

# Standard Processes/Operations Workgroup Presentation

**PRESENTER NAME:** Jeff Johnson, Lee Anne Caylor, Mark Mattke, Don Kay **BOARD MEETING DATE:** November 2, 2016

**BOARD MEMBER SPONSOR NAME:** Above

**DISCUSSION TIME ALLOTTED:** 15 minutes

<p><b>ISSUE/SITUATION:</b> Be concise- 1 or 2 sentences that get to the heart of the situation, problem or opportunity being addressed.</p>	<p>At the 2016 Board Retreat, Board members identified a list of requests related to “Standard Processes/Operations” which members highlighted would help to increase engagement and productivity and achieve mission.</p> <p>This packet of materials presents the work we have completed thus far for your review.</p>
<p><b>TAP STRATEGIC PRIORITY:</b> Which TAP strategic priority or priorities does this recommendation support? Can you tie to specific goals and objectives in TAP? Briefly describe these connections. If the connection is unclear, describe why this is of consequence to the Workforce Board and/or workforce system.</p>	<p>During the closing of the retreat, three workgroups were established to continue the team’s work on group development.</p> <p>The groups were focused on:</p> <ul style="list-style-type: none"> <li>● Standard Processes/Operations (this group)</li> <li>● Mission</li> <li>● Safe/Trusting Environment</li> </ul>
<p><b>POTENTIAL IMPACT:</b> Effect on people, businesses, communities. What is better or different from other existing strategies?</p>	<p>The workgroup developed three outputs for consideration:</p> <p><b>Annual Operating Calendar</b></p> <ul style="list-style-type: none"> <li>● The retreat used this as a “pivot point” to direct work of the upcoming year to help clarify to board members and stakeholders the board’s strategic direction.</li> <li>● Direct stakeholder outreach used to establish priorities for the retreat, ensuring the board’s work is of maximum benefit to the system.</li> <li>● Use of site visits to get board members in touch with the workforce system. (Scheduled in advance to maximize participation.)</li> </ul> <p><b>Meeting template</b></p> <ul style="list-style-type: none"> <li>● Restructured meeting schedule includes a consent agenda. This allows the Board to maximize available time to discuss action items.</li> <li>● Allotted time during closing for “Good and Welfare” to allow members and guests space to address issues/items as they arise.</li> <li>● Allotted time during opening and closing for team review, promoting further Board development (safe &amp; trusting environment).</li> </ul> <p><b>Board Packet “Cover Sheet”</b></p> <ul style="list-style-type: none"> <li>● Visual aid to reaffirm priorities and commitments.</li> </ul>

<p><b>OPTIMAL NEXT STEPS:</b> What do you really want to happen as a result of this discussion with the Workforce Board?</p>	<p>We are seeking clear feedback from the Board on the attached documents:</p> <ul style="list-style-type: none"> <li>• Draft annual calendar</li> <li>• Draft meeting agenda</li> <li>• Draft cover sheet</li> </ul> <p>This workgroup needs to know whether more work is to be done, or if the board approves these documents for use in their current state.</p>
<p><b>BACKGROUND:</b> Short history of how this recommendation came to be. What has been tried, to what result? What evidence exists to support this recommendation?</p>	<p>The workgroup generated these materials based on feedback from the retreat as well as discussion about the models used by workgroup members. When discussing the future role of the retreat, we discussed the Washington State Labor Council's use of resolutions and an annual convention. The group also reviewed materials from Microsoft's strategic planning processes. Annual milestones were developed based on feedback from Board staff and Workforce Development Councils to align with a typical year for workforce programs.</p>
<p><b>STAKEHOLDER ENGAGEMENT, PROS AND CONS:</b> Which stakeholders have been engaged in developing this recommendation? What are the pros and cons of this recommendation? According to whom (which stakeholder groups)? Are there viable alternatives to consider?</p>	<ul style="list-style-type: none"> <li>• Co-chairs: Jeff Johnson, Washington State Labor Council, and Lee Anne Caylor, Microsoft.</li> <li>• Group members: Mark Mattke, Spokane Area Workforce Development Council, and Don Kay, Vocational Rehabilitation.</li> <li>• Staff: Patrick Woods, Workforce Board, and Caitlyn Jekel, Washington State Labor Council.</li> </ul> <p>These individuals seek feedback from the Board and recommend adoption.</p>
<p><b>FINANCIAL ANALYSIS AND IMPACT:</b> What will it cost to enact? What resources will be used? Are new resources required? How much? Where will existing or new resources come from? Are there savings to be gained from this investment? Over what period? Are there other returns on investment to consider?</p>	<p>No resources sought.</p>
<p><b>RECOMMENDATION AND NEXT STEPS:</b> What specific result do you want from the Board? Is this recommendation for discussion or action? If for discussion, will action be required at a later date? What next steps are expected after this discussion?</p>	<p>The workgroup recommends discussion, and if approved, implementation.</p> <p>We ask that you consider:</p> <ul style="list-style-type: none"> <li>• Does this plan address my needs?</li> <li>• Are there outstanding items left to be addressed?</li> <li>• Do I feel this will help me commit to meetings and site-visits?</li> </ul>

