



INTEGRIS
PERFORMANCE ADVISORS



Everyone is a Leader

Hannah Aoyagi, Toxics Cleanup Program,
Department of Ecology

Evans Kerrigan, Integris Performance Advisors



Our Leadership Journey

One program's leadership development approach at the Department of Ecology





PALOUSE BROWNFIELD CLEANUP

- Make a Difference in the Palouse!**
- Restore a brownfield site to a productive and safe use.
 - Create jobs and economic development in the Palouse.
 - Increase the quality of life in the Palouse.
 - Increase the quality of the environment in the Palouse.
 - Increase the quality of the Palouse's water resources.
 - Increase the quality of the Palouse's air resources.
- Make a Difference**
- Increase the quality of the Palouse's water resources.
 - Increase the quality of the Palouse's air resources.
- Make a Difference**
- Increase the quality of the Palouse's water resources.
 - Increase the quality of the Palouse's air resources.



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M/F/V/D







Kozloff

Marine Invertebrates
of the Pacific Northwest



Washington

THE FRESHWATER FISHES OF ALASKA MORROW

COASTAL FISH IDENTIFICATION

HELMANN

PACIFIC COAST CRABS AND SHRIMPS

Gregory C. Jensen

Inland Fishes of Washington

Woods and Winner - Washington



First Edition of American
Freshwater Fishes

FRESHWATER FISHES OF WASHINGTON

Freshwater Fishes

Washington

PACIFIC COAST
Fishes

Western

Reptiles and Amphibians

Washington

Amphibians and Reptiles of the Pacific States

Down

TROUT TROUT

Use of Stocking Quality Guidelines and Rating Tools
for the Assessment of English Lake Trout

