

**Tribal Partnerships- TASK TEAM LEADERS' WORKSHOP:  
Key Questions, Steps and Best Practices to Effective Task Team Meetings**

*ADOT-Flagstaff District Training Room,  
Thursday, April 1, 2010 from 9:30 a.m. – 3:30 p.m.*

On April 1, 2010, in the ADOT Flagstaff District training room, 24 participants – members from the Navajo DOT, Hopi Tribe and San Carlos Apache Tribe partnerships participated in the Task Team Leaders workshop. ***Please see attached Attendees' Roster for contact information.***

The workshop was designed by Joy Keller-Weidman, Holon Consulting, with the assistance of the following planning team members:

- Myra Rothman, ADOT
- Bonita Opie, ADOT
- Michelle Fink, ADOT
- Misty Dayzie, ADOT

The following partnership members were interviewed and provided input to the Key Strategies chart:

- Chuck Howe, ADOT
- Kee Yazzie, ADOT
- Tom Platero, Navajo Division of Transportation
- Nate Banks, FHWA
- Calvin Castillo, BIA
- Stan Robbins, Apache County
- Vickie Begay, BIA

**The outcomes of the workshop are:**

- Strengthen the tribal partnerships' internal capacity
- Provide existing and potential future task team leaders with guidance to be effective in their role
- Help existing and potential future task team leaders to effectively plan, facilitate and follow up on the task team meetings

**DURING THE WORKSHOP, THE FOLLOWING TASK TEAM LEADS/MEMBERS PRESENTED BEST PRACTICES AND TIPS TO MEET CHALLENGES THROUGHOUT THE TASK TEAM MEETINGS PROCESS:**

- ◆ Stan Robbins (Navajo County, Resources Task Team)
- ◆ Myra (Rusty) Rothman (ADOT, Processes Task Team)
- ◆ Bonnie Opie, ADOT (support to various Task Teams)
- ◆ Calvin Castillo, BIA ( membership on various Task Teams, including Emergency Response Task Team)



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<p><b>TASK TEAM MEETING</b></p>	<ol style="list-style-type: none"> <li>2. Are there changes /additions needed for the meeting's agenda?</li> <li>3. How will be stay on track and complete the outcomes for this meeting?</li> <li>4. Are we keeping track of our progress toward our goals; and our milestones?</li> <li>5. What are the action items and agreements to be completed before our next meeting? Are there any Parking Lot items?</li> <li>6. When is our next meeting and what do we intend to cover?</li> <li>7. What worked well today and what do we want to change for next time?</li> </ol>
<p><u>PHASE3:</u> <b>AFTER THE TASK TEAM MEETING</b></p>	<ol style="list-style-type: none"> <li>1. Have the notes been completed and distributed within the agreed upon timeframe?</li> <li>2. Is everyone working to complete their action items and agreements?</li> <li>3. Have we communicated (i.e. teleconference) as needed between meetings?</li> <li>4. Has everyone read the notes before the meeting, especially those members who were unable to attend?</li> <li>5. Does anyone outside the Task Team membership need to be contacted and kept up-to-date?</li> <li>6. Have we celebrated the milestones? Have we identified an end date, or set a deadline and finalize by that date?</li> <li>7. Have we refocused the team's goals and made updates or corrections?</li> <li>8. Have we asked management to review the minutes and notes for aligned focus?</li> </ol>

