

The Collaborative  
Leadership Network

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**Overview**

Agencies across the federal government devote significant resources to leadership development programs. There can often be a gap in continuous learning and application after employees have completed training programs as there is not always a plan to continue the learning back at the workplace. This gap often reduces the agencies’ return on investment and the effectiveness of leadership programs.

The Collaborative Leadership Network aims to decrease that gap by facilitating collaboration between staff who have completed a leadership program and those who just beginning one. The Collaborative Leadership Network provides opportunities for continuous learning and leadership development during and after training by offering series of adaptable tools and resources focused on the Office of Personnel Management’s (OPM) five fundamental competencies, also referred to as [executive core qualifications](https://www.opm.gov/policy-data-oversight/senior-executive-service/executive-core-qualifications/) (ECQs):

* Leading Change
* Leading People
* Results Driven
* Business Acumen
* Building Coalitions

This document is intended to serve as a resource to help guide participants through the process of creating, customizing and implementing a program within their agency. The document includes ideas for group and one-on-one activities such as benchmarks, practical applications, TED talks/videos, books and articles for each ECQ that can be used during or even after a program is complete to facilitate continuous learning. Additional resources include templates, assessments and other general activities that can be used to support a successful and collaborative leadership experience.

The resources provided in the document have been tailored for use at the Architect of the Capitol, which serves Congress and the Supreme Court, preserves the iconic buildings and grounds of the Capitol campus and inspires memorable experiences for visitors of all ages. The employees of the AOC are an exceptional team, acclaimed for superior service, recognized as trusted stewards and renowned for enriching people’s lives. More than 2,000 AOC employees work quietly and effectively behind the scenes day and night to provide Congress and the Supreme Court with facilities and infrastructure to conduct its business.

**General Guidance**

The track to becoming a great leader is one that requires perpetual attention and refinement, whether preparing to lead small or large teams for the first time, or simply continuing in the next steps in a current leadership role. Useful tools and tips are available in a plethora of subjects important to employees interested in assuming leadership roles. By sharing knowledge, ideas and best practices, employees can collaborate to attain, and preferably exceed, their training goals.

To assist in the targeted training and development of current and future leaders, the Collaborative Leadership Network provides a forum to engage and connect aspiring leaders that incorporates OPM’s ECQs.

Through the Collaborative Leadership Network, current participants in a leadership program will partner with alumni of a leadership program and be given opportunities to participate in group activities with other participants. The agency will provide a point of contact to coordinate the program and arrange a benchmark around each ECQ, while participants will take responsibility for paired activities and will organize group activities. This document provides resources to facilitate development of the network and suggested activities.

Key building blocks of a successful Collaborative Leadership Network include:

* **Call to action** – The point-of-contact can use the attached template to announce the Collaborative Leadership Network to upcoming Partnership for Public Service Excellence in Government (EIG) Fellows and EIG Fellow alumni. (See Templates).
* **Paired program** – The program point-of-contact will pair a current EIG Fellow with one of the EIG Fellow alumni at the AOC. The overall goal of pairing is to facilitate one-on-one collaboration between employees at different stages in leadership development. Pairing the current EIG Fellow with a program graduate is intended to provide support, encouragement and guidance throughout their EIG journey. Additionally, alumni will be provided opportunities to share their knowledge and experience, as well as focus on continuous growth and practical development in the years following their completion of the program. The following information is provided to help guide both the current EIG Fellow and the alumni in achieving a successful and rewarding experience through the pairing relationship:
  + If the EIG Fellow alumni and the current EIG Fellow do not know each other well, an introduction is in order. The pair could discuss their current roles and history with the agency and share information (e.g. academic background, interests, hobbies, etc.) to get to know one another. They can also complete one or more of the activities below (See Appendix G) and discuss results:
    - Energy Management Assessment
    - Individual Styles and Self-Awareness
    - Leadership Competency Self-Assessment

The pair could meet to discuss the level of involvement over the course of the program, and their expectations and leadership goals. *Note*: The term “meet” could be face-to-face in the office, over coffee, lunch or a walk; virtual via telephone, video conference or other venues as preferred by the EIG Fellow alumni and the current EIG Fellow that are paired together.