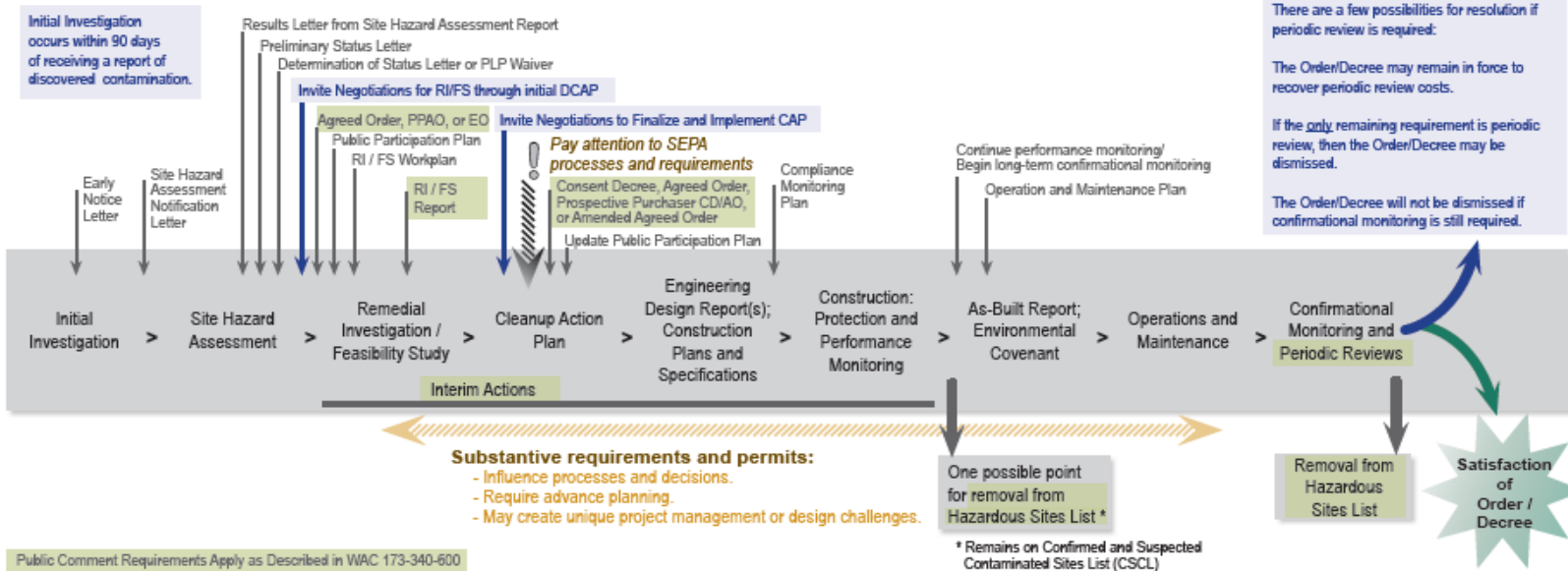
35 Modeler's Choice

22

LABORATORY



Summary of MTCA Cleanup Stages



Periodic Review Requirements

Continued periodic reviews are required as long as institutional controls or financial assurances are required at the site.

There are a few possibilities for resolution if periodic review is required:

The Order/Decree may remain in force to recover periodic review costs.

If the only remaining requirement is periodic review, then the Order/Decree may be dismissed.

The Order/Decree will not be dismissed if confirmational monitoring is still required.

Public Comment Requirements Apply as Described in WAC 173-340-600

Public Comment Elements

- Mailing List
- Fact Sheet
- Plain Talk
- Translation Text
- Press Release
- News Ad
- Publish in Site Register

- Printing
- Repositories
- Website
- Mail Out
- Public Meeting (get room)
- Ecology's Public Calendar
- Respond to Comments

Allow at least 60 days to run a 30-day comment period.

Sites may have much more extensive public comment activities than the minimum requirements.

Primary Information Systems

- Environmental Report Tracking System (ERTS)
- Facility Site Identification (FSID)
- Cleanup Site Identification (CSID)
- Integrated Site Information System (ISIS)
- Docket Management System (DMS)
- Document Storage and Retrieval System (DSARS)

- Photo and Image Management System (PIMS)
- Cleanup Level and Risk Calculation (CLARC)
- Environmental Information Management System (EIM)

Determine applicable information systems, and begin using early on.

Frequently-used MTCA acronyms

AO = Agreed Order, CAP = Cleanup Action Plan, CD = Consent Decree, DCAP = Draft Cleanup Action Plan, EO = Enforcement Order, MTCA = Model Toxics Control Act, PLP = Potentially Liable Person, PPCD = Prospective Purchaser Consent Decree, PPAO = Prospective Purchaser Agreed Order, RI/FS = Remedial Investigation/Feasibility Study





