



ITS leadership development program (ILDLP)

ITS offers a two-year program for employees interested in developing their leadership skills. The program is currently open to all agency employees. Employees can self-nominate or may be recommended by their management. Senior management reviews all nominations.

The Office of State Personnel (OSP) negotiated a contract with Development Dimensions International (DDI). This contract allows employees who participate in our program access to 24 web-based training (WBT) courses and additional classroom courses offered at the discretion of the agency.

Each WBT course takes approximately 3½ hours to complete and is equivalent to the training provided in a full day classroom session. The following courses are available to participants:

- Core Leadership Skills
 1. Core Skills for Building Commitment
 2. Guiding Conflict Resolution
 3. Helping Others Adapt to Change
- Building Relationships
 4. Building Trust
 5. Valuing Differences
 6. Working Through Conflict
- Effective Interactions
 7. Interaction Skills for Success
 8. Communicating and Listening
 9. Feedback Fundamentals
- Managing Performance
 10. Performance Planning: Setting Expectations
 11. Performance Planning: Reviewing Progress
 12. Delegating for Productivity and Growth

- Taking Initiative
 - 13. Adapting to Change
 - 14. Taking Charge of Your Development
 - 15. Personal Empowerment
- Coaching for Success and Improvement
 - 16. Preparing Others to Succeed
 - 17. Facilitating Improved Performance
 - 18. Following Up to Support Improvement
- Group Effectiveness
 - 19. Working as A Team
 - 20. Leading Successful Meetings
 - 21. Contributing to Meeting Success
 - 22. Reaching Group Agreement
- Creating a High Performance Environment
 - 23. Trust: Strengthening the Foundation
 - 24. Guiding the Development of Others

A “learning lab” is conducted to reinforce and supplement the online coursework. The learning lab consists of group activities and skill practices related to the online coursework and may include combined activities for three to four online courses during a one-day classroom session.

The schedule for the training activities is distributed at an orientation session and activities are scheduled every other month. Attendance at the orientation session and at the core skills learning lab is mandatory. Participants are then able to make their selections from the list of other scheduled courses and attend only the sessions that are relevant to their development needs.

Employees are also given access to OPAL, an online learning tool offered by Development Dimensions International (the acronym stands for “online performance and learning”). OPAL supplements the coursework and offers just-in-time advice on a diverse group of topics including: communication skills, conflict management, adapting to change, team building, and personal empowerment.

Participation in the ILDP involves a time commitment of at least several days per year. A significant portion of the training is web-based and employees selected for participation should be comfortable with using online technology. Their schedules will also need to be flexible enough to allow adequate time for them to complete online coursework prior to attending learning labs.