* + The pair may wish to consider logistics such as meeting time, frequency of meetings, duration and preferred method of meeting and communication (the “partnership agreement” template will capture this information). Useful templates (See Templates) include:
    - Partnership Agreement
    - Setting Goals
    - Engagement Plan
* **Group activities** – Group projects and activities can develop skills specific to collaboration, as well as reinforce skills that are relevant to both team and individual work. Benefits of such activities include:
  + Strengthen the network of agency leaders and peers
  + Increase networking opportunities
  + Share diverse perspectives
  + Pool knowledge and skills
  + Receive social support and encouragement to take risks
  + Develop new approaches to resolving differences
  + Refine understanding through discussion and explanation
  + Challenge assumptions
  + Develop stronger communication skills
  + Tackle more complex problems than employees could on their own

The Collaborative Leadership Network provides group activities around specific focus areas. These activities can be held in a variety of settings – in person or virtual – depending on the location of participants, size of the group and preference of the participants.

“Benchmarks” are one type of group activity that involves a presentation by an agency leader addressing issues relevant to a specific ECQ. The goal of benchmarks in the Collaborative Leadership Network is to provide agency-specific examples of best practices and to identify practical, innovative techniques for solving agency challenges. While the EIG Fellows program provides benchmarks for some of the most successful organizations for a behind-the-scenes look at their strategies for delivering results, the agency-specific benchmarks provided in this document aim to create opportunities for candid engagements with successful agency leaders about their leadership knowledge and experience.

Localized benchmarks can offer access to different agency leaders, create engagement for current EIG Fellow participants and reinforce the concepts for EIG Fellow alumni. Resources offers a list of AOC-specific benchmark ideas that the Training and Employee Development branch can choose to arrange one benchmark for each ECQ, which would offered to the full EIG participant and alumni group.

* **Synthesis** – At the conclusion of each EIG program year, a closing session can be held to celebrate current EIG fellows and encourage them to continue their leadership development in the agency as alumni. Each graduating class could make a brief presentation for all EIG fellow alumni and the graduating class’ supervisors to review, provide feedback and discuss whether some portion of the results project may also be applicable at the AOC.
* **Evaluations** – Evaluations can be used to provide feedback on the pairing relationship as well as specific focus areas and activities throughout the Collaborative Leadership Network. Additionally, the participant’s supervisor could be asked to provide any observed changes of leadership growth. Templates for event specific evaluations as well as interim and final evaluations for the network are provided in Templates.

**Resources**

This resource is designed to provide supplemental material related to the EIG Fellows Program and the associated competencies. For each focus area listed below, resources are provided to include benchmark ideas, practical applications, TED talks/videos, books and articles to offer opportunities for engagement and application:

* Values, Vision, Mission
* Driving Results
* Leading People
* Leading Change
* Building Partnerships
* Business Acumen
* Benchmarks

**Values, Vision, Mission**

Values are the core principles that form the bedrock for our choices. A vision is a compelling picture of the future. The mission is our reason for being, our purpose. The following activities can help identify the AOC’s Vision, Values and Mission (VVM) and articulate a personal VVM with the goal of:

1. Identifying the characteristics of effective leadership and how they apply to current challenges facing AOC leaders
2. Understanding how personal vision, values and mission align with the AOC’s
3. Committing to pursuing personal and professional growth

