

Changing Times for Federal Workers

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Changing Times, Same Leadership Challenges

- Challenging Times
- Enduring challenge to increase leadership capacity

Role of Trust in Achieving Results

[Passion + Commitment] x Strategy x Trust =
Results

The absence of Trust leads to reduced results

Role of Effective Leadership and the Best Places to Work in the Federal Government Analysis

Quest. #	Question	% Favorable
37	Leaders generate high levels of motivation and commitment in the workforce	38
43	Complaints, disputes or grievances are resolved fairly in my work unit.	39
24	Employees have a feeling of personal empowerment and ownership of work processes	42
44	Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated	44
9	Overall, how good a job is being done by your immediate supervisor	45
55	How satisfied are you with the information you receive from management on what's going on in the organization?	47
46	I can disclose a suspected violation of law, rule or regulation without fear of reprisal	48
36	I have a high level of respect for my organization's senior leaders	49
38	My organization's leaders maintain high standards of honesty and integrity	49
54	How satisfied are you with your involvement in decision that affect your work?	54
31	Discussions with my sup/team leader about my performance are worthwhile	56
13	Sup/team leaders provide employees with opportunities to demonstrate their leadership skills	60
48	Supervisors/team leaders in my work unit support employee development	64

Corporate Board Results of Employee Engagement

- “Those employees who are most committed perform 20% better and are 87% less likely to leave the organization; and
- “Engagement levels are determined more by company strategies and policies than any characteristics regarding employees segments (e.g. tenure, gender or function).”

Corporate Board “Levers of Change”

The Conference Board found the following “levers of effort” the most important to be used to increase employee engagement:

- Connection Between Work and Organizational Strategy
- Importance of Job to Organizational Success
- Understanding of How to Complete Work Projects
- Internal Communication
- Demonstrates Strong Commitment to Diversity
- Demonstrates Honesty and Integrity
- Reputation of Integrity
- Adapts to Changing Circumstances
- Clearly Articulates Organizational Goals
- Possesses Job Skills

Changed Behavior - Development

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48	Supervisors/team leaders in my work unit support employee development	64

- Am I delegating,
- Am I creating stretch goals and providing the support and encouragement necessary to achieve the goals,
- Am I creating new, challenging opportunities for leadership development; and
- Do I really know those I lead well enough to provide the support they need?

Changed Behavior – Work Environment

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- Am I creating a mission, vision, and goals for those I lead that are linked to both my goals and organizational goals;
- Am I listening to those I lead;
- Am I creating a safe environment where mistakes are opportunities for learning rather than punishment;
- Am I including those I lead in designing and implementing new work processes and procedures?

Changed Behavior - Fairness

Quest. #	Question	% Favorable
43	Complaints, disputes or grievances are resolved fairly in my work unit.	39
44	Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated	44

Am I sufficiently transparent so that the decisions I make are perceived as fully considered?

Changed Behavior - Integrity

Quest. #	Question	% Favorable
46	I can disclose a suspected violation of law, rule or regulation without fear of reprisal	48
38	My organization's leaders maintain high standards of honesty and integrity	49

Am I modeling the integrity I seek in those I lead?

Changed Behavior?

- Will I take the time to understand the behavior I need to change to exhibit more of the traits of a trusted leader?
- Will I take the time to change it?