**Annual Board Meeting Outline**

<b>January</b>	<b>February</b>	<b>March</b>
<b>Board Meeting</b> <ul style="list-style-type: none"> <li>• Olympia</li> </ul>	Retreat Outreach sent to stakeholders <ul style="list-style-type: none"> <li>• Board approved letter to stakeholders distributed</li> <li>• Board staff and/or members available for outreach upon request June-July</li> </ul>	<b>Board Meeting</b> <ul style="list-style-type: none"> <li>• Olympia</li> </ul>
<b>April</b>	<b>May</b>	<b>June</b>
	<b>Board Meeting</b> <ul style="list-style-type: none"> <li>• Westside site visit</li> <li>• 2 days, including site visit</li> </ul>	Stakeholder proposals for retreat due early June  <b>Board Meeting</b> <ul style="list-style-type: none"> <li>• Olympia</li> <li>• Brief presentations on retreat proposals.</li> <li>• Board reviews and moves limited number on for in-depth discussion at Board Retreat.</li> </ul>
<b>July</b>	<b>August</b>	<b>September</b>
	<b>Retreat</b> <ul style="list-style-type: none"> <li>• Last week of July / First week of August</li> <li>• Location alternates</li> <li>• 2 full work days</li> <li>• Informal dinner evening before first day</li> </ul>	<b>Board meeting</b> <ul style="list-style-type: none"> <li>• Eastside site visit</li> <li>• Legislative and budget requests</li> <li>• Board Priorities for coming year finalized.</li> </ul>
<b>October</b>	<b>November</b>	<b>December</b>
	<b>Board Meeting</b> <ul style="list-style-type: none"> <li>• Olympia</li> </ul>	

Pink: Governor’s Policy and Budget development

Blue: Legislative Session

## Board Meeting Agenda Template

### ***Opening***

Welcome and Introductions

Chair's Report

Executive Director's Report (Submitted in advance in writing)

Review "rules of engagement"

Consensus Agenda

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### ***Action items / presentations***

TAP Implementation Update

- Subcommittee reports
- Action Items

Break

Other agenda topics that contain action items

Lunch

Other agenda items

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### ***Closing***

Good of the Order

Team check-in

- Were we using open ended questions?
- Did we develop clear next steps?
- Any unanswered concerns – board members? Staff? Stakeholders?

Next Meeting Planning

# 2016-2017

Workforce Training and  
Education Coordinating Board



**MISSION:** Washington’s Workforce Training and Education Coordinating Board is committed to sustaining the state's economic vitality through a highly skilled workforce. The Board is considered the “preeminent policymaker” in Washington over issues related to the state’s workforce development system. The Board is uniquely charged by the Legislature to serve as an advocate on all issues and programs related to workforce development. ***Our customers drive everything we do.***

**GOAL:** Get workers jobs, lifelong skills and better wages. Get businesses the highly skilled workforce they need. Help make our Communities Prosperous for All.

## BOARD RESPONSIBILITIES

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- Independent Third Party Evaluator of the State’s Workforce System
- Advocate for Continuous Improvement and Innovation
- Career Connected Learning and Carl D. Perkins Act
- Regulate Private Career Schools, Oversees Veterans Programs

## TAP IMPLEMENTATION & Other Board Priorities

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|---|---|
| <ul style="list-style-type: none"> <li>• Business Engagement</li> <li>• Common Intake / Data Sharing</li> <li>• Access and Barrier Solutions</li> </ul> | <ul style="list-style-type: none"> <li>• Professional Development</li> <li>• Integrated Service Delivery</li> <li>• Accountability / Performance</li> </ul> |
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## OPERATING PRINCIPLES

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Board Members commit to:

- Create Value for ourselves and others
- Promote a safe environment
- Be present
- Take ourselves lightly
- Use “I” statements
- Confront and deal with real issues
- Be direct and sensitive (“Care-frontational”)
- Be responsible for what gets heard