Suggested Activities

**Practical applications**

* Meet to discuss the meaning of Values, Vision and Mission (VVM) statements. Talk about what AOC’s are, when they were developed, whether they make sense today and what edits you would suggest. Does your jurisdiction or division have its own statements? If so, do they align with AOC’s? How does your work fit into AOC’s mission? If you were able, what changes would you suggest to any/all of the statements? Discuss how your personal goals relate (or not) to the agency’s VVM statements. Here are links that define each type of statement and how to develop them:
  + <https://www.mindtools.com/pages/article/newLDR_90.htm>
  + <http://managementhelp.org/strategicplanning/mission-vision-values.htm>
  + This is a notable process-oriented document with probing questions throughout to develop and assess effectiveness: <http://www.mdf.org/documents/mdc_mission_vision.pdf>
* Leadership and Vision activity (See Appendix A, suggest replacing “school” with “organization” throughout activity). <http://www.mdf.org/documents/mdc_mission_vision.pdf>
* Participants may want to touch on personal mission and vision statements in advance of what is done in EIG and alumni may want to refresh their own personal statements. Here are links to facilitate such a discussion:
  + https://www.liquidplanner.com/blog/create-personal-mission-vision-statement-year/
  + http://humanresources.about.com/od/success/a/personal\_vision.htm (creating your personal vision statement)
* Discuss how AOCs VVM is informs agency communications (could also arrange a meeting with Communications and Congressional Relations to discuss further).
* If Fellow alumni has a meeting to attend related to VVM, see if a current Fellow can accompany to support knowledge gain and networking.
* Review AOC’s mission statement and identify key areas of the AOC mission that are most closely aligned with your own personal mission.
* Identify 2-3 core values (or use the 2-3 core values identified during the values exercise during the EIG VVM session). For each core value, select one specific action you can commit to take at work that is consistent with that value (e.g. if

compassion is a key value, one might commit to reaching out to co-workers experiencing personal or professional difficulties or send a card or note to co-workers dealing with sickness or loss).

* Discuss with your team or division each member’s vision for the unit. Identify areas where all members share the same vision and where differences exist.
* The VVM Lesson Desktop Reference Tool was designed for past, present and future EIG Fellows and provides a quick reference point for this focus area. (See Appendix A)

**TED talks/videos**

* *Brené Brown: The Power of Vulnerability* (length - 20:12). Brené Brown studies human connection — our ability to empathize, belong, love. In a poignant, funny talk, she shares a deep insight from her research, one that sent her on a personal quest to know herself as well as to understand humanity. <https://www.ted.com/talks/brene_brown_on_vulnerability?language=en>
* *Chip Conley: Measuring What Makes Life Worthwhile* (length - 17:30). Think about and/or discuss what is meaningful in your life, how does that impact your decisions, how does that impact how you treat others, etc.? <https://www.ted.com/talks/chip_conley_measuring_what_makes_life_worthwhile?language=en>
* *David Brooks: Should you live for your résumé ... or your eulogy?* (length - 4:57). Within each of us are two selves, suggests David Brooks in this meditative short talk: the self who craves success, who builds a résumé and the self who seeks connection, community, love — the values that make for a great eulogy. (Joseph Soloveitchik has called these selves “Adam I” and “Adam II.”) Brooks asks: Can we balance these two selves? <http://www.ted.com/talks/david_brooks_should_you_live_for_your_resume_or_your_eulogy>
* *John Wooden: The difference between winning and* *succeeding* (length - 17:30). Consider the difference between winning and success. How did his values influence his actions, how he treated others, standards and decisions? <http://www.ted.com/talks/john_wooden_on_the_difference_between_winning_and_success>
* *Jonathan Breitbarth: Vision and mission statements* (length – 2:52). Have you ever wondered what the difference is between vision statements and mission statements? This short video will help you to understand the difference between the two statements. <http://ed.ted.com/on/iMOqsz5o>

**Articles**

* *Define Your Personal Leadership Brand in Five Steps*, Norm Smallwood, Harvard Business Review, <https://hbr.org/2010/03/define-your-personal-leadershi>
* *Define Your Personal Leadership Vision*, Stew Friedman, Harvard Business Review, <https://hbr.org/2008/08/title>
* *Discovering Your Authentic Leadership*, Bill George, et al, Harvard Business Review, <http://www.ncbi.nlm.nih.gov/pubmed/17345686>
* *Define Your Personal Core Values: 5 Steps*, Kevin Daum, Inc., <http://www.inc.com/kevin-daum/define-your-personal-core-values-5-steps.html>
* *Manage Your Energy Not Your Time*, Tony Schwartz and Catherine McCarthy, Harvard Business Review
* *The Five-Step Plan for Creating Personal Mission Statements*, Randall S. Hansen, Ph.D., Quint Careers, <https://www.quintcareers.com/creating-personal-mission-statements/>
* *To Be an Authentic Leader, Practice Every Day*, Bruce Jones, HBR-Disney Institute, <https://hbr.org/sponsored/2016/02/to-be-an-authentic-leader-practice-every-day>
* *To Lead, Create a Shared Vision*, James M. Kouzes and Barry Posner, Harvard Business Review, <https://hbr.org/2009/01/to-lead-create-a-shared-vision>

