

**2006-2007 General Infrastructure: WIC Management Training  
Wisconsin WIC Program  
Final Report**

**Award:** \$81,635 **Expenditures:** All encumbered.

**Proposal Summary:** The Wisconsin WIC Program is proposing to develop and conduct 3 centrally located 2-day trainings and 2 regionally-based follow-up meetings for local WIC management staff, and to package the training materials so that they may be used/adapted by other states. To develop the training, objectives and materials from a Wisconsin-developed 4-day *WIC Management Institute* training (1997) and a 5-day Association of State & Territorial Public Health Nutrition Directors (ASTPHND)–developed *Moving to the Future: Building Community-Based Nutrition Services* distance learning training (1998) will be combined/condensed and updated to reflect current needs and issues. Current needs and issues include: maximizing human and economic resources, building culturally competent nutrition services, addressing racial/ethnic disparities, leveraging additional funds, increasing advocacy and partnerships, and supporting integration, management, and skill development of the growing number of bilingual paraprofessionals (certifiers, nutrition educators, and breastfeeding peer counselors) in the Wisconsin WIC Program.

**Results:**

The “WIC Management Training” was developed to build WIC and nutrition leadership capacity in Wisconsin. This was accomplished through two training components: 1) *Build Your Future with WIC- Nutrition Leadership Training Series*, and 2) *Moving to the Future* training modules. The *Leadership* series focused on application of leadership behaviors and skills based on self leadership, leading others, and leading within the community. The training consisted of three 2-day sessions with pre- and post-session assignments. The nutrition content or skill area of the leadership will be supported in the future with the training resource, *Wisconsin Moving to the Future*, which we adapted from ASTPHND’s newly revised on-line *Moving to the Future*. The modules focus on planning successful WIC and community nutrition and physical activity interventions. One train-the-trainer session was held to facilitate effective use of the training modules.

**1) *Build Your Future WIC- Nutrition Leadership Series***

Development Overview

The WIC Leadership series was designed by a WIC Leadership Training Planning Committee. The team was composed of state and local nutritionists and the contracted consultant, Susanne Gregory, Phelan and Associates. The consultant was responsible for designing the curriculum, conducting training and assisting in project evaluation. Monthly teleconferences with the Leadership Training Planning Committee were conducted to guide the curriculum development for the Nutrition Leadership series.

The purpose of this 3-part training series was to build nutrition leadership capacity in Wisconsin. The focus was on applying leadership behaviors and skills to influence and improve all aspects of participants’ work in nutrition that will lead to better health outcomes and quality of life for WIC families and their communities. The sessions were created around the principles of self-leadership, leading others, and leading in organizations and communities. Each session was built

on the skills learned in the previous sessions. A summary of the philosophy for each session and the objectives follows.

*Session I, January 29-30, 2007: Self Leadership:*

“Leading me comes before leading others.” Professional and life goals and aspirations change over time. By reflecting on one’s own personal values, professional needs, strengths, weaknesses, communication style, and decision-making style, each person can take stock of their leadership assets and create a path for enhanced satisfaction in work and life.

Upon completion of the training, participants should be able to:

1. Effectively use self-reflection techniques on a routine basis.
2. Identify personal and professional strengths, challenges and growth potential.
3. Reframe situations from multiple perspectives.
4. Distinguish internal values from collective values.
5. Use sources of personal reward and rejuvenation to sustain your professional practice

*Session II, April 23-24, 2007: Leading Others:*

The key to leading for excellence is a person’s ability to work successfully with everyone in their organization. Plans on paper are nothing until people work together to get things done. In the end, people are the key to change and everyday success. The way a person approaches each encounter says a lot about their ability to lead others.

Upon completion of the training, participants should be able to:

6. Negotiate and manage conflict.
7. Build and sustain relationships to accomplish goals.
8. Function effectively as part of an interdisciplinary team and value professional practice and expertise.
9. Demonstrate the ability to communicate effectively about public health nutrition with multiple audiences
10. Utilize personality, commitment, and passion to attract others to nutrition mission and goals.

*Session III, July 23-24, 2007: Leading within Your Community:*

Leading nutrition related efforts in the community requires skills and strategies for working effectively with diverse stakeholders. In this session, attendees will learn about ways to engage the community in the design and development of successful nutrition policies and program.

Upon completion of the training, participants should be able to:

11. Identify a wide range of stakeholders who influence changes in public health nutrition policies and programs within your organization and community.
12. Identify assumptions and detect ambiguities and contradictions in positions and beliefs of stakeholders.
13. Use data, levels of evidence, and other objective evaluative criteria in proposing and selecting nutrition-related policies and programs for your community.
14. Use strategies to balance the interests of diverse stakeholders in a coalition or work group.
15. Effectively facilitate meetings and decision-making with a variety of stakeholders/constituents.