Use a consultative process with ***open-ended...***

- **Background Questions**  
*Be intentionally slow to understand*
- **Problem Questions**  
*Challenges, frustrations, issues, glitches*
- **Consequence Questions**  
*Effect, impact, implications, ramifications*
- **Value Questions**  
*Advantage, benefits, outcomes, ideals*

## Safe and Trusting Environment Workgroup Presentation

**PRESENTER NAME:** Beth Thew and Chris Alejano

**BOARD MEETING DATE:** November 2, 2016

**BOARD MEMBER SPONSOR NAME:** Above

**DISCUSSION TIME ALLOTTED:** 15 minutes

<p><b>ISSUE/SITUATION:</b> Be concise- 1 or 2 sentences that get to the heart of the situation, problem or opportunity being addressed.</p>	<p>The Safe and Trusting Environment Workgroup is recommending that we move from the idea stage to implementation in the following ways:</p> <ol style="list-style-type: none"> <li>1. Put our Trusting Environment Principles and Open Ended Question reminders in each Board Packet</li> <li>2. Put reminders on name plates of members.</li> <li>3. Use Gary Polain’s survey instrument every six months to see how we are doing.</li> <li>4. Provide ongoing training for Board members to ensure we build capacity to sustain change on the Board.</li> </ol>
<p><b>TAP STRATEGIC PRIORITY:</b> Which TAP strategic priority or priorities does this recommendation support? Can you tie to specific goals and objectives in TAP? Briefly describe these connections. If the connection is unclear, describe why this is of consequence to the Workforce Board and/or workforce system.</p>	<p>During the closing of the Board Retreat, three workgroups were established to continue the team’s work on group development and establishing a safe and trusting environment to enhance the effectiveness of the Board and, in turn, help with the implementation of the state workforce plan, “Talent and Prosperity for All,” (TAP).</p>
<p><b>POTENTIAL IMPACT:</b> Effect on people, businesses, communities. What is better or different from other existing strategies?</p>	<p>The building of a Safe and Trusting Environment will enhance the Board’s and the workforce system’s effectiveness, which, in turn, will support Washington’s workers and employers.</p>
<p><b>OPTIMAL NEXT STEPS:</b> What do you really want to happen as a result of this discussion with the Workforce Board?</p>	<p>We are seeking clear feedback from the Board on the committee’s recommendations:</p> <ol style="list-style-type: none"> <li>1. Put our Trusting Environment Principles and Open Ended Question reminders in each Board Packet</li> <li>2. Put reminders on name plates of members.</li> <li>3. Use Gary Polain’s survey instrument every six months to see how we are doing.</li> <li>4. Provide ongoing training for Board members to ensure we build capacity to sustain change on the Board.</li> </ol> <p>This workgroup needs to know whether more work is to be done, or if the Board approves these documents for use in their current state.</p>
<p><b>BACKGROUND:</b> Short history of how this recommendation came to be. What has been tried, to what result? What evidence exists to support this recommendation?</p>	<p>The workgroup generated these materials based on feedback from the ongoing work during the last few months.</p>

<p><b>STAKEHOLDER ENGAGEMENT, PROS AND CONS:</b> Which stakeholders have been engaged in developing this recommendation? What are the pros and cons of this recommendation? According to whom (which stakeholder groups)? Are there viable alternatives to consider?</p>	<ul style="list-style-type: none"> <li>• Co-chairs: Beth Them and Chris Alejano.</li> <li>• Staff: Patrick Woods &amp; Erica Hansen, Workforce Board</li> </ul>
<p><b>FINANCIAL ANALYSIS AND IMPACT:</b> What will it cost to enact? What resources will be used? Are new resources required? How much? Where will existing or new resources come from? Are there savings to be gained from this investment? Over what period? Are there other returns on investment to consider?</p>	<p>No resources sought.</p>
<p><b>RECOMMENDATION AND NEXT STEPS:</b> What specific result do you want from the Board? Is this recommendation for discussion or action? If for discussion, will action be required at a later date? What next steps are expected after this discussion?</p>	<p>The workgroup recommends discussion, and if approved, implementation. We ask that you consider:</p> <ol style="list-style-type: none"> <li>1. Put our Trusting Environment Principles and Open Ended Question reminders in each Board Packet</li> <li>2. Put reminders on name plates of members.</li> <li>3. Use Gary Polain’s survey instrument every six months to see how we are doing.</li> <li>4. Provide ongoing training for Board members to ensure we build capacity to sustain change on the Board.</li> </ol>

