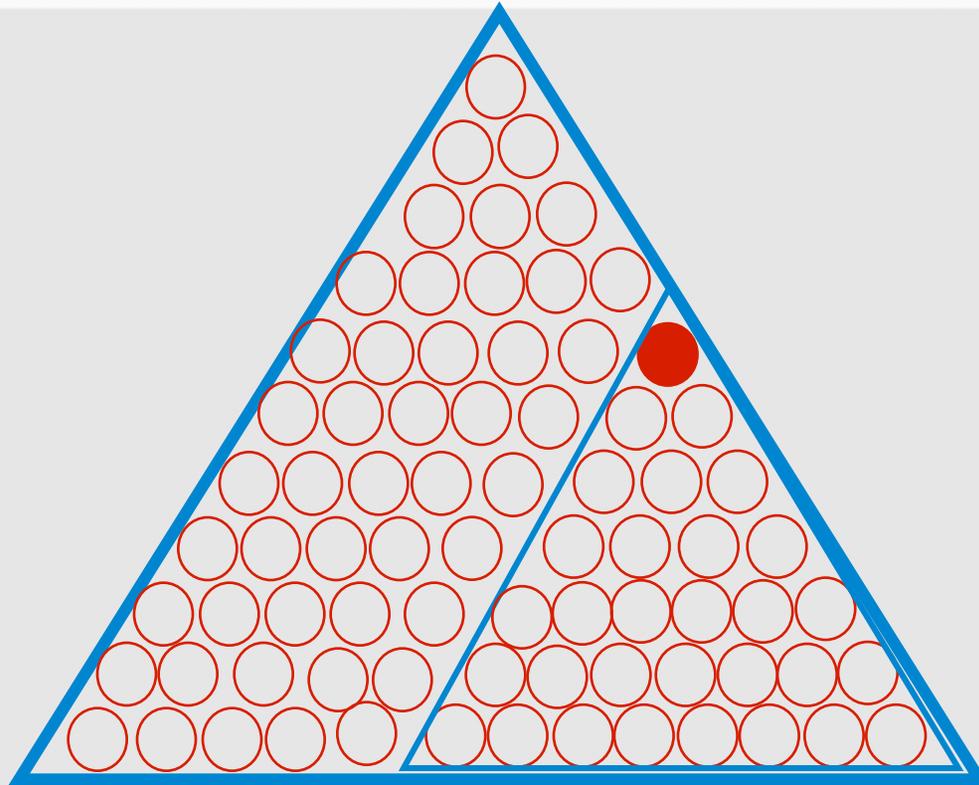


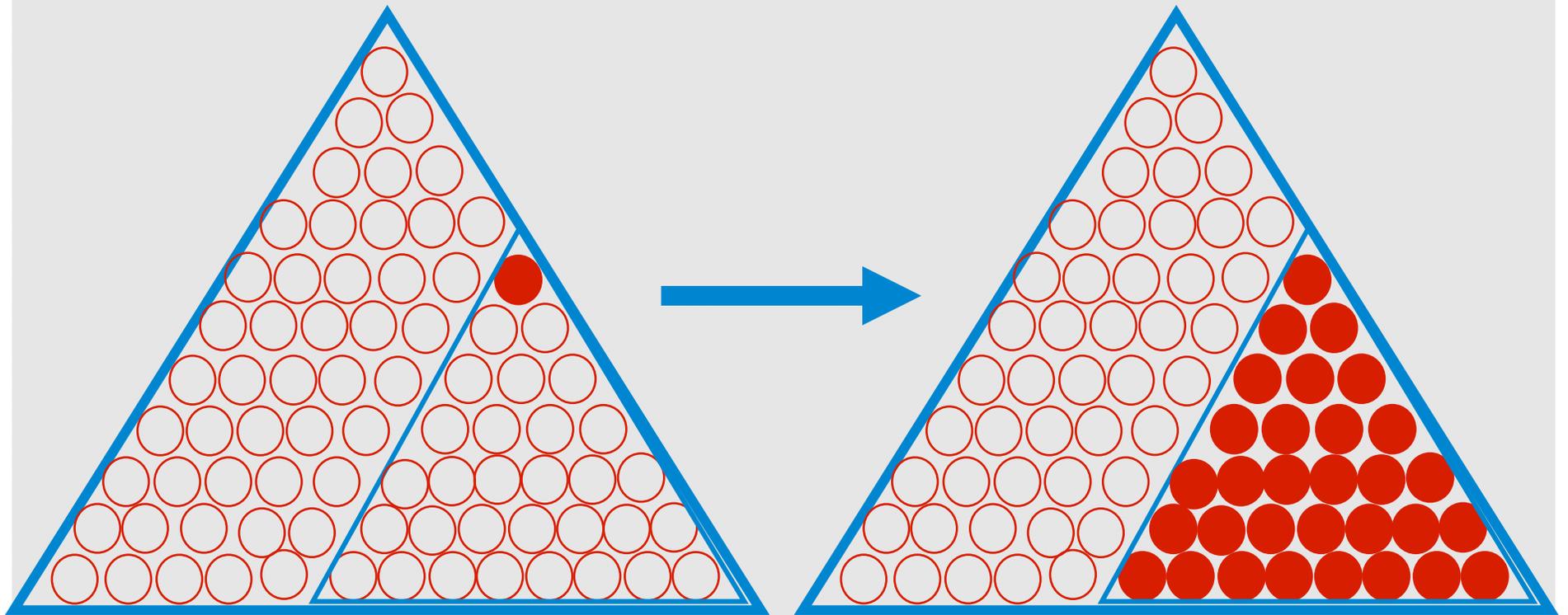
Implementing Change



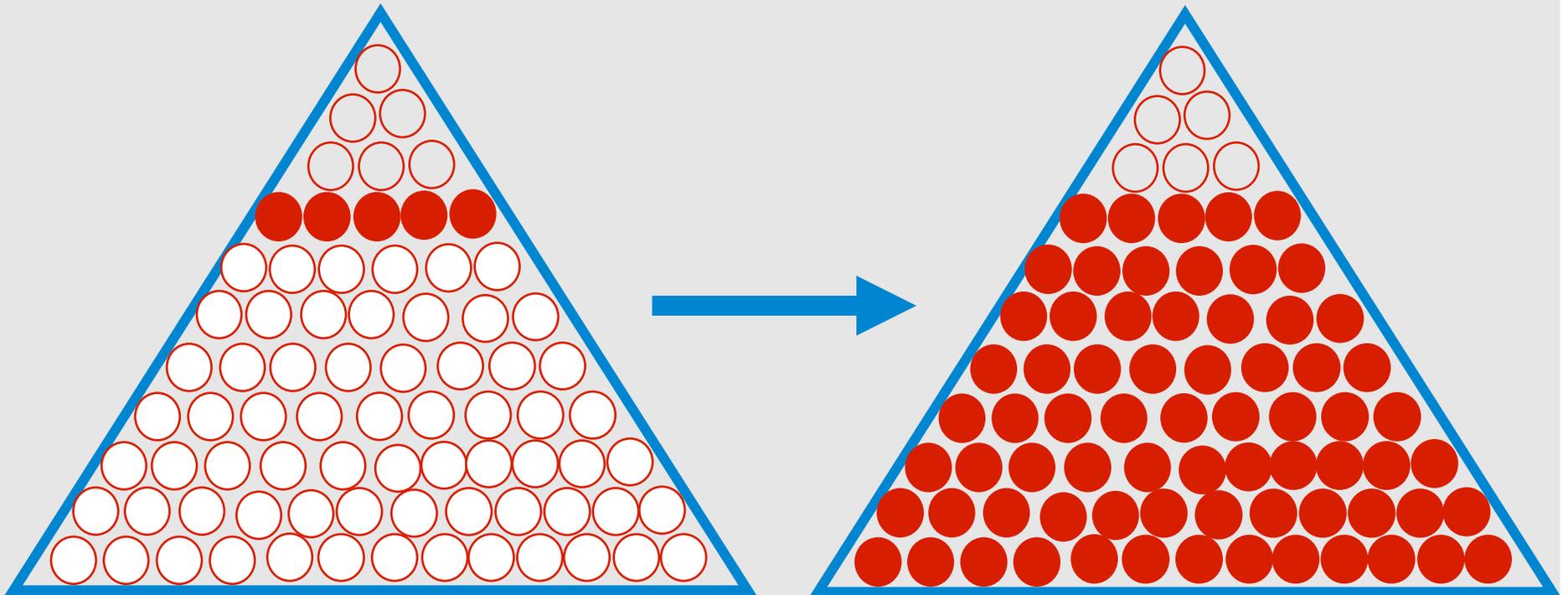
Managing Change



Managing Change: Alignment



Managing Change: Alignment



Assessment Fundamentals

- Is there organizational alignment?
- Has the groundwork been laid so to support CSS integration?
 - Clear case for change
 - Processes assessed and adjusted
 - Implementation plan
- Does everyone understand what they should be doing differently?
- Are the leaders walking the talk?
- Are people being rewarded for participation or counseled for lack of participation?
- Is there organizational accountability?

2009 Self-Assessment Process

- Four sets of questions
 - Executive Level (Group)
 - Management Level (Group)
 - Division
 - CSS Champion
- Questionnaires
 - Often identical or very similar questions
 - Purpose to gather information **and** validate alignment
- Analysis
 - Gaps in activities
 - Differences in perception of current status of activities or implementation

2009 Assessment Key Strengths

- Executive endorsement of CSS principles
- “Getting started” on incorporating CSS into vision & strategic plan
- Integrated into most key delivery processes