**KEY STEPS, BEST PRACTICES AND TIPS/CHALLENGES**

**BEFORE THE TASK TEAM MEETING:**

Presenters: MYRA (Rusty) ROTHMAN and BONNIE OPIE

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KEY STEP	BEST PRACTICE	TIPS/CHALLENGES
<ol style="list-style-type: none"> <li>1. Identify the champion/leader.</li> <li>2. Form the Task Team with select members representing each partner group who is impacted; gain approval from partnership leaders (<i>send letter</i>)</li> <li>3. Agree upon a flexible &amp; customized structure for the Task Team &amp; define a narrow focus &amp; key goal so the team can successfully reach the goal within a finite period of time and avoid burn out</li> <li>4. Determine schedule for meetings</li> <li>5. Coordinate meeting (time, place and agenda) and send invitation &amp; then reminder</li> <li>6. Check to determine what additional information and/or people may be needed for the particular meeting agenda</li> <li>7. Prepare all meeting materials &amp; send to all members with meeting reminder, plus agenda &amp; previous meeting notes and action items</li> <li>8. Share responsibility among all members to complete action items.</li> </ol>	<ol style="list-style-type: none"> <li>1. Aim for an “Ideal” team size (a few committed members with outreach to experts, and others as needed)</li> <li>2. Invite and make reminder call to those who need to attend a particular meeting</li> <li>3. Determine best location</li> <li>4. Clearly define the role and responsibilities of the leader, facilitator and the members (<i>Bonnie Opie</i>)</li> <li>5. Remind members to attend and be prepared (<i>Myra Rothman</i>)</li> <li>6. Focus on the vital few goals/issues.</li> <li>7. Move from “educational” to “action” working group</li> <li>8. Seek to reach consensus</li> <li>9. Have contact information for all, including cell phone numbers</li> <li>10. Have documentation of direction</li> <li>11. Keep end goal in mind</li> </ol>	<ul style="list-style-type: none"> <li>• Ask for volunteers and then finalize a list of members with the help of partnership leaders.</li> <li>• May be set up as a temporary Task Team: accomplish 1 goal, celebrate; then decide whether team will reconvene w/ a new goal and timeframe.</li> <li>• Keep meeting schedule as consistent as possible and check in with members before the meeting</li> <li>• Request that program manager make the meeting attendance a priority.</li> <li>• Identify who is needed on the Task Team to make the Task Team meetings relevant.</li> <li>• Identify a dedicated person/leader to make the Task Team be successful.</li> <li>• Identify what is most valuable to the public.</li> <li>• Ensure leadership support for members’ participation.</li> <li>• Determine options for meeting (GotoMeeting, teleconference, etc.) esp. for guests</li> <li>• Know what management will support</li> <li>• Have an exit strategy for task team</li> </ul>

**DURING THE TASK TEAM MEETING:**

Presenters: STAN ROBBINS and CALVIN CASTILLO

KEY STEP	BEST PRACTICE	TIPS/CHALLENGES
<ol style="list-style-type: none"> <li>1. During or before 1<sup>st</sup> meeting: Develop Task Team agreements (mission, goals, type &amp;</li> </ol>	<ol style="list-style-type: none"> <li>1. Gain consensus on “Product” – the focus and main goal of the Task Team (Stan</li> </ol>	<ul style="list-style-type: none"> <li>• Clarify the mission and 1-2 key goals of the Task Team.</li> </ul>

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<p>frequency of meetings, structure, leader, members, etc.) and meeting guidelines</p> <ol style="list-style-type: none"> <li>2. Finalize Realistic Goal(s); identify measurable goals &amp; milestones</li> <li>3. Identify action items; and begin each meeting with current status of past action items and agreements</li> <li>4. Round Table at the end of the meeting</li> <li>5. On the agenda, accommodate the participants who are needed for content and decision making of meeting items</li> <li>6. Housekeeping tips</li> <li>7. Role of the facilitator- hold the reins of the meeting</li> <li>8. Agree as team what will be captured in the minutes/notes</li> </ol>	<p>Robbins)</p> <ol style="list-style-type: none"> <li>2. Task Team members need to carry out action items (realistic agreements about what members can and cannot do without leader's approval); know the boundaries before making agreements</li> <li>3. Facilitation- carry conversation; engage &amp; invite people relevant to the meeting topic and needed for decisions; use round table to hear all perspectives &amp; lessons learned (Calvin Castillo)</li> <li>4. Identify a replacement if you can not start the meeting on time.</li> <li>5. Identify the decision tree for the team.</li> <li>6. Gear the meeting with the group in mind.</li> <li>7. Set up the room to facilitate communication and feeling unified.</li> </ol>	<ul style="list-style-type: none"> <li>• Members need to make the decision re: how the task team will proceed.</li> <li>• Beware: new &amp; changing membership promotes inconsistency; and team momentum and information can be lost.</li> <li>• If cannot send the decision maker, then identify someone from the partner group to take information back to the leader.</li> <li>• Keep distribution list updated.</li> </ul>
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**AFTER THE TASK TEAM MEETING:**

