

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT

Maximizing Employee Engagement



SYSTEM MANAGEMENT DEVELOPMENT CENTER



Navigate Your Leadership Journey



www.leadership.opm.gov



Maximizing Employee Engagement Participant Guide

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Maximizing Employee Engagement Participant Guide

Front Matter

United States

Office of Personnel Management

Executive Services

Senior Executive Service & Performance Management

1900 E Street, NW

Washington, DC 20415



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PARTICIPANT INFORMATION

Welcome to the Maximizing Employee Engagement course! This is a companion to the 60-minute Maximizing Employee Engagement web-based training (WBT) course, which is accessible on OPM's HR University (<http://hru.gov>) and OPM's Training and Development Wiki (<http://www.opm.gov/wiki/training/index.aspx>). This instructor-led course is intended to supplement the information provided in the WBT by using activities and discussions to reinforce learning. If you have not already, we recommend that you take the 60-minute WBT course.

In this Participant Guide you will find the course guidelines and content, copies of the PowerPoint slides with room on each page for notes, and copies of all activities and job aids, to include an action plan table for you to use in support of your engagement efforts.

Ground Rules

During this course everyone is asked to:

- Participate
- Be on time
- Stay on task
- Share responsibility for training
- Listen when others talk
- Respect the opinions and attitudes of others
- Turn off cell phones and mobile devices
- Use flip chart Parking Lot items

Importantly, this is a safe place to share your ideas and thoughts.

Give constructive feedback, suggestions, and other responses to other participants during the activities and discussions.

However, try to keep your comments, questions, and discussion on track with the lesson topic; avoid digressions and tangents.



Your Participant Guide

Your Participant Guide is organized into three sections:

- Section 1: Course Content includes the PowerPoint slides with space for notes and all course activity materials
- Section 2: Job Aids includes all of the job aids used in the course
- Section 3: Supplemental Reading and References

Course Agenda

The sequence of lessons, topics within each lesson and the estimated instructional time (reported in minutes) for the course is as follows:

Lesson and Topic Titles	Estimated Time (minutes)
Introduction	20
Factors that Influence Engagement	60
Overview of Engagement	20
You and Your Employees' Engagement	40
Matching Motivators to Individuals	75
Job Characteristics	45
Leadership Styles	30
Barriers to Engagement	65
Interpersonal Barriers	45
Organizational Barriers	20
Develop an Action Plan	30
Conclusion	5
Total	255 (or 4.5 hours)

Breaks will be scheduled throughout the course.



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SECTION 1: COURSE CONTENT



INTRODUCTION



Maximizing Employee Engagement

» Lesson: Introduction

- ✓ **Introduction**
 - » Factors that Influence Engagement
 - » Matching Motivators to Individuals
 - » Barriers to Engagement
 - » Develop an Action Plan
 - » Conclusion

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FACTORS THAT INFLUENCE ENGAGEMENT



Maximizing Employee Engagement

» Lesson: Factors that Influence Engagement

- ✓ Introduction
- ✓ **Factors that Influence Engagement**
 - **Identify job-related factors that influence levels of engagement for different individuals**
 - **Recognize your roles as Federal leaders in fostering employee engagement**
- » Matching Motivators to Individuals
- » Barriers to Engagement
- » Develop an Action Plan
- » Conclusion

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Overview of Engagement

Overview of Engagement

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You and Your Employees' Engagement

You and Your Employees' Engagement

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Activity: Challenges that Influence Your Employees' Engagement

Think back to before you became a supervisor. What challenges did you have with your manager or supervisor that affected your engagement?

Today, as a supervisor, what are some of the specific challenges to engagement you have seen among your employees? Write these responses in the first column below.

Discuss your responses to these questions within your small group and designate a group member to be the reporter. As a class, we will help each other identify possible solutions to overcome each challenge.