**Books**

* *Balancing Individual and Organizational Values: Walking the Tightrope to Success* by Ken Hultman
* *Giving Voice to Values: How to Speak Your Mind When You Know What’s Right* by Mary C. Gentile
* *Judgment: How Winning Leaders Make Great Calls* by Noel Tichy and Warren Bennis
* *Leading Change: The Argument for Values-Based Leadership* by James O’Toole
* *So Good They Can’t Ignore You: Why Skills Trump Passion in the Quest for Work You Love* by Cal Newport

**Driving Results**

The OPM ECQ [driving results](https://www.opm.gov/policy-data-oversight/senior-executive-service/executive-core-qualifications/) involves the ability to meet organizational goals and customer expectations. Inherent to this ECQ is the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems and calculating risks. Associated competencies are: (1) accountability, (2) customer service, (3) decisiveness, (4) entrepreneurship, (5) problem solving and (6) technical credibility.

The activities below will assist with the goal of:

1. Defining and identifying meaningful results
2. Working more effectively with others to achieve results
3. Understanding the role of leader in strengthening accountability

Suggested Activities

**Practical Applications**

* (Driving Results) Review the OPM ECQ definition for [driving results](https://www.opm.gov/policy-data-oversight/senior-executive-service/executive-core-qualifications/).
* (Problem Solving) How good are you at solving problems? This is a simple quiz for self-awareness based on Min Basadur’s Simplex problem-solving model. <https://www.mindtools.com/pages/article/newTMC_72.htm>
* (Driving Results) The Person-Role-System framework (PRS) is used to address common barriers to aligned action. Leadership is influenced by a person’s individual preferences and style, personal and professional experiences in addition to the role he or she plays in formal and informal systems. PRS is a mental model used to formulate strategies for transformation and change by understanding the dynamic, reciprocal relationships between and among persons in role and the systemic structures in which they function. <http://www.aecf.org/m/blogdoc/PersonRoleSystemFramework-2013.pdf>
  + Review the PRS framework and consider and/or have a discussion regarding your overall thoughts about the framework, your own preferences and actions and how you could apply this framework.
* (Problem Solving) This site provides a list of leadership games to learn and teach good leadership skills. <http://www.personalized-leadership.com/leadership-games.html>
* (Performance Management) Performance management includes activities which ensure that goals are consistently being met in an effective and efficient manner. Performance management can focus on the performance of an organization, a department, employee, or even the processes to build a product or service, as well as many other areas. Coordinate a meeting with a point-of-contact in AOC’s Performance, Strategy, Innovation division to discuss how performance is measured at the AOC. Discuss how success is determined and how accountability, customer service, decisiveness, entrepreneurship, problem solving and technical credibility play a role in driving results.
* (Driving Results) Results Lesson Desktop Reference Tool is a simple nine step exercise that can be applied to any project. It is designed to emphasize results- oriented project planning and highlights performance management as a key part of project management. Desktop Reference Tool was designed for past, present and future EIG Fellows and provides a quick reference point for this focus area. (See Appendix B)
* (Driving Results) This site is a great resource for overall leadership tips, tools and techniques. Specific to driving results, the toolkit provides numerous resources related to decision making as well as problem solving. <https://www.mindtools.com/>