Presenters: CALVIN CASTILLO AND STAN ROBBINS

KEY STEP	BEST PRACTICE	TIPS/CHALLENGES
1. Develop and distribute notes to all members	1. Document and distribute notes.	<ul style="list-style-type: none"> <li>• Rotate facilitation role/and scribe role: record meeting</li> </ul>

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<ol style="list-style-type: none"> <li>2. Take the leadership role to monitor and ensure follow up on agreements and action items</li> <li>3. Check in with members re: status of the action items; share information</li> <li>4. Ask for any new agenda items or needed changes to the draft agenda- before the next meeting</li> <li>5. Evaluate team at periodic intervals to determine viability; make needed changes (structure, membership, goal, etc.)</li> </ol>	<ol style="list-style-type: none"> <li>2. Ensure the notes, including agreements and action items are distributed in a timely manner.</li> <li>3. Travel in person to get the resources needed. <b>(Stan Robbins)</b></li> <li>4. Schedule teleconferences between meetings.</li> <li>5. Develop agenda with input from members.</li> <li>6. Lessons learned are identified in real time. <b>(Calvin Castillo)</b></li> <li>7. Solicit feedback from steering committee re: progress and unmet needs; and check that direction is on track- based on initial reason for forming the task team; and adjust as needed.</li> </ol>	<p>minutes &amp; distribute.</p> <ul style="list-style-type: none"> <li>• Changing personnel: contact supervisor/ program manager to make transfer a priority.</li> <li>• Be aware of possible technical incompatibility: may be unable to share information if computers have different programs.</li> <li>• Use website to post information and keep members updated.</li> <li>• Future: use PROJECT MANAGEMENT TOOL (in development by Navajo DOT)</li> </ul>
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**INTRODUCTIONS OF PARTICIPANTS: OUTCOMES; RATING BEFORE & AFTER (1= low; 10= high confidence with Task Teams)**

<u>Name</u>	<u>ORG</u>	<u>Rating</u>	<u>Outcome</u>	<u>Post Rating</u>
Michelle Fink	ADOT CCP	8	Gain tips and tricks to bring teams to successful outcomes	8.1
Archie	Hopi	5	Develop greater programs	5.5
Danny Honanie	Hopi	1	Tips to get his team moving/successful/rebuild&establish new teams	2

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Misty Dayzie	ADOT	6-7	Gather new ideas and directions to build on and use	8
Andrea DeCarlo	ADOT	1	Learning to facilitate, gather information	<i>left early</i>
<b>Name</b>	<b>ORG</b>	<b>Rating</b>	<b>Outcome</b>	<b>Post Rating</b>
Ruth Greenspan	ADOT	4-5	Learn new techniques follow through on the Action Items	6
Michelle Morris	NDOT	4	Learning who the new task team members are/completion of projects/ keep teams moving	5
Gerri Barber	NDOT	1	Education on task team and record results	<i>left early</i>
Karen Thompson	NDOT	1	Gain insight and record results	<i>left early</i>
Paul Buck	SCAT	2	Motivate team, recruit members	2.84
Vickie Begay	BIA	7	Participating with Navajo teams for several years, renewed commitment, improving on the communications	8
<b>Name</b>	<b>ORG</b>	<b>Rating</b>	<b>Outcome</b>	<b>Post Rating</b>
Theran Tallsalt	NDOT	1	Open to learning everything	3
Lemont Yazzie	NDOT	3	Been on teams before, gain better understanding of the teams, roles etc.	4
Emerson Tracy	NDOT	4	on the Animals and Vendors in the Right of Way teams	5
Riley Wilson	NDOT	6	involved on Partnership teams, renewed commitment from the teams, continued progress, build stronger relationships, meeting more people	7

