

Creating a Leadership Centered Culture in Times of Doing “Less with Less”

Leadership 201 Class Project, 15 July 2005

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In the face of declining budgets, the U.S. Geological Survey is faced with losing its investment in developing a leadership culture. The purpose of this proposal is to identify ways to instill a leadership culture throughout the organization with an emphasis on mobilizing untapped resources within the Bureau. The graduates of Leadership 101, Leadership 201, and leadership Intensive courses form a nucleus of experienced and trained personnel who have been exposed to the leadership culture principles. These graduates will be empowered to develop the tools and deliver the message in conjunction with the Bureau’s formal training program.

Although there are numerous constraints, we think that the approaches offered in the following tables present opportunities for high impact with low cost.

- Leadership Training Modification
- Marketing
- Implementation in Local Offices
- Awards
- Implementation USGS – Wide
- Constraints to Leadership

Leadership Training Modification

U S E F U L N E S S	HIGH	<ul style="list-style-type: none"> • Performance Measures • Volunteer Trainers / story tellers • 101/201 training in being a messenger • Increase diversity • Create a team from class members for another ALS – 1 year later • Leadership 101/201 database • Include expectations of leaders beyond 101/201 in nominations form • Nominations process change for 101/201 • List ways you can be a leader in your chair now 	MEDIUM	<ul style="list-style-type: none"> • Selection of small courses to choose from 	LOW	<ul style="list-style-type: none"> • Required class reunions
	MEDIUM	<ul style="list-style-type: none"> • Assign the class a follow-up project 	MEDIUM	<ul style="list-style-type: none"> • Combine 12/13 and 14/15 groups • Target leadership training based on attributes 	LOW	<ul style="list-style-type: none"> • Site visits to see how other agencies do leadership
	LOW	<ul style="list-style-type: none"> • Find ways to rejuvenate those who have been through courses • Find ways to get all involved 	MEDIUM	<ul style="list-style-type: none"> • Selection of small courses to choose from • Consider expanding the LDS groups – one in each region • Grassroots: X3 or more 1/per region 	LOW	
COST						

Office of Employee Development - Marketing

U S E F U L N E S S		HIGH	MEDIUM	LOW
	HIGH	<ul style="list-style-type: none"> • Write a leadership motto • Create a leadership-tips card • Publish success stories • Market to all grades & job series • Distribute three coins to each Center Chief 	<ul style="list-style-type: none"> • Conduct new classes • Create leadership comics • Create leadership cartoon series 	
	MEDIUM	<ul style="list-style-type: none"> • OED Presence at any large USGS meeting – people, presentations, posters 	<ul style="list-style-type: none"> • Require trained people to pass it on • Create a leadership visual ID • Create leadership T-shirts • ID Action Heroines and Heroes 	
	LOW			
COST				

Implementation in Local Offices

U S E F U L N E S S		HIGH	MEDIUM	LOW
	HIGH	<ul style="list-style-type: none"> • Implement mentoring 	<ul style="list-style-type: none"> • Implement leadership teams • Assign leadership responsibilities on rotating basis • Conduct networking events among trained employees • Implement “Leader of the Month” on the USGS web notice 	
	MEDIUM	<ul style="list-style-type: none"> • Require trained people to deliver a message when returning to their office 	<ul style="list-style-type: none"> • Create work-place posters • Hold weekly meetings among trained employees 	<ul style="list-style-type: none"> •
	LOW	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Take Congressional Staffers to lunch 	<ul style="list-style-type: none"> • Hold “Side-bars” at AGU, GSA, etc • Hold official leadership ice cream socials
COST				

Awards

U S E F U L N E S S		HIGH	MEDIUM	LOW
	HIGH	<ul style="list-style-type: none"> • Implement a deadline to pass the coin 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •
	MEDIUM	<ul style="list-style-type: none"> • Implement “Leader of the Month” parking spot • Reward nominator for Excellence in Leadership 	<ul style="list-style-type: none"> • Award people with accepted ideas • Implement leadership trophies • Reward leadership actions 	<ul style="list-style-type: none"> •
	LOW	<ul style="list-style-type: none"> • Give leadership awards in employees ceremonies • Place awarded employees’ pictures on USGS web-pages 	<ul style="list-style-type: none"> • Write criteria for receiving leadership awards 	
COST				

Implementation USGS-Wide

U S E F U L N E S S		HIGH	MEDIUM	LOW
	HIGH	<ul style="list-style-type: none"> • Simplify leadership class nomination process • Implement leadership status reports to HQ • Implement leadership performance measures • Implement leadership performance standards • Implement Discipline Chief Recognition of leadership accomplishments • Define the mechanism to get more leadership coins for an organization • Define managers' expectations of leaders and leadership 	<ul style="list-style-type: none"> • Develop web-based training 	<ul style="list-style-type: none"> • Make leadership training mandatory for management candidates
	MEDIUM	<ul style="list-style-type: none"> • Track who received the leadership coins and for what reason 	<ul style="list-style-type: none"> • Implement interoffice competition • Implement alternative classes to 101 and 201 • Conduct a sociological assessment of USGS culture • Implement processes beyond mentoring 	<ul style="list-style-type: none"> • Define a format to deliver what we learn when we return to our offices from 201 • Make leadership training mandatory (personal) • Develop a leadership newsletter
	LOW			
COST				

Constraints to Leadership

U S E F U L N E S S		HIGH	MEDIUM	LOW
	HIGH	<ul style="list-style-type: none"> • Lack of understanding of what leadership wants • Reinforcement or lack thereof • No measure in place • Defining Roles 	<ul style="list-style-type: none"> • Scientist vs. Management • Professional vs. Technician • Culture of saying No” to new ideas • Perceived cost 	<ul style="list-style-type: none"> • Lack of trust • People don’t care about USGS programs • Stove piped disciplines • It’s always been done that way attitude • Time • Lack of buy-in • Lack of commitment • Control centered culture • Constraints to program line items • Bureaucracy • Caste system mentality
	MEDIUM	<ul style="list-style-type: none"> • Sense of exclusion or isolation • Grade levels – sense that it’s extra work • Position descriptions 	<ul style="list-style-type: none"> • Chain of command • Must ask permission – takes work to retain skills • Lack of clarity – production – nose to the grindstone 	<ul style="list-style-type: none"> • Valuing creativity only in certain quarters • Lack of practice • Not all regions fully practice • Funding constraints • HQ approval required • An elite
	LOW	<ul style="list-style-type: none"> • No time and \$ for training & experimentation 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Sense of win/lose • Fear of losing control • Managers who don’t support leadership
COST				