

Leadership Strategies in Administering Effective Civil Rights Programs

2014 AASHTO Civil Rights Conference

Presenters:

Michele Carter, Wisconsin DOT

Patti McCubbins, Montana DOT

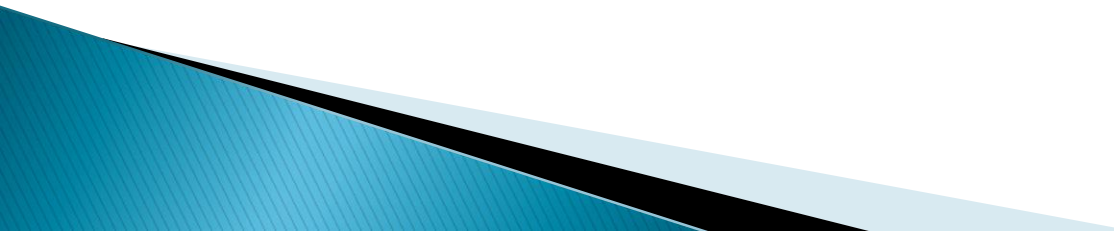
Tyra Redus, Kentucky Transportation Cabinet

Brenda R. Nnamdi, Washington State DOT

Moderator:

Pamela Simon, Illinois DOT

Objectives:

- Identify the True Measurement of what it Takes to be a Leader in the Transportation Civil Rights Program
 - Discuss Various Strategies for Leadership for Effective Implementation of your Transportation Civil Rights Program
 - Examine Potential Challenges or Barriers in your Civil Rights Program and how to Overcome them
- 

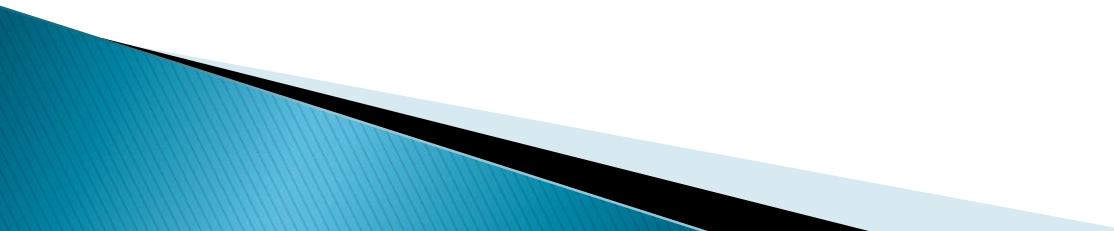
Civil Rights Transportation Leadership Basics

Clear understanding of:


- Your Position
- Your Purpose
- Roles & Responsibilities
- Your Authority
- Regulations & Procedures
- Agency Mission & Values/How Civil Right Fits

Civil Rights Transportation Leadership Basics

Clear understanding of:

- Agency History & Culture Regarding Civil Rights
 - Performance Measures
 - Management–Expectations, Style, Commitment & Support
- 

Barriers/Challenges in Administering Effective Civil Rights Programs

- Lack of Management Support/Authority and/or Accessibility
 - Inadequate Training and/or On the Job experience for Leader and/or Staff
 - Lack of Strategic Civil Rights Planning/Performance Measures/ Unclear Goals and Objectives
 - Lack of Profound Knowledge of the Programs
 - Outdated or Poorly Developed Operating Procedures or Program Documents
 - Poor Communications about your Program
- 

Barriers/Challenges in Administering Effective Civil Rights Programs

- Inadequate Staffing Levels, Turnover & Pay
- Lack of Adequate Program Funding/Understanding of the Budget Process
- Lack of Credibility/ Integrity of Program
- Employee Problems...
- Limited Oversight of Requirements
- Coordination between Federal Modes
- Unclear Program Goals/Objectives/Strategies
- Lack of Commitment (Just a Job)
- No Real Power or Authority
- Inconsistency in CFR Implementation
- Lack of “Out of the Box” Thinking
- Timeliness
- Records Management and Data Collection


“Leaders think and talk about
the solutions.
Followers think and talk about
the problems.”

– *Brian Tracy*

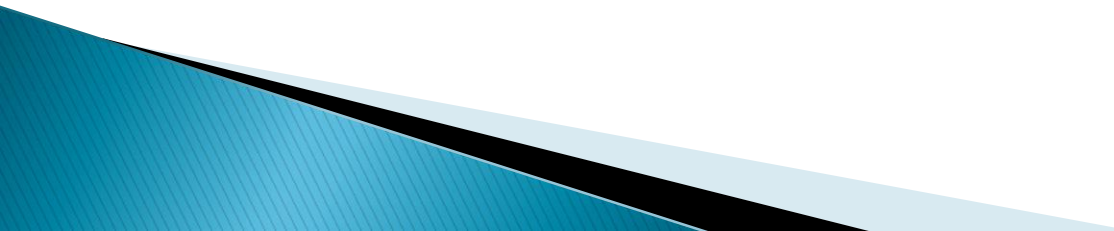
Strategies for Ensuring Effective Leadership in Your Civil Rights Program

- Develop Good Communication
 - Provide a Forum to Discuss Issues
 - Be Available to Discuss Issues
 - Be Tactful in Dealing with Negatives
 - Support and Nurture Each Other
 - Help Someone Who is Trying to Learn
 - Get a Good Understanding of Ties Between Civil Rights and Other Offices/Make Presence Known
 - Develop a Support System
 - Know who is on your team and more importantly who is not.