Challenges that Influence Your Employees' Engagement	Possible Solutions to the Challenges



MATCHING MOTIVATORS TO INDIVIDUALS



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» Lesson: Matching Motivators to Individuals

- ✓ Introduction
- ✓ Factors that Influence Engagement
- ✓ **Matching Motivators to Individuals**
 - **Recognize job design as a motivator of engagement and understand how to use it to increase engagement**
 - **Understand how your leadership style can affect employee engagement**
- » Barriers to Engagement
- » Develop an Action Plan
- » Conclusion

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Job Characteristics



The slide features the title "Job Characteristics" in a large, bold, black font centered on a white background. Below the title is a horizontal collage of three images: a modern office building, a group of diverse professionals in business attire collaborating around a table, and the United States Capitol building. To the right of the main content area is a vertical blue bar with three white upward-pointing chevrons and the text "Maximizing Employee Engagement" written vertically. At the bottom of this bar is the number "18".

Notes:



Activity: Different Strokes for Different Folks ¹

PART 1

Ask yourself these questions to gauge which job characteristics might best motivate your employees.

Job Characteristics	Is the employee likely to be satisfied with ...
Task Identity	The degree to which the job provides for completion of a whole and identifiable piece of work from beginning to end?
Task Significance	The difference he or she can make to others through the job? The importance of the job compared to other jobs in the organization?
Autonomy	The level of independence and discretion allowed in making decisions about work sequence, methods, procedures, or quality control?
Skill Variety	The variety of knowledge, skills, and abilities required?
Feedback	<ul style="list-style-type: none">• The clarity of performance expectations (for example, quality, timeliness)?• The availability of feedback about job performance?• The frequency of performance feedback?• Access to communication channels and flows of information?

¹ Source: U.S. Merit Systems Protection Board. (2012, Nov). Federal employee engagement: The motivating potential of job characteristics and rewards.



Activity: Different Strokes for Different Folks, continued

PART 2

For each job characteristic noted in the first column, describe how much authority (i.e., No authority, Minimal authority, Some authority, or Full authority) you think you have to make modifications to each of them for your employees, as well as how you would go about modifying the job characteristic to enhance engagement.

In addition to keeping in mind the individual employees you manage, also think about the nature of the work your team usually performs, human resource policies, the needs of the organization, and the imperative to be fair, objective, and transparent while you consider modifying job characteristics.

Job Characteristics	How much authority do you have to modify this characteristic?	How would you modify the job characteristic?
Task Identity		
Task Significance		
Autonomy		
Skill Variety		



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Job Characteristics	How much authority do you have to modify this characteristic?	How would you modify the job characteristic?
Feedback		



Leadership Styles

Leadership Styles

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Activity: Matching your Leadership Style to the Situation

Goleman's Six Leadership Styles²

Characteristics	Coercive	Authoritative	Affiliative	Democratic	Pacesetting	Coaching
Leader's modus operandi	Demands immediate compliance	Mobilizes people towards a vision	Creates harmony and builds emotional bonds	Forgoes consensus via participation	Sets high standards for performance	Develops people for the future
The style in a phrase	'Do what I tell you'	'Come with me'	'People come first'	'What do you think?'	'Do as I do, now'	'Try this'
Underlying emotional Intelligence	Drive to achieve, initiative, self-control	Self-confidence, empathy, change catalyst	Empathy, building relationships, communication	Collaboration, team leadership, communication	Conscientious, drive to achieve, initiative	Developing others, empathy, self-awareness
When the style works best	In crisis; to kick start a turnaround; with problem employees	When changes require a new vision, or when a clear directive is needed	To heal rifts in a team or to motivate people during stressful circumstances	To build buy-in or consensus, or to get input from valuable employees	To get quick results from a highly motivated and competent team	To help an employee improve performance or develop long-term strengths
When the style might fail	When there is not a lot of emotional self-control	When trying to motivate more experienced experts or peers on the team	When there is avoidance of emotionally distressing situations	When there is a lot of listening and discussion but very little action	When very little guidance is given to the team on how to achieve results	When micromanaging

² Source: Goleman, D. (2000). Leadership that gets results. Harvard Business Review, 78(2), 78-90.



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Activity: Matching your Leadership Style to the Situation, continued

Instructions: Below is a list of situations. For each situation, indicate which leadership style you would typically use and explain why this would be the most effective leadership style. Consider factors such as your underlying emotions, your goal in that situation, and the overall impact on the climate your style might have. Be prepared to share your responses during the follow-up discussion of this activity.