**TED Talks/Videos**

* *Barry Posner: Why Credibility is the Foundation of Leadership* (length - 8:43). Why would anyone follow you? Barry Posner asserts that we follow people we believe are credible – competent, honest, forward-thinking, and inspirational. People will not believe the message, if they don’t believe in the messenger. <https://www.youtube.com/watch?v=QmMcSBQvQLQ>
* *Dan Pink: The Puzzle of Motivation* (length - 18:32). Career analyst Dan Pink examines the puzzle of motivation, starting with a fact that social scientists know but most managers don’t: traditional rewards aren’t always as effective as we think. Listen for illuminating stories – and maybe, a way forward. <http://www.ted.com/talks/dan_pink_on_motivation>
* *David Bequette: The Customer Revolution in Customer Service* (length - 12:13). Do you know what customer service means? There are two components: the customer and the service personnel. Bequette talks about the importance of building relationships and the difference between customer service in the west and in the developing world. <https://www.youtube.com/watch?v=MBj_mA0asik>
* *Maurice Ashley: Working Backwards to Solve Problems* (length - 5:57). Imagine where you want to be someday. Now, how did you get there? Retrograde analysis is a style of problem solving where you work backwards from the endgame you want. It can help you win at chess – or solve a problem in real life. Chess grandmaster Maurice Ashley delves into his favorite strategy. <https://www.youtube.com/watch?v=v34NqCbAA1c>
* *Simon Sinek: How Great Leaders Inspire Action* (length - 18:34). Simon Sinek has a simple but powerful model for inspirational leadership – starting with a golden circle and the question “Why?” His examples include Apple, Martin Luther King and the Wright brothers. He explores how leaders can inspire cooperation, trust and change. <http://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action>
* *Simon Sinek: Responsibility and Leadership* (length - 9:03). Described as “a visionary thinker with a rare intellect,” Sinek teaches leaders and organizations how to inspire people. <https://www.youtube.com/watch?v=sZ4zl6G_Td4>

**Articles**

* *Empowered Employees for an Unequivocal Customer Experience*, Barb Lyon <http://managementhelp.org/blogs/customer-service/2010/08/05/empowered-employees-for-a-unequivocal-customer-experience/>
* *Integrating the Competencies into Your “Results Driven” ECQ Narrative*, Barbara Adams, FedManager.com, <http://www.fedmanager.com/columnswhats-happening/career-tip-of-the-week/784-integrating-the-competencies-into-your-results-driven-ecq-narrative>
* *Leading for Results, Developing Talent to Drive Change*, the Annie E. Casey Foundation <http://www.aecf.org/resources/leading-for-results/>
* *Problem-Solving Lessons from NASA*, Thomas S. Bateman, Fast Company, <http://www.fastcompany.com/3031498/hit-the-ground-running/problem-solving-lessons-from-nasa>
* *The 4 Most Effective Ways Leaders Solve Problems*, Glenn Llopis, Forbes, <http://www.forbes.com/sites/glennllopis/2013/11/04/the-4-most-effective-ways-leaders-solve-problems/#7ef800db2bda>
* *The ‘8 Great’ Accountability Skills for Business Success*, Joseph Folkman, <http://www.forbes.com/sites/joefolkman/2014/11/14/how-do-you-score-the-8-great-accountability-skills-for-business-success/#69417f0d4820>

**Books**

* *Accountability: The Key to Driving a High-Performance Culture* by Greg Bustin
* *Results Based Leadership* by Dave Ulrich, Jack Zenger and Norm Smallwood
* *The Oz Principle: Getting Results Through Individual and Organizational Accountability* by Roger Connors, Tom Smith and Craig Hickman

**Leading People**

The OPM ECQ [leading people](https://www.opm.gov/policy-data-oversight/senior-executive-service/executive-core-qualifications/#url=ecq2) involves the ability to lead people toward meeting the organization’s vision, mission and goals. Inherent to this ECQ is the ability to provide an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork and supports constructive resolution of conflicts. Associated competencies are: (1) conflict management, (2) leveraging diversity, (3) developing others and (4) team building.

The activities below will assist with the goal of:

1. Identifying authentic leaders at AOC and their characteristics
2. Developing and engaging a diverse workforce at AOC
3. Practicing effective conflict management skills for situations arising at AOC

Suggested Activities

**Practical Applications**

* (Leading People) Review the OPM ECQ definition for [leading people](https://www.opm.gov/policy-data-oversight/senior-executive-service/executive-core-qualifications/).
* (Leading People) Identify an authentic leader in the AOC and identify the characteristics that make him or her an authentic leader.
* (Leading People) The Leading People Lesson Desktop Reference Tool was designed for past, present, and future EIG Fellows and provides a quick reference point for this focus area. (See Appendix C) Review the desktop tool section on authentic leaders and identify your own strengths and limitations, core values, motivations and motivations of those you lead.
* (Conflict Management) Observe your daily interactions for crucial conversations that take place and identify what worked and didn’t work.
* (Conflict Management) Plan for a crucial conversation that you need to have by reviewing the desktop tool and holding a crucial conversation.
* (Developing Others) Review the desktop tool section on giving feedback and practice giving effective feedback.
* (Developing Others) Review the desktop tool section on receiving feedback and practice receiving feedback.
* (Leveraging Diversity) Expand your diversity circle by engaging with people outside of your inner circle.