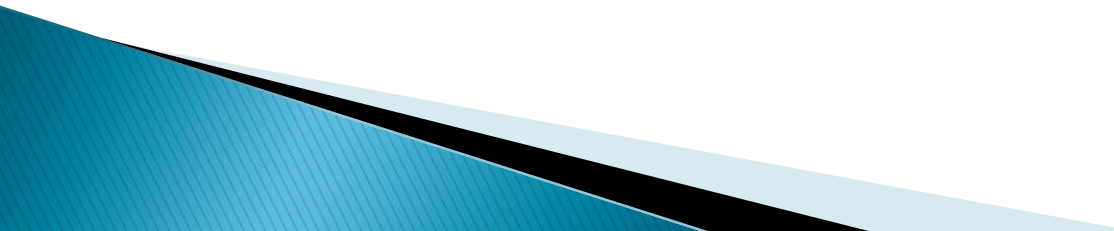
Strategies for Ensuring Effective Leadership in Your Civil Rights Program

- Model Professionalism/Good Management Style
 - Walk the Talk
 - Ensure That You Have Good Program Procedures
 - “Process” Can Be Your Friend
 - Clear and Concise Procedures for Each Major Job Function
 - Up to Date Job Descriptions
 - Regular Performance Evaluations
 - Document, Document, Document!
 - Commit to Change, if Needed
- 


Strategies for Ensuring Effective Leadership in Your Civil Rights Program

- Face Challenges Head On
 - Internal
 - External
 - “Check Yourself” & “Self-Correct”
 - Be a Realist and Remember the Bottomline...It's Not About You!
 - Try to Control What is Within Your Circle of Influence
 - Know What to Do if You are Thrown Under the Bus
 - Take the High Road – It certainly is less crowded!
- 


Strategies for Ensuring Effective Leadership in Your Civil Rights Program

- Find Allies for Your Program
 - Within your Organization
 - Within your Field
 - Within your Community
 - Grow Replacements
 - Encourage Cross Training, Opportunities for Training, Lead Assignments, etc.
 - Promote Shared Leadership
 - Provide Team Members with Opportunities to Lead on a Regular Basis
 - Volunteer to do More, if You Can
- 

Strategies for Ensuring Effective Leadership in Your Civil Rights Program

- Don't Make the Civil Rights Program Just Your Issue
 - Communicate that it is the Entire Organization's Issue
 - Get Others Involved in Civil Rights Planning, Outreach Efforts, etc.
 - Look at Where You Are in the Organization
 - Be Clear on Expectations (Yours and Theirs)
 - Remember Who Your Customers Are
 - Ask for Technical Assistance when needed
 - Tell Your Story...the Good, the Bad, & the Stuff that Makes You Wanna Scream!
- 

Strategies for Ensuring Effective Leadership in Your Civil Rights Program

- Be Impeccable with Your Word
 - Try Your Best to Keep Your Word
 - Use Your Words Carefully
 - Don't Allow Other's Words to Define You or Your Program
 - Make Concerted Effort to Resolve Conflict if it Comes Up
 - Make Your Office an "Office of Service"
 - Give and Share Recognition
 - Reward Good Work
 - Publicize Your Office's Accomplishments
- 

Strategies for Ensuring Effective Leadership in Your Civil Rights Program

- Be a Good Listener
 - Listen to Communicate
 - Seek to Understand
- Seek Support from your Family and Friends
 - Important When Work Business Gets Mixed With Personal Business
 - Have a PLAN B
- Stay Informed
 - Read Books and Articles on Related Civil Rights Issues Regularly (Websites, Publications, etc.)
 - Be Willing to Invest in Yourself
 - Seek Additional Training Opportunities

Strategies for Ensuring Effective Leadership in Your Civil Rights Program

- Be Proactive

- Take Initiative and Responsibility to Make Things Happen
- Develop a Personal Vision
- Keep Negatives to a Minimum
- Know How to Argue
- Prepare for Bad News so You are Ready ~~if~~ it Comes
- Seek New Ideas
- Remember, Good Conflict is Essential for High Performance

when

“If your actions inspire others to dream more, learn more, do more, and become more, you are a leader.”

– *John Quincy Adams*

