



PUBLIC SERVICE RECOGNITION WEEK

MAY 3-9, 2020

What Successful Leaders Do in Challenging Times

Presented by Joe Schumacher

Training Program Director, Center for Leadership Development

Center for Leadership Development

Developing Visionary Leaders to Transform Government

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**President's Management Agenda
Key Driver of Transformation**
People – Workforce for the 21st
Century



OPM Strategic Plan Initiative
-Optimize Agency Performance





Agenda

1. What just changed and how do we adjust?
2. Be a “The Dream Manager[©]”
3. Defining Leadership
4. What individuals want most and when they do best
5. What successful leaders do
6. Special Topic #1: **What fully engaged, high-performing teams look like**
7. Special Topic #2: **Best 1:1 questions**
8. Homework and more to explore





An Everyday Leadership Lesson

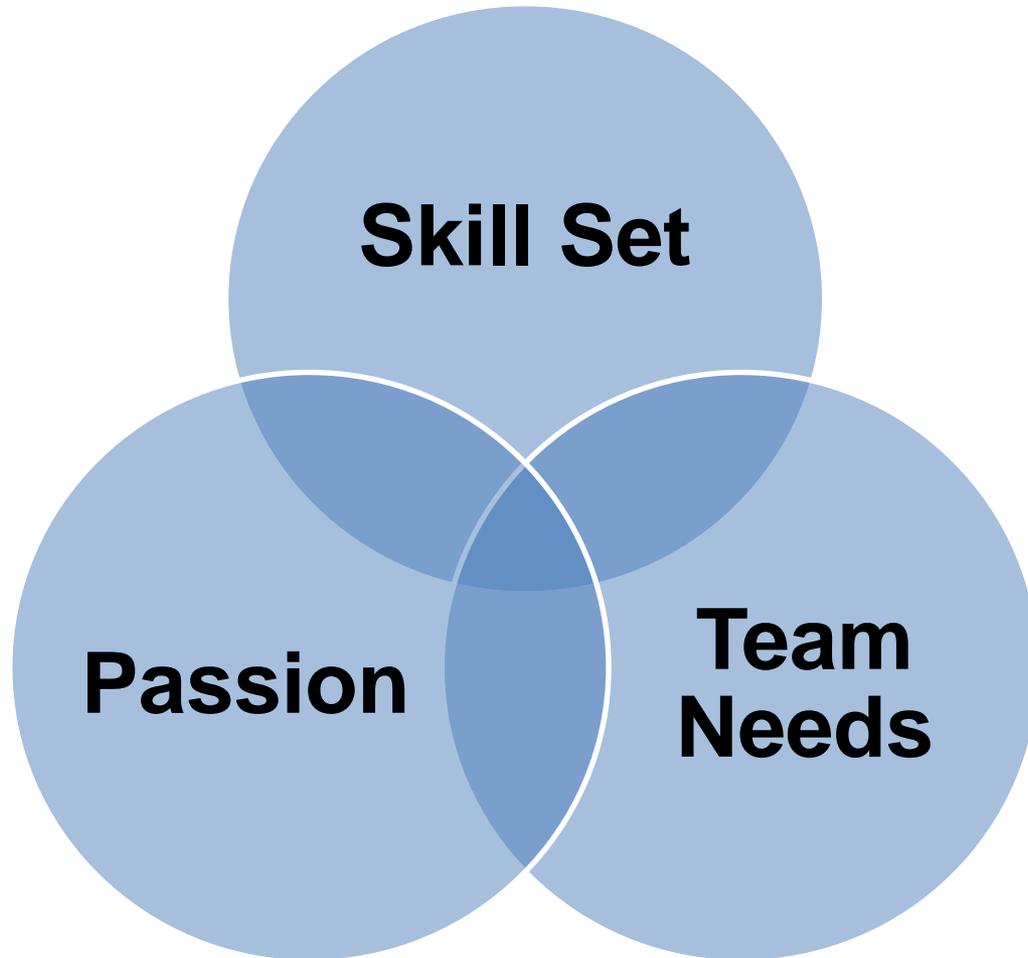
“The Tim Tebow Thing”

Denver Post, March 22, 2012

“Tim brought an incredible spirit and spark to our team,” Broncos coach John Fox said in a statement Wednesday after the trade to the New York Jets became official. “Along the way, he earned the trust of his teammates and coaches while inspiring our fans. His competitiveness, clutch performances, and will to win played an instrumental role in our team earning a division title and advancing in the playoffs.”