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Geraldine Jones	NDOT	8	Keeping the task team moving forward	8.5
Winona Shebla	NDOT	1	learning new techniques	3
Jeanne Sunda	ADOT	5	refresher on how the teams work and gain new ideas	6
John Rutherford	NDOT	5	where improvements can be made,	5
Jesse Thompson	Navajo Cty	8	information about accelerating the processes	
<u>Panel Members - 4</u>				
Rusty Rothman	ADOT	8	Motivate and keep team moving, expect to learn new things today	9
Bonnie Opie	ADOT	9	Always learning new things, make progress and lead teams to success	9.5
Calvin Castillo	BIA	8.5-9	executing the plan towards completion and success	8
Stan Robbins	Apache Cty	9	new commitments, new directions set, accomplishments or goals set	9

**RECOMMENDATIONS:**

Delegation of Authority –having decision makers at the meetings and included on receiving the meeting minutes

Communication: Management → Task team leader/champion → Task team participants

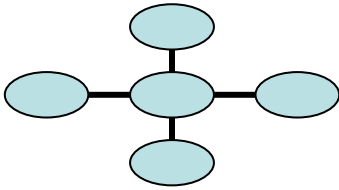
**Before the Meeting:**

- Invite the key stakeholders (ADOT, city, town, county, tribe, COG, MPO, railroad, US Forest, BIA, BLM, FHWA)
- Getting the right people at the meeting

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- Manageable size group – no more than 12 people
- Invite 5 to 10 people; they will communicate the issues to 2 managers, which should get your decisions back to the working committee.  
Refer to the circle drawing:



- Decision makers at the meeting to make it happen
- Schedule your meetings weekly or twice a month to get tasks completed, build momentum
- Action Items with deadlines and due dates
- Send our agenda 2 weeks ahead of time, so everyone can get it on their calendar and arrange travel/hotel

**During the Meeting:**

- Give everyone time to participate and talk
- Don't let one person dominate the meeting.
- Consensus – reaching that fair/fair solution
- Be flexible on agenda in case of weather issues, to move presenters to the end of the agenda
- Be accountable for your task on the action items

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- Send the agenda, action items, and minutes with the email announcements
- Use the Outlook scheduler, to track who has accepted the meeting
- Assign others to do the minutes
- Don't just have a meeting without a purpose; it is a waste of valuable time. Your members will feel it is a waste of time.
- Follow up on deadlines with emails, phone calls
- Set one key goal, once you achieve it, establish a new goal and proceed
- It is important to have the first meetings that are face to face to establish the working relationships, trust, respect and communication...
- Virtual meetings can be used for a mature team

**During the Meeting:**

- Housekeeping tips – Tell them to turn cell phones off or put on vibrate, locations of restrooms, water or vending machines, smoking area, etc
- Use the flip charts to capture the information shared. People need to see it as well as hear it.
- Can use a computer to capture the notes and action plan and project on the screen for all to see
- Create the Parking Lot flipchart for items that come off that aren't part of the agenda, but are important to address later, discuss at the end of the meeting, maybe part of your next agenda.
- Listen to your group and you can ask the question back to them to clarify the comment.