- Stakeholder involvement in all projects
- Using multi-disciplinary teams
- Comprehensive awareness training
- Skill training covered all key elements to support CSS
- Some integration of CSS into other training courses
- Considerable time and money invested in CSS training
- CSS Champion and a few CSS mentors in place

2009 Assessment Key Gaps

- Full integration of CSS into strategic plans and vision
- Individual ability to describe CSS principles
- Lack of understanding of applying CSS beyond individual projects
- “Mixed bag” on integration of multi-modal considerations
- Lack of understanding of full range of expertise for multi-disciplinary teams
- Limited construction, maintenance and operations training
- Limited formal internal and external communication
- Lack of organizational or individual accountability
- No formal process for identifying and assigning resources to CSS implementation

Where is MnDOT Today?

- CSS is one of the strategic initiatives
- CSS Director
- 2040 Vision process with CSS principles embedded
- Gaps/opportunities and action plans identified and priorities established
- Expanded skill and awareness training
- Expanded internal and external communication
- Stronger involvement of districts
- Focus on construction, maintenance and operations
- Process for identifying and assigning resources
- Process for monitoring progress

How Does CSS Apply to Me?

- Strive towards a shared stakeholder vision to provide a basis for decisions
- Demonstrate a comprehensive understanding of context
- Foster continuing communication and collaboration to achieve consensus
- Exercise flexibility and creativity to shape effective transportation solutions while preserving and enhancing community and natural environments.

Implementing Change



How Does CSS Apply to Me?

- “Develop a better understanding of user/customer context and needs to provide better support with information & technology services”
- “Develop ‘competency modeling’ for CSS to in turn influence performance management and training”
- “Develop and conduct risk management workshops as an early decision making tool and process to utilize with stakeholders”
- “Fostering Complete Streets and more comprehensive compliance in regards to ADA and Title II”
- “Engage stakeholders in exploring and applying the use of more innovative, recycled and environmentally friendly materials”

Managing Change: Leadership Alignment