The Dream Manager by Matthew Kelly





Definitions of Leadership



Uncommon leadership is about exemplar **character**, **contagious passion and disciplined execution** coupled with an inspirational repertoire that **rallies the troops** in a worthy cause while making all things **appreciably better**.

Leadership is the **fuel, air, ignition source, and accelerant** that feeds the **internal fire of individual inspiration** so the team achieves the **near impossible**.





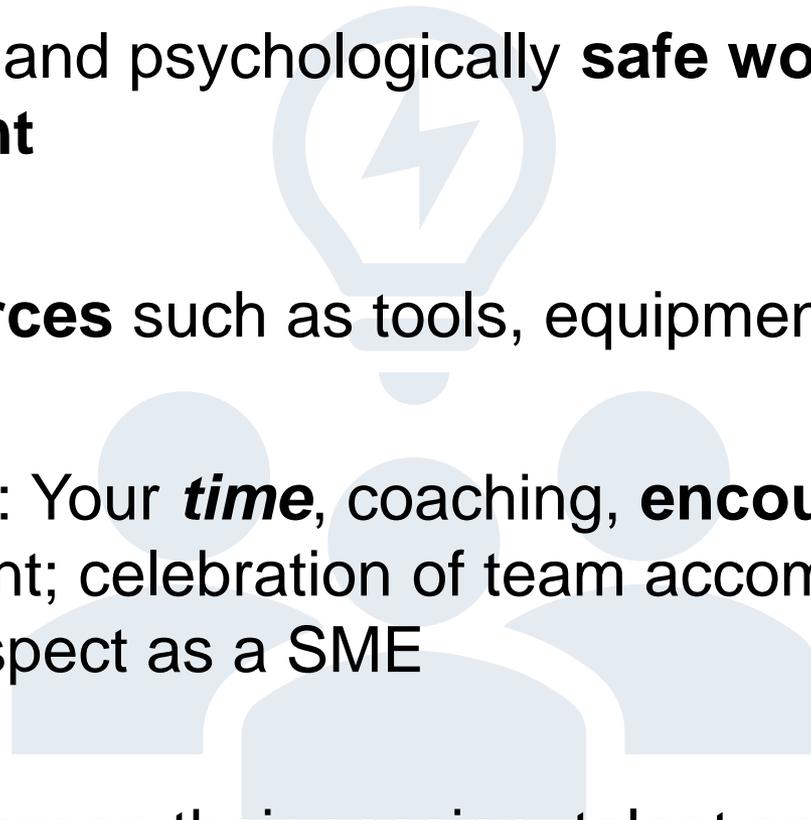
When Employees Do Best

- An **inspirational, ethical leader** influencing the helm
 - All are given the **same dignity and respect** as a physician, Mayor, church leader, college professor
 - Their talent is viewed as **“one-of-a-kind”**
 - **All are appreciated** for their contribution to the mission
-
- A faint, light-colored illustration in the background shows three stylized human figures standing on a tiered podium. The figure in the center is on the highest tier and has its arms raised in a celebratory gesture. The other two figures are on lower tiers. The podium has three distinct levels of increasing height from left to right.



What Employees Need From Leadership

- A physically and psychologically **safe work environment**
- Hard **resources** such as tools, equipment and supplies
- Soft support: Your **time**, coaching, **encouragement**, reinforcement; celebration of team accomplishments; and your respect as a SME
- **Linkage** between their passion, talent and team need.

