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# Value Engineering WSDOT

Embracing Creativity and Innovation

## Facilitating Difficult Behavior

At some point every facilitator encounters people who are behaving in a way that challenges the group. This can inspire panic and throw us off course. We might react by trying to shut down the behavior as quickly as possible. Alternatively we might ignore it, hoping it goes away. All too often this doesn't work.

Dealing with difficult behavior doesn't have to be stressful.

With a little bit of understanding and awareness, and a few simple facilitation tools, problems can be overcome. Here's a step by step guide to dealing with difficult Behavior.

### Step One: Ask yourself 'Why?'

Pause and resist the urge to blame the person whose behavior is 'difficult' for the current situation.

Remember it's their behavior that's difficult and not them as a person. Something is making them behave the way they are. It's your role to try and understand what that is.

Look around you – what can the body language of the group tell you. Listen to their tone of voice.

These will help you diagnose the cause of the situation. Reflect on the possibility that it may be a need they have brought to the meeting or workshop that isn't being met.

### To sum up:

- Look and listen for the underlying cause. What needs aren't being met?
- Use an appropriate facilitation tool.
- Problem solved!



In other words it may be something about the way the group is treating them, or the way that you're facilitating the session that's sparked their behavior.

**An example:** Beth comes to the meeting full of enthusiasm and good ideas. She struggles to get her ideas heard because the others in the meeting are more confident speakers. When she finally gets a chance to speak, she feels that her idea is dismissed without any consideration. So, naturally she's upset – she doesn't bother making any more useful contributions. Instead she makes sarcastic remarks from the sidelines.

### Step Two: Take action

Now you have an understanding of what's causing the behavior you can act appropriately.

**Going back to our example:** it might be as simple as saying "Beth, I noticed that you were trying to share some of your ideas earlier. I'm not sure that we heard them very well – sorry about that. Would you mind explaining them again?"...

## Facilitating Difficult Behavior

cont'd



### Step Three: Problem solved!

You've started to meet your 'difficult' person's needs, so naturally their difficult behavior will subside. As easy as 1,2,3. Well maybe not, but it's not as stressful as we often think!

### And finally:

Most commonly difficult behavior is caused by a lack of listening in a group. If we don't give people clear signs that they are being heard they understandably may start to feel alienated. Plan your sessions to maximize listening using tools like group agreements, small discussion groups, and go-rounds.

## Basic Facilitator Responsibilities

Be Prepared in advance of the event

Plan and create a clear agenda and distribute it

Encourage Productive inquiry, invite questions and debate

State meeting objectives at the Beginning of the meeting

Establish expectations for the group

Guide the group in information sharing, make sure all members have a chance to be heard

Provide closure, restate, ideas and action items, assign follow-up items

## Accelerating Innovation

### “Every Day Counts”

#### FHWA's Program for Innovative Solutions to Transportation Challenges

#### What is Everyday Counts?

Every Day Counts (EDC) is a program initiated in 2009 by FHWA in association with AASHTO this program is to promote innovative solutions that speed up the delivery of highway projects and address the challenges presented by limited budgets.

EDC is a state-based model to identify and rapidly deploy proven but underutilized innovations to shorten the project delivery process, enhance roadway safety, reduce congestion and improve environmental sustainability.

These are proven innovations and business solutions that can help State and Local agencies in facilitating efficiency to save time and resources. The benefit of this is that more projects can be built for the same money.

#### How does it Work?

FHWA works with state and local transportation agencies and industry stakeholders to identify a new collection of innovations to champion every two years. Innovations are selected collaboratively by stakeholders, taking into consideration market readiness, impacts, benefits and ease of adoption of the innovation. After selecting the EDC technologies for deployment, transportation leaders from across the country gather at regional summits to discuss the innovations and share best practices.  
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## Better • Faster • Smarter

Wolf, Scott. "About Every Day Counts (EDC)." *FHWA Home / Accelerating Innovation / Every Day Counts / About Every Day Counts*. FHWA, Web. 28 Sept. 2015. <<https://www.fhwa.dot.gov/innovation/everydaycounts/about-edc.cfm>>.

# Accelerating Innovation

## “Every Day Counts” cont’d

These summits begin the process for states, local public agencies and Federal Lands Highway Divisions to focus on the innovations that make the most sense for their unique program needs, establish performance goals and commit to finding opportunities to get those innovations into practice over the next two years.

Throughout the two-year deployment cycle, specifications, best practices, lessons learned and relevant data are shared among stakeholders through case studies, webinars and demonstration projects. The result is rapid technology transfer and accelerated deployment of innovation across the nation.

With “Every Day Counts” is the Accelerated innovation Deployment (AID) Demonstration program. This program provides funding as an incentive for eligible entities to accelerate the implementation and adoption of innovation in highway transportation.

The AID program is one aspect of the multi-faceted Technology and Innovation Deployment Program (TIDP) approach providing funding and other resources to offset the risk of trying an innovation.