**TED Talks/Videos**

* *Roselinde Torres: What It Takes to be a Great Leader* (length - 9:15). Roselinde Torres describes 25 years observing truly great leaders at work, and shares the three simple but crucial questions would-be company chiefs need to ask to thrive in the future. <https://www.ted.com/talks/roselinde_torres_what_it_takes_to_be_a_great_leader>
* *Simon Sinek: How Great Leaders Inspire Action* (length - 18:34). Simon Sinek has a simple but powerful model for inspirational leadership – starting with a golden circle and the question “Why?” <https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action>
* *Simon Sinek: Why Good Leaders Make You Feel Safe* (length - 11:55). What makes a great leader? Management theorist Simon Sinek suggests, it’s someone who makes their employees feel secure, who draws staffers into a circle of trust. <https://www.ted.com/talks/simon_sinek_why_good_leaders_make_you_feel_safe>
* *Tony Salvador: The Listening Bias* (length - 11:28). Tony Salvador shares some strategies for being a better listener: to lose preconceptions, to be vulnerable and open to new ideas and to not be afraid to hear what we’d rather not hear. <https://www.ted.com/watch/ted-institute/ted-intel/tony-salvador-the-listening-bias>
* *Verna Myers: How to Overcome our Biases? Walk Boldly Toward Them* (length - 17:49). Diversity advocate Verna Myers looks closely at some of the subconscious attitudes we hold toward out-groups. <https://www.ted.com/talks/verna_myers_how_to_overcome_our_biases_walk_boldly_toward_them>

**Articles**

* *Diversity is Useless Without Inclusivity*, Christine M. Riordan, Harvard Business Review, <https://hbr.org/2014/06/diversity-is-useless-without-inclusivity>
* *Find the Coaching in Criticism*, Sheila Heen and Douglas Stone, Harvard Business Review, <https://hbr.org/2014/01/find-the-coaching-in-criticism>
* *How to be Critical While Still Being Helpful*, Caroline Webb, Fast Company, <http://www.fastcompany.com/3058834/why-sweetening-your-criticism-with-compliments-makes-everything-worse>
* *Millennials Have a Different Definition of Diversity and Inclusion*, Lydia Dishman, Fast Company, <http://www.fastcompany.com/3046358/the-new-rules-of-work/millennials-have-a-different-definition-of-diversity-and-inclusion>
* *The Easy Way to Have Tough Conversations with Employees*, Karin Hurt and Dave Dye, TanveerNaseer.com, <http://www.tanveernaseer.com/7-steps-to-make-tough-conversations-easy-for-leaders-karin-hurt-david-dye/>
* *What is Authentic Leadership?*, Kevin Krause, Forbes, <http://www.forbes.com/sites/kevinkruse/2013/05/12/what-is-authentic-leadership/#4f2b22c22ddd>
* *Why Leaders Who Listen Achieve Breakthroughs*, Elizabeth Doty, Strategy and Business, <http://www.strategy-business.com/blog/Why-Leaders-Who-Listen-Achieve-Breakthroughs>
* *Why You Need to Learn How to Speak a Leadership Vocabulary*, Lolly Daskal, Inc., <http://www.inc.com/lolly-daskal/why-you-need-to-learn-how-to-speak-a-leadership-vocabulary.html>

**Books**

* *Drive: The Surprising Truth About What Motivates Us* by Daniel Pink
* *HBR’s 10 Must Reads on Leadership* by Harvard Business Review
* *Speed of Trust* by Stephen Covey
* *The First 90 Days: Critical Success Strategies for New Leaders at All Levels* by Michael Watkins
* *The Loudest Duck: Moving Beyond Diversity While Embracing Differences to Achieve Success at Work* by Laura Liswood

**Leading Change**

The OPM ECQ [leading change](https://www.opm.gov/policy-data-oversight/senior-executive-service/executive-core-qualifications/) involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent to this ECQ is the ability to establish an organizational vision and to implement it in a continuously changing environment. Associated competencies are: (1) creativity and innovation, (2) external awareness, (3) flexibility, (4) resilience, (5) strategic thinking and (6) vision. Please note that the EIG Fellows Program Values, Vision Mission focus area incorporates some of the competencies addressed in this ECQ.