# 12 OPERATING PRINCIPLES

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## Valuable Ways of Being

1. **Be responsible for creating value for myself and others**
2. **Make it safe for each other and myself**
3. **Be present – stay in the game**
4. **Take myself lightly**
5. **Declare your own vulnerability when it calls you**
6. **Declare each person's contributions valid and valuable**

## Exploration Listening and Speaking

7. **Listen newly ... be intentionally slow to understand**
8. **Own my perception and my participation –  
Use "I" statements**
9. **Explore truths – mine, others & ours**
10. **Confront and deal with real issues and situations**
11. **Be direct and sensitive ... *'care-frontational'***
12. **Be responsible for what gets heard**

# COMMUNICATION BEHAVIORS

## THAT MAXIMIZE INFLUENCING SUCCESS



### **INCREASE Success**

*Listening*

**Paraphrasing**

*Accepting*

**Crediting & Thinking**

*Praising Others*

**Recognizing Ideas**

*Openness*

**Willingness**

*Awareness*

**Seeking Usefulness**

*Trusting*

**Esteeming Others**

*Showing Approval*

**Seeking & Understanding**

*Honesty*

**Building On Other's Thoughts**

### **BLOCK Success**

*Disagreement*

**Stone-walling**

*Patience*

**Arguing**

*Nitpicking*

**Not Listening**

*Complaining*

**Disapproving**

*Being Hurtful*

**Sulking**

*Taking Offense*

**Not Thinking**

*Being Bored/Tired*

**Shooting Down**

*Taking Things Literally*

**Rambling**

*First, Be INTERESTED ... then Be Interesting!*

# Consultative Influencing Skills

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## Sample Question Types

### Background Questions

So, what's going on?  
 How are things anyway?  
 How do you go about doing what you do?  
 What tasks are you responsible for on a day-to-day basis?  
 What are your project commitments at the moment?  
 What does 'performance' mean to you?  
 How are you handling things right now?  
 Tell me a little about your current responsibilities/situation?  
 What's working for you at this time?  
 How many personnel are reporting to you?  
 So, how about you walk me through the situation as you currently see it?  
 What's the primary focus of your current role?  
 What current strategies are you engaged in this year?

### Problem Questions – *Challenges, Frustrations, Issues, Concerns, Difficulties, Glitches*

What are the major *issues* facing you right now?  
 How *satisfied* are you with your/their performance?  
 What is *concerning* you most?  
 What would be one area that you feel *need's some attention*?  
 What *challenges* you most?  
 What *frustrations* are you experiencing in performing your role?  
 In an ideal situation, what areas would you *change* to be more effective?  
 What *demands* are you struggling with at the moment?  
 What is *impeding* progress with that project?  
 What else are you *worried* about?  
 What do you see as being the main *obstacles* in moving forward?  
 What's causing you *pain* at the moment?  
 What other *concerns* do you have?  
 What's keeping you up at night?  
 Anything else *bothering* you?

# Consultative Influencing Skills

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## Consequence Questions – *Effect, impact, implications, ramifications, repercussions*

What *impact* is that having on your staff/colleagues?

What other *effects* might it have?

So what happens *as a result* of that?

How does that *affect* you?

What *implications* occur as a result of that happening again?

So the *repercussions* of that are.....?

That must have all sorts of *ramifications*.....what might some be in your opinion?

If you can't resolve this, *what might happen*?

How does that *affect* .....

How do you think ..... feels about that?

Does that challenge *cause others*? *How specifically*?

Tell me more about that?

*Anything else??*

## Value Questions – *Advantage, Plusses, Benefits, Outcomes, Positives, Ideals*

If you could *eliminate* that issue, *what might occur*?

What *advantage* is there to you by *solving* this concern?

So, if there was a way to *resolve* this, what *plusses* might you realize?

If your people were more organized, what *gains* in productivity might we see?

How might it *help* in other areas?

How specifically would that *assist* your situation?

What other *benefits* might that lead to?

How would that possibility *reward* their efforts?

What exactly would that *achieve* by *going down that road*?

What's *in it for us/you* by *following that possibility*?

What *improvements* would you realize by *doing that*?

How could that be best *accomplished* do you think?

So let's summarize shall we. What will this *add up to* eventually? How exactly will things be *different than they are now*?

What *results* might you then realize?

*Anything else??*

# Coaching Model