Situation	Response
Agency leaders have formed a task force to uncover reasons for the low EVS engagement scores. They want at least one junior member from your team to be on the task force. However, none of your employees are interested in being on the task force. What leadership style do you use to assign an employee to the task force?	
You have been assigned to lead the new employee engagement task force, but were given no guidance by senior leaders on how to proceed. What leadership style do you use to get buy-in from the task force?	
Your task force is made up of members who do not know, or trust each other, and some members appear to be resistant to being on the task force. What leadership style do you use to ensure the work gets done?	
The task force needs to quickly deliver and present their findings about reasons for the low EVS scores to agency leaders. What leadership style do you use to assign roles to the presenters?	



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Situation	Response
<p>Your task force presented recommendations to senior leadership. Some of your team had not prepared properly and the quality of the presentation suffered. What leadership style do you use to provide your team with performance feedback after the presentation?</p>	
<p>As a result of the recommendations made by the committee, senior leaders have designated your work group to be part of a pilot test to try out new work procedures. You need all of your employees to buy into this plan as people are generally uncomfortable with change. What leadership style do you use to motivate your employees to participate?</p>	



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Activity: Matching your Leadership Style to the Situation, continued

Components of Emotional Intelligence

EI Component	Description
Self-awareness	<ul style="list-style-type: none">• Self-confidence• Realistic self-assessment• Self-deprecating sense of humor• Thirst for constructive criticism
Self-regulation	<ul style="list-style-type: none">• Trustworthiness• Integrity• Comfort with ambiguity and change
Motivation	<ul style="list-style-type: none">• A passion for the work itself and for new challenges• Unflagging energy to improve• Optimism in the face of failure
Empathy	<ul style="list-style-type: none">• Expertise in attracting and retaining talent• Ability to develop others• Sensitivity to cross-cultural differences
Social Skill	<ul style="list-style-type: none">• Effectiveness in leading change• Persuasiveness• Extensive networking• Expertise in building and leading teams



BARRIERS TO ENGAGEMENT



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» Lesson: Barriers to Engagement

- ✓ Introduction
- ✓ Factors that Influence Engagement
- ✓ Matching Motivators to Individuals
- ✓ **Barriers to Engagement**
 - **Recognize potential interpersonal barriers to employee engagement**
 - **Identify and understand potential organizational barriers to employee engagement**
- » Develop an Action Plan
- » Conclusion

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Interpersonal Barriers

Interpersonal Barriers



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Activity: Your Interpersonal Barriers

Take a few moments to think about some of the interpersonal barriers that exist in your interactions with your employees. Use “I” statements to write down these barriers. For example:

- I have a hard time giving negative feedback.
- I don’t communicate because I assume my employees will handle issues on their own; I don’t want to seem like a micro-manager.

When you are finished writing these “I” statements, reflect on the impact these barriers have on your communication style and list solutions to minimize these barriers.

Your Interpersonal Barriers	Solutions to Interpersonal Barriers
I ...	



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Activity: Role Play Action Plan

Based on the results from the EVS, develop a list of 2-3 actions to improve engagement in your department.

Specific Challenges	Proposed Action	Due Date	Resources (e.g., money, staff)	Communication (who should know)
I ...				
I ...				
I ...				

Reflection Activity

Thinking about your employees, how do you think interacting with them with your usual leadership style might be affecting their engagement with you, other team members, and the organization?



Organizational Barriers

Organizational Barriers



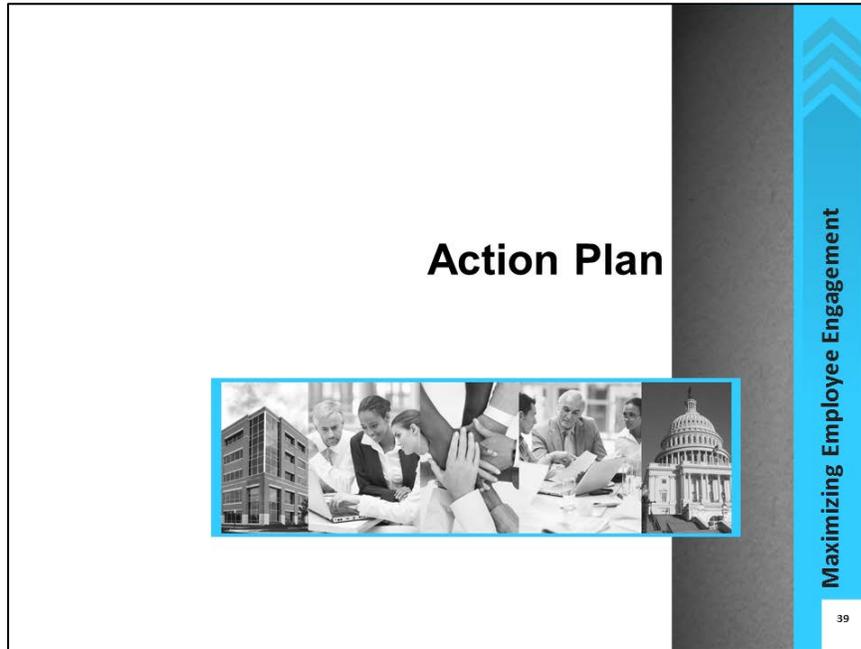
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Action Plan