The activities below will assist with the goal of:

1. Identifying effective strategies for leading change and how such strategies could be employed to address specific challenges currently facing AOC
2. Understanding key barriers to change within AOC and discussing options for addressing/overcoming such barriers

Suggested Activities

**Practical Applications**

* (Leading Change) Review the OPM ECQ definition for [leading change](https://www.opm.gov/policy-data-oversight/senior-executive-service/executive-core-qualifications/).
* (Leading Change) For a specific change you are trying to make, develop a plan based on the Leading Change Desktop Reference Tool. This tool, developed by prior EIG Fellow alumni, was designed for past, present, and future EIG Fellows to use on a daily basis and provides a quick reference point for this focus area. (See Appendix D)
* (External Awareness) Consider common barriers to implementing change and discuss whether they are barriers to change in the AOC:
  + lack of urgency
  + no clear vision
  + lack of employee (or other key stakeholder) involvement
  + flawed or inadequate communication strategies
  + no clear process for managing endings and beginning
  + complexity
* (Creativity and Innovation) Present the following TED talk to a group, pausing the talk to have all members of the group participate in the following two short exercises along with the TED talk audience: <https://www.ted.com/talks/tim_brown_on_creativity_and_play>
  + Make a drawing of the person sitting across the table from them in 30 seconds.
  + Using a paper on which 30 circles have been drawn, make as many as circles as possible into drawings of objects in 30 seconds.
* (Strategic Thinking / Vision) Discuss the core values of and identify your vision for your division/office/team. Explore whether current office practices and culture promote those values. Identify any specific changes in current practices and culture necessary to achieve your vision.

**TED Talks/Videos**

* *Adam Grant: The Surprising Habits of Original Thinkers* (length - 15:24). Organizational psychologist Adam Grant studies “originals” – thinkers who dream up new ideas and take action to put them into the world. <http://www.ted.com/talks/adam_grant_the_surprising_habits_of_original_thinkers?language=en>
* *DeAnne Aguirre: How to Lead Change Management* (length - 4:49). DeAnne Aguirre discusses techniques that can help companies transform quickly and effectively. <https://www.youtube.com/watch?v=PQ0doKfhecQ>
* *Derek Sivers: How to Start a Movement* (length - 3:02). A funny, amusing (and very short) video on how movements get started and the importance of early followers. <http://www.ted.com/talks/derek_sivers_how_to_start_a_movement?language=en>
* *Linda Hill: How to Manage for Collective Creativity* (length - 17:16). Harvard professor Linda Hill, co-author of “Collective Genius,” has studies some of the world’s most creative companies to come up with a set of tools and tactics to keep great ideas flowing – from everyone in the company, not just the designated “creatives.” <http://www.ted.com/talks/linda_hill_how_to_manage_for_collective_creativity?language=en>
* *Rosabeth Moss Kanter: Six Keys to Leading Positive Change* (length - 17:35). From the power of presence to the power of voice, Rosabeth Moss Kanter discusses the process of making a difference in the world. Kanter uses the stories of great leaders and ordinary people to reveal the six success factors that are the keys to positive change, including lining up partnerships, managing the miserable middles of change and sharing success with others. <https://www.youtube.com/watch?v=owU5aTNPJbs>

**Articles**

* *Culture Is Not the Culprit*, Jay W. Lorsch and Emily McTague, Harvard Business Review, <https://hbr.org/2016/04/culture-is-not-the-culprit>
* *Leading Change: Why Transformation Efforts Fail*, by John P. Kotter, Harvard Business Review, <https://hbr.org/2007/01/leading-change-why-transformation-efforts-fail>
* *We Still Don’t Know the Difference Between Change and Transformation*, Ron Ashkenas, Harvard Business Review, <https://hbr.org/2015/01/we-still-dont-know-the-difference-between-change-and-transformation>