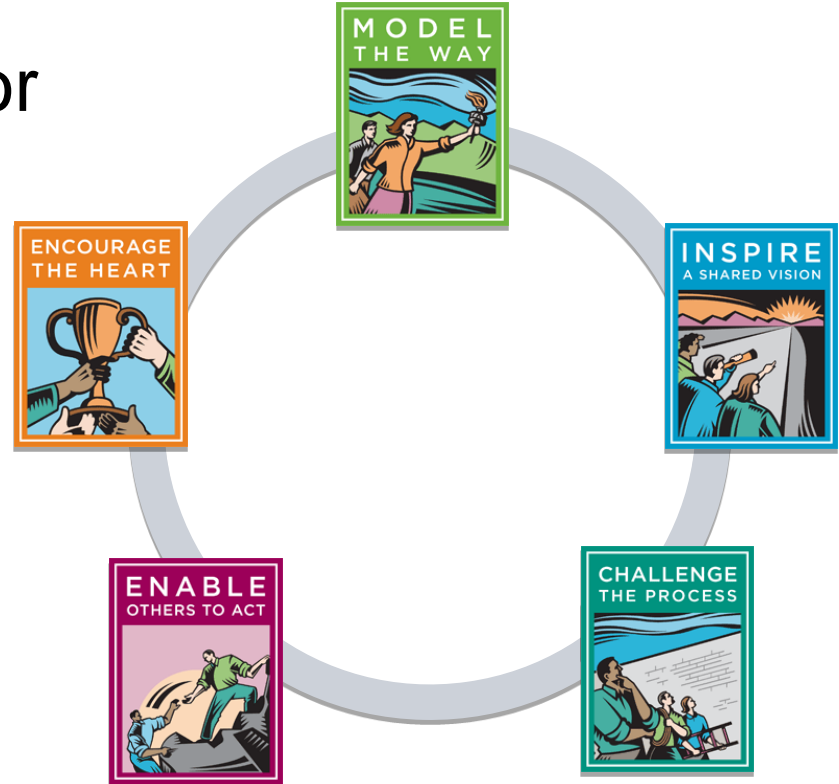
2/11 - 2/12

IN TRAINING TO
LEAD A SHIP!

Five Practices of Exemplary Leadership



- Creating a language for leadership





Model the Way



Be the change you wish to see in the world.

Mahatma Gandhi



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What Would Your Employees Say?



- “They practice what they preach.”
- “They walk the talk.”
- “Their actions are consistent with their words.”
- “They put their money where their mouth is.”
- “They follow through on their promises.”
- “They do what they say they will do.”