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- Room set up is dependant on the number of attendees, use the U shape for best communication and eye to eye contact. Small groups need to sit together face to face for best communication.
- Include everyone on the minutes; don't eliminate what they said, they feel neglected or that they're opinion doesn't count.
- Ask the team how the minutes will done – verbatim? Level of detail - as a discussion and only capture the outcome.
- Be respectful of cultural and traditional differences – know your audience- doesn't pressure anyone to speak
- Ask the group for agenda items for the next meeting.
- Schedule the meeting before everyone leaves.
- Use the round table process to get all the participants to speak and be involved.
- How to encourage OWNERSHIP on the action items and completion of tasks – phone calls, reminder emails, in person visits,

**After the meeting:**

- Use the excel spreadsheet for tracking and planning step at your meetings

**Role of the Task Team Champion (Leader)**

1. Motivate
2. Move team forward
3. Commitment
4. Bring progress report to management

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**Input from Chuck Howe (ADOT, Emergency Response Team Leader):**

- ◆ Keep the mission succinct and attainable. Completion of the goals within the mission can push to revise the mission.
- ◆ Shoot to have certain elements accomplished and documented at the end of the meeting.
- ◆ Some meetings need decisions, some meetings need interaction and brainstorming.
- ◆ When selecting members for the team, you can't always get the decision makers to attend, but you need to get the right person that can be a liaison to the decision maker.
- ◆ Support from the steering committee is a must, if not supported, there won't be consistent involvement or interest in making decisions/commitments.
  
- ◆ In some cases it is best to establish who are the decision makers of the team and who are supporting resources for the mission or objectives.
- ◆ Make sure to engage those that may not choose to provide input on their own. A roundtable is a good way to touch base with everyone involved.
- ◆ If using a teleconference for some participants, make sure to check-in with those on the phone frequently to make sure they are there and that they can hear comments being made. It usually works best to use a small table configuration to keep folks close to the phone, some people won't want to be up front, encourage them to come to the table.
- ◆ Assign someone (or research on your own) what statutes, resolutions, laws, policies etc apply to what is being discussed.
- ◆ Maintain a running list of those elements that may or will need to be addressed during the development of MOU MOAs.

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**Next Steps:**

<b>Action</b>	<b>Responsible Person(s)</b>	<b>By when</b>
Follow up on suggestion to add task team information on the ATSPT website	Misty & Michelle	April
<b>Action</b>	<b>Responsible Person(s)</b>	<b>By when</b>
Riley will send an email to all Navajo Task Teams and identify the Hopi representative and contact Danny Honanie: <a href="mailto:Danny.Honanie@yahoo.com">Danny.Honanie@yahoo.com</a>	Riley Wilson	April 8
Identify who will be Hopi members on each of the Task Teams	Danny Honanie	April
<b>Action</b>	<b>Responsible Person(s)</b>	<b>By when</b>
Contact Michelle Fink if you have additional information or recommendations to this training.	All	April 30

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<b>Action</b>	<b>Responsible Person(s)</b>	<b>By when</b>
Attach checklist list and to update chart notes; and send to participants	Joy	April
<b>Action</b>	<b>Responsible Person(s)</b>	<b>By when</b>
Identify if ADOT can pay for resources for web, video & teleconferences, and what is available for the Task Teams to use. Send information to Task Team Leaders workshop participants.	Michelle	April

**Questions from participants:**

1. How much time is needed to notify others before a meeting? Answer: Generally, give participants a month's notice to coordinate the travel. Then send them a reminder, along with the agenda and action items, 2 weeks in advance; and 2 days before, if possible.
2. How to determine who needs to be on the team to get a highly functioning team? Answer: Main requirements for team members are high interest & commitment, and availability; and also support from the member's supervisor.
3. Is there Homeland Security involvement or need for that on the emergency task teams? Answer: Check with Chuck Howe (ADOT) for more information.