The slide features the title "Action Plan" in a large, bold, black font centered on a white background. Below the title is a horizontal collage of four images: a modern office building, a group of diverse business professionals in a meeting, a close-up of hands holding a laptop, and the United States Capitol building. To the right of the slide is a vertical blue bar with three white upward-pointing chevrons and the text "Maximizing Employee Engagement" written vertically. At the bottom of this bar is the number "39".

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Activity: Develop Your Action Plan

For this final activity you will indicate specific actions you will take to overcome engagement barriers and improve levels of engagement among your employees. Think about the level of engagement you want to achieve for yourself and your team in the near term (i.e., 6 months to a year) and long-term (i.e., within 1 to 2 years). You will identify at least 3 specific engagement challenges and develop a plan of action for each. The challenges do not have to be listed in order of priority. Refer to the notes you have taken throughout this course to give you some ideas, such as factors that keep you engaged, the results of your assessment of your primary management style, things that you identified as organizational barriers, strategies from other government agencies, as well as any other notes from the rest of the slides and other activities. You will document this in the table on the next page.

Account for the following factors when developing a comprehensive action plan:

- Specific challenge related to engagement
- Target (self, individual, or group)
- Actions you can take within your role as a supervisor or manager
- Resources you will need (e.g., staffing, training, opportunity outside work unit)
- Communication plan - who to talk with to make this work (boss, employee, group, HR/HCM)
- Completion -you must be prudent in following up with your action plan and marking off successes

After identifying at least 3 specific challenges and actions you are going to take to address them, you may share some of the details of your Action Plans—within your comfort level—with the rest of the class. The class will provide feedback and suggestions for addressing the challenges.



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Your Action Plan

Challenge	Target	Action to be Taken	Due Date	Resources (e.g., money, staff)	Communication (who should know)	Completed (yes/no)



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CONCLUSION

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» Lesson: Conclusion

- ✓ Introduction
- ✓ Factors that Influence Engagement
- ✓ Matching Motivators to Individuals
- ✓ Barriers to Engagement
- ✓ Develop an Action Plan
- ✓ **Conclusion**

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SECTION 2: JOB AIDS



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Job Aid: Debunking Myths about Employee Engagement³

Myth	Reality
Compensation is the biggest driver of employee engagement	<ul style="list-style-type: none">• Compensation is important, but not a main driver of employee engagement.• A sense of purpose about why the agency exists and its contribution to society is a bigger driver for employees than compensation.• A sense of participation with the agency (e.g., recognition and rewards, opportunities to grow, and involvement) is a bigger driver for employees than compensation.
The drivers of engagement are the same across agencies	<ul style="list-style-type: none">• Drivers of employee engagement across various organizations are more different than they are similar, even if they are within the same industry.• Each agency's culture differs and drivers at your agency may not be drivers at another because of the differences in organizational culture, work focus, and types of employees.
Employee engagement is hosting an event every now and then	Effective employee engagement should be in everything the agency does; it must be integrated and embedded into the agency's strategic planning, HR and talent management planning, organizational culture and values, and so on.
The best agency leaders are all great at inspiring employees	The best agency leaders might not necessarily be viewed as the most inspirational leaders. However, they have the capability to ensure employees have the right resources and tools to perform their jobs consistently and get the best results (e.g., engagement, performance, retention) from their employees.