### Evaluation Methodologies

Evaluation was built into the Leadership Series. This included a plus/delta as part of each training day so curriculum improvements could be made immediately; each session included an evaluation and there was a final evaluation with a Leadership Plan completed by each participant. The series evaluation included questions related to the pre-session and/or follow-up work assignment, content area of the session, relevancy to current position and plan to use the information gained.

### Application Process/Results

The Leadership Series was offered free to WIC Directors and Nutritionists. Stipends were offered that ranged from \$1,100 to \$1,300 to offset costs associated with attending the sessions and staff time associated with series attendance. Completion of an application form and attendance at all 3 sessions was required. The WIC Leadership Planning Training Committee reviewed and approved the applications.

There were a total of 47 participants (38 local projects participants and 9 DPH Regional and Central Office nutrition staff). Applicants were registered dietitians or certified dietitians with experience ranging from less than 5 years to more than 25 years. The series was completed successfully by 44 participants. Of the 47 participants, three accepted new job positions during the training series. Two of these participants dropped out after session one, but one was able to continue through the third series with support of her new employer (non-WIC). One other participant missed the third series due to childbirth, but requested the series be taped for her.

The evaluations indicate the series was successful. Comments from the Leadership Plan that illustrate intent of participants to continue to build on the skills and behaviors practiced during the series include the following quotes from participants:

My plan is to?

“Seek out and follow through with tools that will help me grow as a nutritionist but also as a leader”

What will stick with you?

“How each individual contributes unique skills and strengths to the process of getting things done in our programs, workplaces, and communities. That there are tools, techniques, processes, etc. that do contribute to improved results/outcomes. That leadership abilities are not mere personality traits people are born with, but can be learned.”

What would you like to try?

“I would like to contribute to more productive implementation and changes- producing improved outcome—in our project. Apply techniques and skills in work relationships, team and agency and community workgroups.”

Accompanying this Final Report are the electronic files for the Leadership Series brochure, application form, acceptance letter, and Session 1 pre-session assignment (files 1 through 4); Session 1 Participant Handbook (which include post-session and Session 2 pre-session assignments), evaluation form, and evaluation forms with results (files 5-7); Session 2 materials and results (files 8-10); and Session 3 materials and results, including participants' Self Development plans (files 11-14). In addition to the standard evaluation, Leadership participants

were asked to share something from the training session at a regional meeting of WIC projects. This provided a forum to discuss the leadership skill or behavior from the Leadership series that was most pertinent for the participant. Anecdotal information from the regional meetings indicated that this was of value to other projects, projects wanted to purchase the books used in the project, the leadership participants valued sharing with others and provided encouragement for others to try techniques/methods learned.

#### Use By Other States

The Final Report and the accompanying electronic files will be shared with others upon request. The files are in Word so they may be adapted as desired.

#### ***2) Wisconsin Moving to the Future***

*Wisconsin Moving to the Future* training modules were developed through a contract with Susanne Gregory, Phelan and Associates, and Karen Probert, Association of State and Territorial Public Health Nutrition Directors. The 5 training modules were drafted and reviewed with the WIC Leadership Training Planning Committee on monthly teleconferences. The original plan was to develop 5 webcast modules. The technology was changed to a Powerpoint with imbedded voice which makes it a more versatile product for various training modalities. The Powerpoint is supplemented with activity sheets, based on Wisconsin needs. Copyright permission from ASTPHND allows access to the worksheets in Word format for all Wisconsin users. Due to the size of the Powerpoints, files cannot be included with this report. To view the modules, go to [www.movingtothefuture.org](http://www.movingtothefuture.org), select Training Materials, select Wisconsin Moving to the Future, Session 1, 2, 3, 4, and 5.

Upon completion of the development of the Moving to the Future training modules, a train-the-trainer session was offered. The participants included Wisconsin Division of Public Health Regional Office public health nutrition consultants, the CDC-funded Nutrition and Physical Activity Program staff, and central office WIC program representatives. A plan will be developed for use of the training modules.

#### Post-Session Follow-Up

Because of the success of the trainings and expressed interest of participants in keeping in touch with each other afterwards to give and receive support for their individual leadership development efforts, several members of the WIC Nutrition Leadership Training Planning Committee are exploring methods for continuing this initiative based on a 6-month post-training assessment and evaluation. A Leadership reunion session is being planned for the 2008 Statewide WIC and Nutrition Conference or Pre-Conference.