**WORKSHOP FEEDBACK FROM PARTICIPANTS:**

1. How valuable was this workshop for you?

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**AVERAGE RATING= 3.8 out of 4.0**

This workshop was not valuable	This workshop was somewhat valuable	This workshop was valuable	This workshop was very valuable
0.5    1.0    1.5	2.0        2.5	3.0(2)      3.5(5)	4.0 (11)

**2. What about this workshop was most valuable to you?**

- ◆ Open communication.
- ◆ Getting to know people & their lives.
- ◆ Focusing a lot of ideas & concepts that for the most part are either things I already knew or are intuitively obvious. But pulling it all together in an organized manner is really helpful, and will likely result in my being more effective on task teams.
- ◆ The roles & responsibilities of a task team leader.
- ◆ Learning the guidelines/expectations.
- ◆ The attendance from NDOT.
- ◆ Getting ideas and opinions from others on how they dealt with the same issues I am dealing with.
- ◆ Homeland security- Emergency Response.
- ◆ Input from everyone- good to hear the different perspectives and ideas.
- ◆ Sharing ideas & networking.
- ◆ Questions.
- ◆ Hearing and sharing of task team tribulations.
- ◆ Hearing and gaining a lot of ideas from others, ideas that I can use within my own Hopi Task Team.
- ◆ Real good participation from everyone.
- ◆ All the information is good and helps me complete my task.

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- ◆ That task teams need to take action; items need to be clear & need to have deadlines; and the team members should all participate.
- ◆ The new ideas- learned a lot of new tips & advise.
- ◆ Heard good ideas; began to develop questions and plans.

**3. What would have improved the effectiveness of this workshop?**

- ◆ We're improving at every meeting.
- ◆ Having more people from the partnerships in the workshop.
- ◆ Seemed a bit unfocused at first, but soon got on track. The collapsed agenda due to weather was unfortunate, but not really avoidable.
- ◆ Make it a 2 day training.
- ◆ More time needed 2 day workshop.
- ◆ More time, and perhaps small group activities to involve everyone.
- ◆ Meet again.
- ◆ Unfortunately the snow on the Navajo Reservation impacted our time here- I have to think about the safety of the staff.
- ◆ More time.
- ◆ If everyone has understood the purpose.
- ◆ Continue to let people know the goal & purpose of meeting.
- ◆ More food-junk. It was very effective. I would just recommend -continue the effectiveness.

**4. How do you rate the effectiveness of the Facilitators/Presenters?**

**AVERAGE RATING= 3.6 out of 4.0**

Was not effective			Was somewhat effective		Was effective		Was very effective
0.5	1.0	1.5	2.0	2.5	3.0(4)	3.5(6)	4.0(8)

- ◆ Excellent facilitator.

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- ◆ Very explainable. Listen, they give a chance to talk; open communication.
- ◆ Great. Kept is pm subject; got participation from most.
- ◆ Got the feeling that people got restless in the beginning because the core of the workshop was slow to start.
- ◆ Kept thing moving and on track.
- ◆ Good job not letting people wonder off.
- ◆ Joy and the panel did a great job & were very knowledgeable.

**5. How do you rate the impact this workshop may have on future task teams?**

**AVERAGE RATING= 3.6 out of 4.0**

This workshop will have no impact on future task teams	This workshop will have some impact on future task teams	This workshop will have good impact on future task teams	This workshop will have great impact on future task teams
0.5    1.0    1.5	2.0        2.5	3.0(2)      3.5(11)	4.0(4)

- ◆ I expect to be a more effective task team member & leader as a result of this.
- ◆ Great workshop.
- ◆ We'll see.
- ◆ Commitment.
- ◆ Should improve efficiency of task teams.

**6. What other comments do you wish to offer?**

- ◆ Doing good- continuing to grow.
- ◆ I think the open discussion was valuable, & I appreciate time for that being built into the agenda.
- ◆ Continue on with task team.
- ◆ Excellent workshop.
- ◆ The ideas from this training are effective for all groups/organizations one may deal with.
- ◆ Stay with regular schedule NDOT staff need to hear more.

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- ◆ A follow up session after the new Task Teams had their 1<sup>st</sup> meeting would be very good and gauge progress.
- ◆ The more I participate, the more I hope to learn.
- ◆ Well I'm kind of leery of grading too high at this point until I get a better feel the intent & progress of these meetings.
- ◆ Thank you for inviting me.
- ◆ Good group, good atmosphere, look forward to working with you.

**Attachment:** *Attendees' Roster*