be learned with increased awareness and hard work
- With awareness and hard work, leaders can improve relationships and team performance

# Leadership Development

**In 2009 ~**

- Leaders engaged in 360° feedback
- Leaders and teams performed Meyers Briggs Personality Type Indicators (MBTI)
- Developed Mission Statements & performed Organizational Assessment for 2010 goals

# Leadership Development

## Now underway in 2010 ~

- EQ goal setting & “Awareness Lessons” to bridge gaps identified in 360° feedback
- IT Division undergoing “Leadership Intensive” series of team development off-sites
- “Management Training Program” introduced

# Leadership Development Results

- Leaders use new awarenesses from 360°, MBTI, iDisc and EQ in Action Profile to study their own behavior and its impact on others;
- Leaders begin to improve self-regulation as more choices for behavior are learned and used;
- Their ability to motivate & communicate mission, vision, values and action plans improves.

# Team Development

**In 2009 ~**

- Team off-sites connected leaders & their teams
- Explored expectation between leaders & teams
- Established priority of work: roles and responsibilities with scorecard as the foundation



# Team Development

Now underway in 2010 ~

- Several mini manager & team ½ day off-sites
- “Leadership Intensive” with IT Mgmt Team
  - Phase I: Mission, vision, ground rules, decision-making styles, & goals
  - Phase II: EQ In Action Profile, team conflict styles, leadership lessons & solving “stuck” problems

# Team Development Results

- Leaders share organizational and divisional mission, vision, values and goals;
- Leaders and teams brought into deeper contact, improving trust and ability to work through conflict;
- They get lessons on leadership that help them understand their stage of group development, how to make decisions effectively, and learn to think strategically and systemically.

# Change Management

**2010 ~**

- Worked with Procurement and Contracts Division to facilitate division-wide change project
- Use of Action Research and statistical methodologies to measure accomplishment toward goals
- Use of Applied Behavioral Science techniques to manage resistance to change and engage leader & team toward common goals

# Impact of Change Management

- Agency-wide processes improve, making them less redundant, more efficient, and easier for the user
- This leads to greater efficiencies and lower costs
- Quality of purchases improves
- Project managers better able to meet targets on time and on or under budget

# Management Training Program

## Training Underway ~

- *Hire Only the Best: Behavioral Interviewing Techniques*
- *The Nature of Strategic Thinking*
- *Introduction to Leading Change*
- *The Conflict Toolkit: Enhance Your Conflict Resolution Capacity*
- *Solving the Cross-Work Puzzle: Thriving in a Matrixed Organization*
- *Builders, Boomers, Xers and Nexters: Working with Generational Diversity*

# Management Training Program

## Upcoming Pilots ~

- *Sound Transit Management 101*
  - *The Business of Inclusion*
  - *Manager as Coach: Helping Your Team Set Goals and Stay on Track*
  - *Team Diversity: Generations & Birth Orders in Teams*
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- **All classes are awarded CEU's!**

# Management Training Results

- Increases ability of managers to hold better interviews, increasing organizational effectiveness at point-of-hire;
- Increases managers resilience and ability to manage rapid change;
- Improves managers' abilities to effectively evaluate and develop employees throughout the year and during annual reviews;
- Supports careers for succession plans

# Why a Project Management Training Program?

- PM training & PMP certification offer tools and skills to more effectively manage projects;
- We reap ROI from employees who share a common skill set with mutually recognized knowledge, skills & ways of thinking about and managing projects;
- PMP certification is a globally recognized credential that boosts career potential that benefits and motivates our employees.



# Our Project Management Training Program

1. Employees take 7 required courses
  2. Practice what they learn in the courses on-the-job
  3. Take an exam prep course (optional)
  4. Once qualified to sit for the exam, Sound Transit pays the exam fee
- **All classes are awarded CEU's!**

# Project Management Required Courses

- Introduction to Project Management
- Critical Path Scheduling
- Project Estimating and Budgeting
- Introduction to Project Leadership
- Managing Scope, Schedule & Budget
- Managing Project Risk
- Measuring Project Performance & Earned Value

# We Continue to Build in 2011!



Questions?