**People first listen to the words,
then watch the actions**

It Starts With Feedback




Pfeiffer Assessments

Leadership Practices Inventory: LPI

JAMES M. KOUZES & BARRY Z. POSNER

Individual Feedback Report

Prepared for Amanda Lopez | February 22, 2012

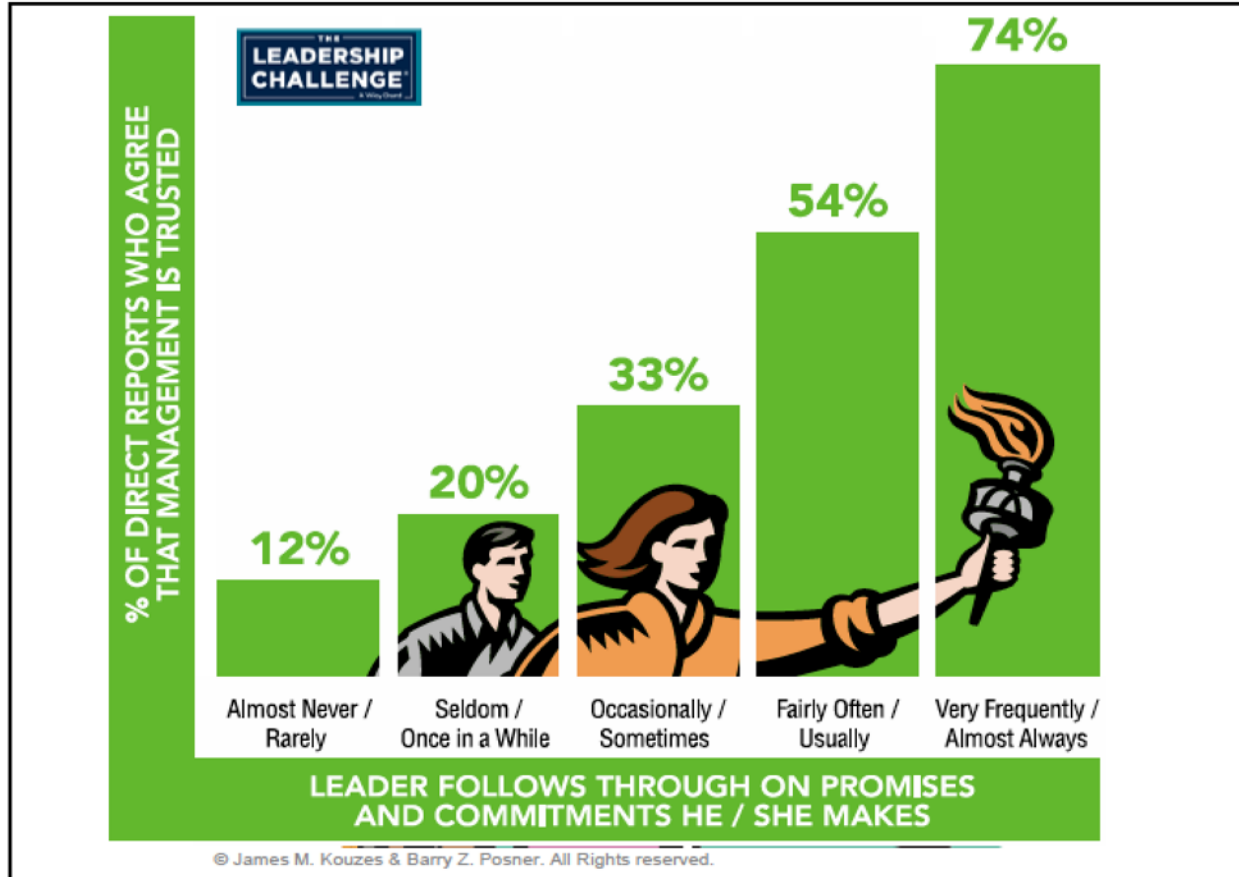


MOST FREQUENT

	PRACTICE	SELF	AVG +/-	M +/-
14. Treats people with dignity and respect	Enable	8.8	9.0	8.6
11. Follows through on promises and commitments he/she makes	Model	9.1	8.9	9.6
4. Develops cooperative relationships among the people he/she works with	Enable	8.6	8.7	8.3
1. Sets a personal example of what he/she expects of others	Model	8.7	8.6	8.6
6. Makes certain that people adhere to the principles and standards that have been agreed upon	Model	8.5	8.5	8.8
24. Gives people a great deal of freedom and choice in deciding how to do their work	Enable	8.7	8.3	8.1
28. Takes initiative in anticipating and responding to change	Challenge	8.4	8.3	8.6
13. Actively searches for innovative ways to improve what we do	Challenge	8.0	8.3	8.1
22. Paints the "big picture" of what we aspire to accomplish	Inspire	7.7	8.2	7.6
2. Talks about future trends that will influence how our work gets done	Inspire	8.1	8.1	8.1
21. Builds consensus around a common set of values for running our organization	Model	7.4	8.1	7.8
5. Praises people for a job well done	Encourage	8.0	8.0	8.3
9. Actively listens to diverse points of view	Enable	7.8	8.0	8.6
23. Identifies measurable milestones that keep projects moving forward	Challenge	7.3	8.0	8.5
19. Involves people in the decisions that directly impact their job performance	Enable	8.0	7.9	8.1
27. Speaks with genuine conviction about the higher meaning and purpose of our work	Inspire	7.7	7.9	6.9
26. Is clear about his/her philosophy of leadership	Model	7.2	7.9	8.2
3. Seeks out challenging opportunities that test his/her own skills and abilities	Challenge	8.0	7.8	8.0
29. Ensures that people grow in their jobs by learning new skills and developing themselves	Enable	7.9	7.8	8.0
30. Gets personally involved in recognizing people and celebrating accomplishments	Encourage	7.5	7.7	7.9
10. Makes it a point to let people know about his/her confidence in their abilities	Encourage	7.4	7.7	7.6
15. Makes sure that people are creatively recognized for their contributions to the success of our projects	Encourage	7.3	7.7	7.8
20. Publicly recognizes people who exemplify commitment to shared values	Encourage	7.0	7.7	7.9
8. Challenges people to try out new and innovative ways to do their work	Challenge	7.9	7.6	7.1
18. Asks "What can we learn?" when things don't go as expected	Challenge	7.7	7.5	8.1
7. Describes a compelling image of what our future could be like	Inspire	7.3	7.5	7.1
12. Appeals to others to share dream of the future	Inspire	6.7	7.4	6.9
25. Tells stories of encouragement about the good work of others	Encourage	6.8	7.3	7.6
17. Shows others how their long-term interests can be realized by enlisting in a common vision	Inspire	6.3	7.1	7.1
16. Asks for feedback on how his/her actions affect other people's performance	Model	5.9	5.8	5.4


