

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

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Presented by: Adrian Byrd-Pina
Human Resources Director
Regional Transit Authority Sound Transit
Seattle, Washington

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?