³ Source: Bassi, L. (2012, May 3). Debunking employee engagement myths. Retrieved from <http://www.astd.org/Publications/Blogs/Learning-Executive-Blog/2012/05/Bassi-6-Debunking-Engagement/>

Seshadri, S. (2010, July 7). Six myths of employee engagement. Retrieved from <http://www.executiveboard.com/blogs/six-myths-of-employee-engagement/>



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Myth	Reality
Employee engagement is HR's responsibility	<ul style="list-style-type: none">• HR's role is to help managers maximize engagement with their teams by providing tools, resources, and talking points that enable managers to have meaningful conversations with their employees.• Employee engagement happens on every level, must be owned by everyone in the organization, and must start at the top and filter through the agency.• Employee engagement defines the success (or downfall) of an entire company. An engaged workforce is a major factor in achieving agency goals.• Paying (more) attention to engagement is time well spent, even for the busiest executive, manager, and supervisor.



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Job Aid: Ways to Create a Culture of Engagement

The following are quick actions and the ways to execute those actions to help create a culture of engagement in your organization.

Action	How to Create a Culture of Engagement
Instill a sense of pride in the work or workplace	<ul style="list-style-type: none"> • Use the performance management process to communicate to employees how their work contributes to achieving agency objectives. Performance meetings provide an opportunity to establish an alignment between the employee's role and the agency mission and goals. • Encourage employees to take ownership of their work.
Create a sense of trust and transparency with leadership	<ul style="list-style-type: none"> • Communicate a clear vision of how the agency will accomplish its mission. • Communicate honestly about the organization and ensure your words are consistent with your actions. • Ensure there is transparency between decisions and the strategic direction of the organization.
Provide the opportunity to perform well at work	<ul style="list-style-type: none"> • Provide frequent informal or formal performance feedback and discussions. • Hold employees accountable for results through a structured performance management process. • Ensure that employees' job responsibilities make good use of their competencies and that they are provided with the resources, time, and assistance needed to perform their jobs.
Provide reward and recognition consistently and frequently	<ul style="list-style-type: none"> • Take time to validate and acknowledge employee achievements. • Integrate rewards and recognition into how employees are managed on a day-to-day basis.
Provide opportunities for personal and professional growth	<ul style="list-style-type: none"> • Demonstrate an interest in developing and mentoring employees. • Help employees assess, fine-tune, and develop new skills. • Give employees specific goals as well as the training, tools, and resources for employees to perform their job. • Use a competency-based approach to ensure their skills are well-used and continually enhanced.
Create a positive work environment that also focuses on teamwork	<ul style="list-style-type: none"> • Create opportunities for team members to interact and work together. • Actively solicit feedback and satisfaction and incorporate their thoughts and ideas into the agency operation.



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Job Aid: Fast Track to Lowering Engagement⁴

The following are some of the quickest ways to lower engagement amongst your employees.

- Failing to provide transparent and trustworthy senior leadership.
- Failing to communicate openly, frequently, and effectively with employees about organizational challenges, as well as organizational achievements.
- Failure to have open two-way communication with the workforce, to include communicating with employees as a group and on an individual basis.
- Failing to include and solicit feedback from employees in developing strategies and recommendations for agency improvements.
- Failing to have senior leaders take an active interest in EVS results and develop agency-wide and office plans for improvements.
- Failing to empower employees to be innovative and find ways to better perform their jobs.
- Failing to provide the right tools and resources for employees to effectively do their jobs.
- Failing to communicate a clear vision of the agency's mission and helping employees see line-of-sight between their work and the agency's mission.
- Failing to provide opportunities for career advancement and provide greater responsibilities or new experiences.
- Failing to recognize and acknowledge good work.
- Failing to appropriately reward or promote employees.
- Failing to include employee engagement as a performance metric in managers' performance plans.
- Failing to incorporate team problem-solving and decision-making, especially where it affects them.
- Failing to tailor engagement efforts to the culture/climate of your agency.

⁴ Source: Miller, J. (2012, Dec 14). Highest ranked agencies distinguished by strong leadership.

Retrieved from <http://www.federalnewsradio.com/204/3156902/Highest-ranked-agencies-distinguished-by-strong-leadership>

O'Connell, M. (2012, Dec 13). 'Best Place to Work?' —Not so much. Retrieved from <http://www.federalnewsradio.com/204/3155352/Best-Place-to-Work----Not-so-much>

Employee Engagement Focus Groups and Interviews. (2012, Dec 5). [Focus group]. Office of Personnel Management, Washington, DC.