LEAST FREQUENT

Your Consistent Actions Build Trust





Inspire a Shared Vision



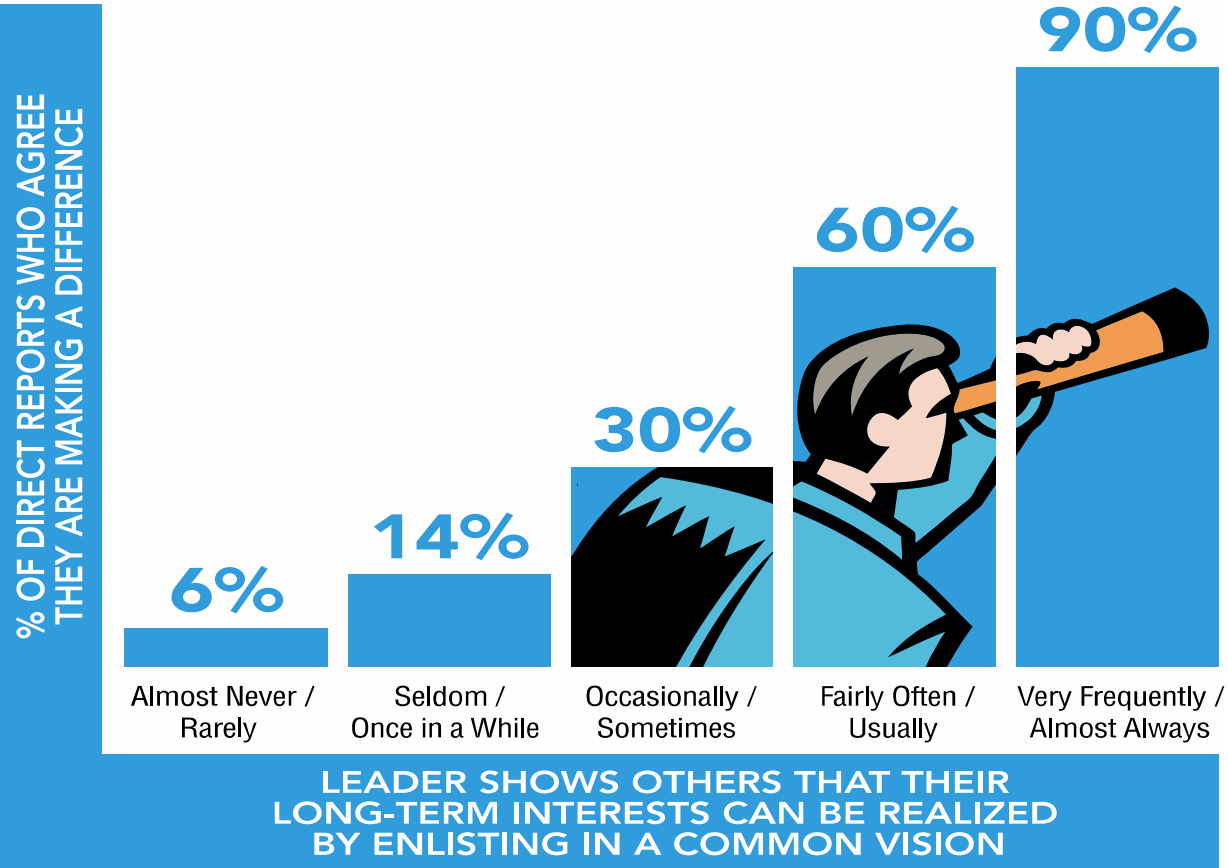
If your actions create a legacy that
inspires others to dream more, learn
more, do more and become more,
then you are an excellent leader.