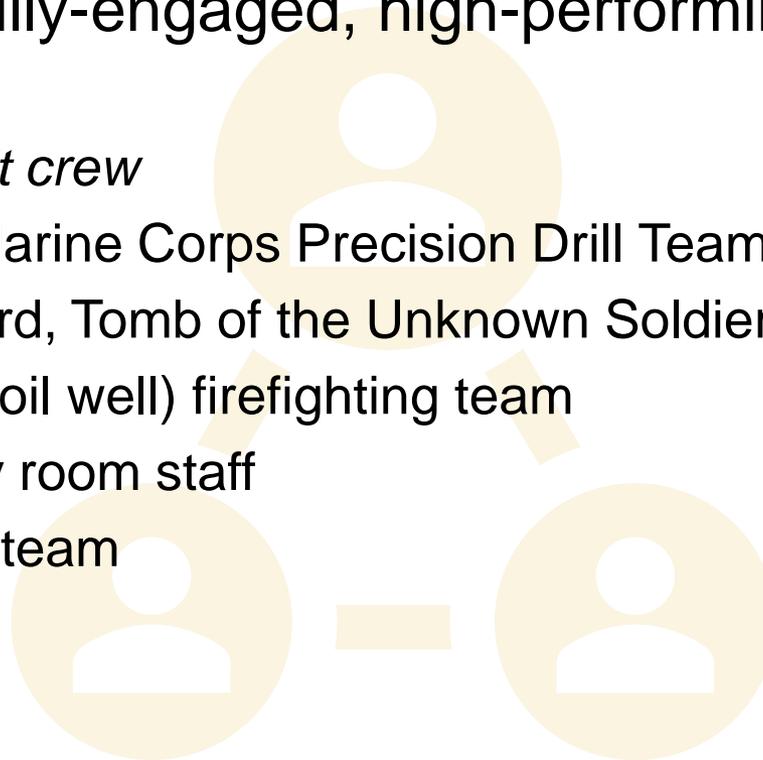




Special Topic #1: Fully Engaged Teams

What does a fully-engaged, high-performing team look like?

- *Indy 500 pit crew*
- The U.S. Marine Corps Precision Drill Team
- Honor Guard, Tomb of the Unknown Soldier
- A blowout (oil well) firefighting team
- Emergency room staff
- Fire-Medic team





Special Topic #2: Best 1:1 Questions

- What's on your plate, on your mind, and on fire?
- What should we start, stop and continue to do?
- What changes can we make RIGHT NOW to improve the organization / processes / relationships?
- What is getting in your way?
- What barriers can I break down right now?
- What resources do you need?
- How's our relationship?
- **What keeps you awake at night?**
- What makes you proud to work here?





Review of Best Practices

- ✓ Be an example to emulate — **everyday**
- ✓ Keep your **word** and keep your **credibility**
- ✓ **Never complain down**
- ✓ Treat all with **CPR**—Courtesy, Professionalism, and Respect
- ✓ **Handle** biting criticism and **be rattle-proof** during a crisis
- ✓ Apply massive doses of **common sense**
- ✓ **Take no credit for the good stuff** that happens on your watch
- ✓ Make hometown heroes by **developing SMEs**





Homework and More to Explore



Team of Rivals: The Political Genius of Abraham Lincoln

– Doris Kearns Goodwin

Drive: The Surprising Truth about What Motivates Us

– Daniel Pink (Autonomy, Mastery, Purpose)

The Manager's Book of Decencies: How Small Gestures Build Great Companies

– Steve Harrison



Questions?





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Additional Webinars:

May 6 | 1 p.m. EST

The 'Write' Way: How HR Professionals Can Get Results

May 8 | 12 p.m. EST

Will Design for Six Sigma (DFSS) Work for Government Processes?

REGISTER



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Open enrollment courses & certificate programs
for leadership and professional development



Virtual learning ecosystems
to support the human capital lifecycle throughout government



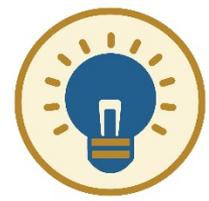
Development programs focused on building decision-making skills through **human-centered design** and **process improvement**



Fellowship programs **to recruit and develop leadership skills** for highly-qualified talent for **Federal agencies**



Certification programs built specifically for government **skills for various professions**, such as the Federal HR Institute



Customized development program solutions to meet agency-specific needs

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Thank you for your participation & service to our nation!

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