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Job Aid: Other Government Agencies' Strategies to Drive an Engaged Organizational Culture

The following government agencies shared with OPM what they do to maximize employee engagement within their organizations:

- Department of Education (ED)
- Department of Human Services (DHS)
- National Aeronautics and Space Administration (NASA)
- National Institutes of Health (NIH)
- Nuclear Regulatory Commission (NRC)
- Office of Management and Budget (OMB)
- Office of Personnel Management (OPM)
- United States Coast Guard (USCG)

While not all of these will work within your agency because of the different organizational culture (e.g., mission, union), you should still be able to find a few ideas that will be well-suited and relatively easy to adopt and practice within your team. Implementing these or similar ideas could have a positive influence on your agency's engagement levels, and ultimately, FEVS engagement scores.

Employees

Ideas Involving Employees	What it looks like
Create a "Morale Committee"	Create a committee that develops and enacts ideas to make staff feel appreciated (e.g., promoting health and wellness activities, providing non-monetary rewards).
Recognize Other Staff	Encourage staff to nominate coworkers for good work. Employees select who wins the awards, which promotes a sense of pride by being nominated by their peers.
Practice the Servant Leadership Model	Focus on helping others and modeling good leadership.
Get Together Outside Work	Schedule activities such as bowling, and movies to help bring teams together.



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Supervisors and Managers

Activities Supervisors and Managers Can Do	What it looks like
Create Teambuilding Activities	Many offices hold division level retreats and seminars that include all divisional staff. These meetings typically focus on topics of interest to the division and often include segments that are used to identify ways to improve the operation of the organization.
Bring Food into the Equation	Supervisors or managers bring in food (e.g., pizza, cupcakes) for employees during group meetings. Managers take their staff out for lunch just because they want to; staff can see that the manager enjoys doing it and that it is authentic and not forced.
Develop and Monitor Individual Development Plans (IDPs)	As part of the performance process, employees and their supervisors discuss their IDPs. This includes discussing goals, performance expectations, and things they will do throughout the year.
Give Employees the Opportunity to Select their Own Assignments	Encourage employees to express interest in and volunteer to work on specific projects.
Encourage and Model Work-life Balance	Managers model this by not always staying late or always working on weekends. They also publicly support work-life programs such as telework, Employee Assistance Program (EAP), or health and fitness programs, as appropriate.
Create Lateral and Rotational Assignments	Staff is frequently assigned collateral duties on teams, working groups, and steering committees that allow the individual to work on tasks that are outside their routine. These assignments are helpful in instilling ownership, inclusion, and a sense of collaboration for the staff and their respective offices.
Take Opportunities to Provide Positive Feedback	Give positive reinforcement and feedback.



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Executives' Actions

Actions Executives Can Take	What it looks like
Set up Monthly Focus Groups to have “Diversity Dialogues”	Focus on dialogues about age, race, gender, disability, etc. for employees to become more knowledgeable about differences and similarities in behaviors, communication styles, values, etc., as well as become more comfortable with different types of employees.
Encourage Leaders to be More Visible and Accessible	Walk around the office, be seen, and make eye contact. Demonstrate the organization’s values and competent, approachable, and personable leadership. Have a monthly “Coffee with an Executive” or “Lunch with an Executive” that offers an opportunity for participants to discuss a list of current questions/issues.
Develop an “Idea Factory” to Solicit Ideas from Employees	Set up an automated system to actively solicit ideas about ways to improve organizational challenges from employees, where one employee can build on what another suggests. Some agencies recognize employees who have provided ideas by having senior leaders introduce them during town halls and ask them to describe their ideas to everyone. Senior leaders sign on to act as champions for the ideas, which helps break down communication and accessibility barriers between leaders and employees.
Provide Guidance on Effective Performance Management Systems	Assist leaders and employees to learn more about how to make the most of the performance management process. One agency developed a booklet that presents role plays and frequently asked questions that can help both the employee and the supervisor get into the mode for performance appraisal and discussion about developmental opportunities. Agency-sponsored workshops for supervisors or managers also provide an opportunity for them to learn how to recognize and reward employees.
Create a Monthly Newsletter	Solicit input from employees about both official and personal events (e.g., voluntary efforts or commemorative events) to include in a newsletter.
Host Quarterly/Yearly Town Halls	Use town halls and all-hands meetings to keep employees informed and to obtain input from them.