Dolly Parton



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Contribution Powers Us





Enable Others to Act

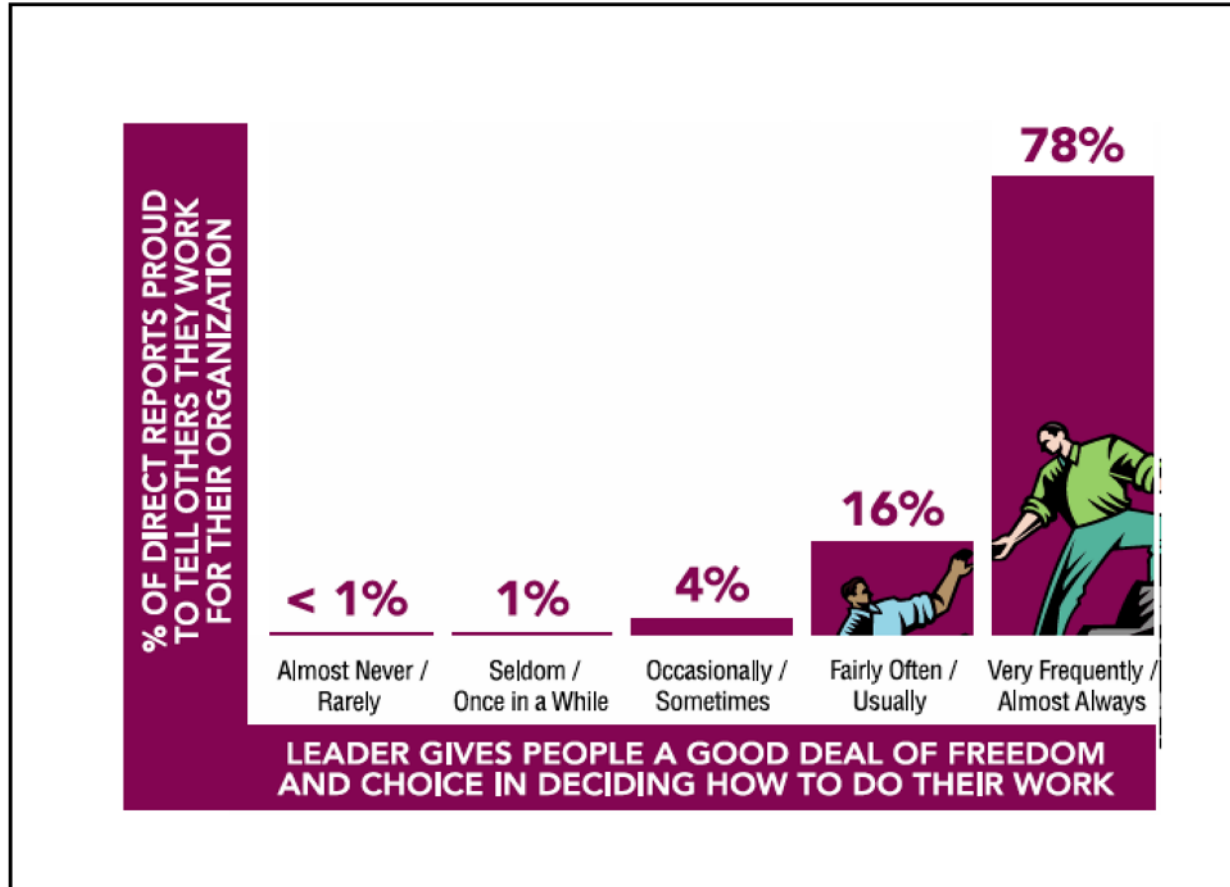


I start with the premise that the function of leadership is to produce more leaders, not more followers.