### Demonstration Project

**WSDOT**

### **Adaptive Light-Emitting-Diode Lighting System on State Highways**

Award Recipient → Washington State Department of Transportation

Innovation → LED Adaptive Roadway Lighting System

Award Fiscal Year → 2015

Project Aspect → Construction

Description → The project will convert a 7-mile interstate lighting system to a Light-Emitting Diode (LED) Adaptive Roadway Lighting System and provide an opportunity to encourage public acceptance of adaptive, reduced, and curfew lighting while expanding the use of adaptive controls as part of a larger statewide LED conversion project. It will improve the sustainability, efficiency, and service life of the system and significantly decrease the state's operating and maintenance costs for this section of roadway.

Grant Award → \$1,000,000

Partner → WA State Department of Commerce and Department of Enterprise Services



### **Additional Information**

For more information about “Every Day Counts” and MAP-21 Acceleration Innovation programs see the FHWA web site.

<https://www.fhwa.dot.gov/innovation/everydaycounts/>

# Value Management at WSDOT

Value and innovation are needed in today's scarce-money world. To find and take advantage of them, both governments and private industry use a remarkable process known as the Value Methodology. Also known as value engineering, value analysis and value management, the process can optimize projects, processes and product development in significant ways. Through Value Engineering, companies and government agencies regularly decrease costs, increase profits, improve quality and performance and enhance customer satisfaction.

*SAVE International website, 2016*

$$\text{VALUE} = \frac{\text{Function}}{\text{Resources}}$$

For this reason, value is increased by either improving or enhancing the function or by reducing the resources required to provide the function

WSDOT is committed to pursuing cost efficiencies and mitigating project risks. Value Engineering provides proven techniques that not only may be applied to improve value during design, but may be employed at any major decision point.

Value engineering methods and practices can be employed in everything from defining the scope of a project, to getting the most value from Change Order proposals during construction

## BASIC FUNCTION

Raison d'être - Reason for existence

*The Distinct Purpose for the project. What specifically must this project do?*

WSDOT's Value Engineering program is dedicated to creating efficient projects by exploring the Purpose and Need of every project. The process of defining the critical essence or "Basic Function" of a project ensures not only is the Right Project is being built at the Right time, but that both WSDOT and public Value objectives are being met.

**WSDOT MISSION:** The Washington State Department of Transportation provides and supports safe, reliable and cost-effective transportation options to improve livable communities and economic vitality for people and businesses. WSDOT fulfills its mission, to a large degree, by delivering projects.

These projects support the

**WSDOT VISION:** The Washington State Department of Transportation's vision is to be the best in providing a sustainable and integrated multimodal Transportation system.



# Innovative Solution's Around the World

# Spotlight Innovative Idea



## Bridge fabricated with modular precast sections reaps time savings

### The Project

The bridge that crosses the Castlereagh River in New South Wales Australia was a functionally obsolete narrow dual span bridge. This bridge was upgraded using a precast modular system, with minimal use of in-situ concrete, saving labor costs and construction time.

New Bridge completed in February 2006  
for a total cost of \$0.75m.



### Challenge Encountered

The road system in much of regional Australia contains many narrow and deteriorating steel and timber bridges which are unable to support the loads of modern trucks and semitrailers. The challenge for the rural road network is to design a modular system which can be efficiently constructed in non-metropolitan areas quickly and with a small, skilled labor force.

The narrow two-lane bridge at Deringulla needed upgrading to cope with freight from the various rural enterprises in the area including cattle yards and grain silos. Without the upgrade, heavy vehicles such as B-doubles (*tractor trailers with max overall length 80'*) had to make a 51 mile detour. A system which could prefabricate the greater part of the bridge structure, transport the modular sections to the site and enable speedy assembly was needed to make the bridge replacement an economical



### Innovative Response

The precast supplier was able to design bored concrete piers to suit the geotechnical characteristics of the site. The remainder of the bridge structures, including columns, headstocks, pre-stressed deck units and abutments, were fabricated in modular segments in a manufacturing yard and shipped to the site. The connecting system allowed rapid site erection with minimum construction risk and

environmental impact. The heavy-duty pre-stressed deck units require no finish paving, which means that construction can occur quickly even in remote and isolated areas. The modular and systematized nature of the structure makes the design solution repeatable in different locations, provided the local foundation conditions are assessed by a geotechnical engineer. The system can cope with reactive and cohesionless soils.

### Outcomes

The pre-stressed concrete deck & the six spans of the Deringulla Bridge was erected in four working days. This is much faster than a traditionally formed and poured concrete bridge deck, with less likelihood of environmental damage to the river being spanned. The new bridge can carry heavy traffic and complies with specified loading codes. The design has delivered a durable, clean-lined and modern structure which is an asset to the local economy and to the community in the surrounding district.