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Executives' Strategies

Strategies for Executives	What it looks like
Advertise and Promote the Mission and Values of the Organization	Create unrehearsed videos in which employees state what the organizational values mean to them. Display quotes on a banner at the entrance of the building along with the mission and values of the organization.
Create a Clear and Open Communication Strategy	Hold staff meetings soon after senior staff meetings. This helps control flow of information rather than contributing to rumors, and establishes consistent and open communication.
Practice Situational Leadership Approach	Have the most knowledgeable person about an issue in the room present to others, rather than have the most senior person do it.
Develop an "Innovation Lab"	Hold sessions used to tackle organizational issues, emphasizing innovation and creating energy among employees. Other departments are invited to join, and any employee can be a facilitator.
Create a "Solicitations of Interest" System	Set up an internal system where supervisors who need extra staff can ask for it. Half-page announcements are emailed to employees weekly so they can see what work is coming up and apply for it. Employees can apply directly for the work; they do not need to go to HR for a formal assignment. Assignment length may range from a couple of months to six months. They can also be part time, such as two hours a week for two months.
Encourage Employees to Develop Action Plans to Respond to FEVS Results	Form Advisory Teams of employees to determine how to address the areas identified by survey results as needing improvement. Employees develop action plans for specific areas; they collect information/data and assist in the implementation of the response. Senior leaders keep employees updated on progress (via agency-wide conference calls, town halls, newsletters, emails, etc.).
Emphasize Continuous Learning	Leadership supports a proactive, assertive, leaning forward attitude and provides continual training and development to employees, through formal training, developmental assignments, details, and lateral assignments to new positions.



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Strategies for Executives	What it looks like
Encourage Managers to Get Together and “Talk”	Supervisors and managers meet with each other, and then meet with managers at the level above them on a monthly basis to discuss topics of interest. Any relevant information from these meetings is then fed back to the staff to increase the sharing of information.
Encourage Honest Conversations Between Supervisors and Employees	Encourage honest conversations about what the supervisor can do to make the employee want to contribute his or her best talent. Honesty can increase feeling of trustworthiness and make employees feel that their supervisor has their best interest at heart and will not use information shared in confidence against them.



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Job Aid: Alternative Non-monetary Ways to Encourage Training and Development⁵

Encourage inquiry and a sense of constant curiosity

- Encourage a seminar series that provides opportunities for employees to give presentations about their various areas of expertise to other employees.
- Collaborate with other managers to act as panel experts for discussions or presentations and lend knowledge to panel discussions on various topics. Invite employees to these forums, allowing them to ask questions and gain new knowledge.
- Encourage employees to spend time interviewing other employees or managers in other sectors about their work. Dedicate a specific number of hours each quarter to allow your employees to conduct these informational interviews.

Encourage service and volunteerism

- Encourage employees to volunteer within their communities to further develop their particular skill sets, and also develop leadership skills by taking on leadership roles within their communities.

Encourage inter-departmental learning

- Promote resources already available in the organization by inviting employees who have a variety of skill sets or belong to other offices to collaborate and work on projects together.
- Organize informal interdepartmental get-togethers during lunch, breaks, or brown bag sessions to discuss, build relationships, and build communities of practice.

Encourage Employees to find a mentor

- Talk to your employees to find out which of them are interested in mentoring or even job shadowing. Then think about who would make good matches to provide both parties with developmental opportunities.
- Be a facilitator in helping employees form relationships with other individuals, such as supervisors, managers, or executives you have access to.
- Use mentoring to get older and younger employees talking, such as sharing knowledge and ideas and combining perspectives in new and interesting ways.

⁵ Source: Coro Fellows Program in Public Affairs. (2013, Mar 22). With GSA Canceling Trainings, How Can Feds Develop New Skills? Retrieved from <http://www.govexec.com/excellence/promising-practices/2013/03/gsa-canceling-trainings-how-can-feds-develop-new-skills/62004/#.UVBNyU6CY0Y.email>



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SECTION 3: SUPPLEMENTAL READING AND REFERENCES



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SUPPLEMENTAL READING

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