Ralph Nader



Ownership Creates Pride

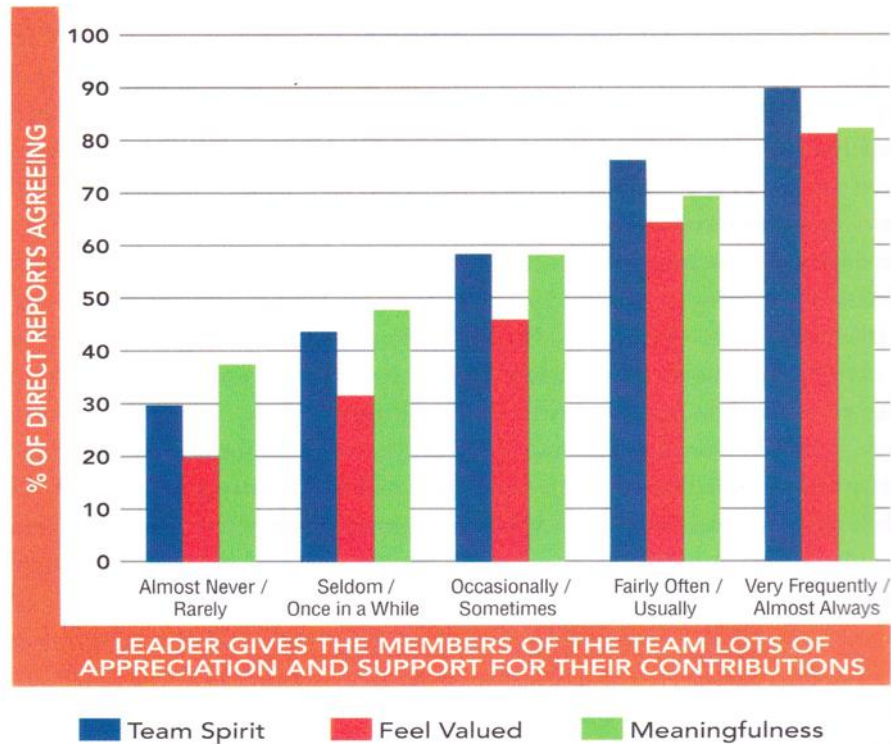


Encourage the Heart

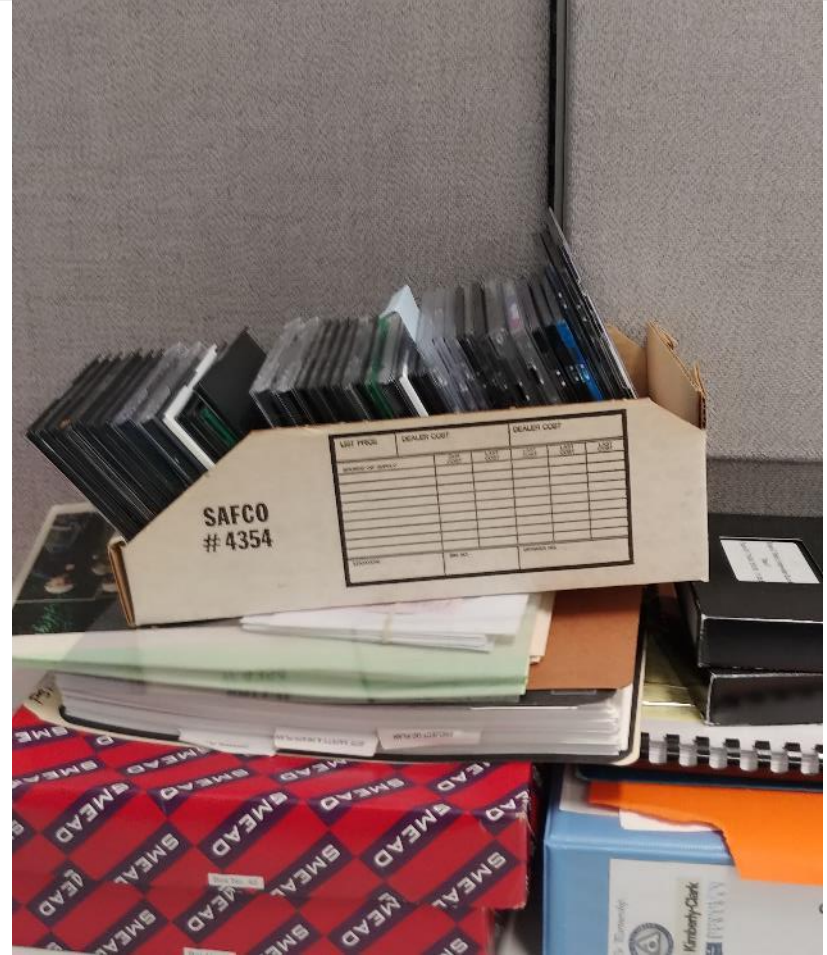




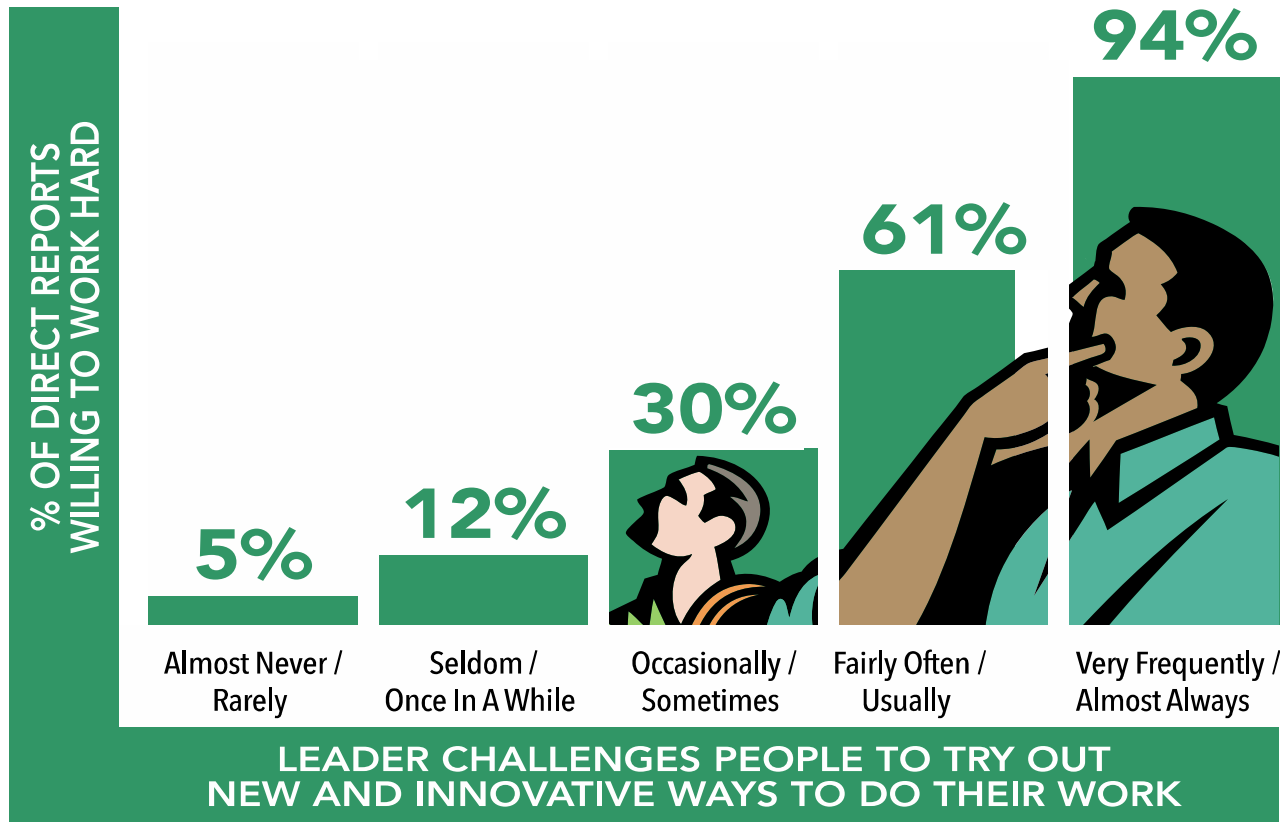
Figure 12.1 How Appreciation and Support Affects Team Spirit, Feeling Valued, and Experience of Meaningful Work



Challenge the Process



Help People Become Problem Solvers





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