**Books**

* *Deep Change: Discovering the Leader Within* by Robert Quinn
* *HBR’s 10 Must Reads on Change Management* by Harvard Business Review, John P. Kotter, W. Chan Kim and Renee A. Mauborgne
* *One Small Step Can Change Your Life: The Kaizen Way* by Robert Maurer
* *Organizational Culture and Leadership* by Edgar Schein

**Building Partnerships**

The ECQ [building partnerships](https://www.opm.gov/policy-data-oversight/senior-executive-service/executive-core-qualifications/) (note: OPM uses the term “coalitions” rather than the “partnerships” moniker used by the EIG Fellows Program), involves the ability to build coalitions internally and with other federal agencies, state and local governments, nonprofit and private sector organizations, foreign governments or international organizations to achieve common goals. Associated competencies are: (1) partnering, (2) political savvy and (3) influencing/negotiating.

The activities below will assist with the goal of:

1. Collaborating within AOC and across organizations to accomplish shared goals
2. Building relationships with key stakeholders and leverage networks
3. Practicing effective negotiation skills

Suggested Activities

**Practical Applications**

* (Building Partnerships) Review the OPM ECQ definition for [building partnerships](https://www.opm.gov/policy-data-oversight/senior-executive-service/executive-core-qualifications/).
* (Building Partnerships) When possible, volunteer to be on a project team of leaders from different functional and organizational areas to apply collaboration and relationship building strategies.
* (Building Partnerships) When possible, engage in job assignments that entail working on cross-functional and cross-boundary teams.
* (Building Partnerships) Develop a mentoring relationship with a more established and senior leader in your organization. The mentor can provide access to a wider professional network, especially to individuals who can facilitate connections to other professional networks.
* (Building Partnerships) Join and participate in professional societies and organizations that foster networking opportunities among its members.
* (Building Partnerships) The Desktop Reference Tool: Building Partnerships and Coalitions was designed for past, present and future EIG Fellows and provides a quick reference point for this focus area. (See Appendix E)
* (Partnering) Review a case study of the strategic partnering framework at the Department of Health and Human Services, Strategic Partnering: A Guide to the Conceptual Framework. <http://www.cdc.gov/dhdsp/programs/spha/roadmap/docs/Strategic%20Partnering%20Conceptual%20Framework_ac.pdf>
* (Building Partnerships) Review practical tools – a reciprocity ring and building partnerships map – to trigger and support social innovation. <http://drawingdownthevision.com/tag/reciprocity-ring/> or <http://diytoolkit.org/tools/building-partnerships-map-2/>

**TED Talks/Videos**

* *Angela Lee Duckworth: Grit: The Power of Passion and Persistence* (length - 6:09). Leaving a high-flying job in consulting, Angela Lee Duckworth took a job teaching math to seventh graders in a New York public school. She quickly realized that IQ wasn’t the only thing separating the successful students from those who struggled. Here, she explains her theory of “grit” as a predictor of success. <https://www.ted.com/talks/angela_lee_duckworth_the_key_to_success_grit>
* *Clay Shirky: How Cognitive Surplus Will Change the World* (length - 13:00)

Clay Shirky looks at “cognitive surplus” – the shared, online work we do with our spare brain cycles. While we’re busy editing Wikipedia, posting to Ushahidi (and yes, making LOLcats), we're building a better, more cooperative world. <http://www.ted.com/talks/clay_shirky_how_cognitive_surplus_will_change_the_world>

* *Clay Shirky: Institutions vs. Collaboration* (length - 20:42). Clay Shirky shows how closed groups and companies will give way to looser networks where small contributors have big roles and fluid cooperation replaces rigid planning. <http://www.ted.com/talks/clay_shirky_on_institutions_versus_collaboration>
* *Howard Rheingold: The New Power of Collaboration* (length - 19:26). Howard Rheingold talks about the coming world of collaboration, participatory media and collective action — and how Wikipedia is really an outgrowth of our natural human instinct to work as a group.<https://www.ted.com/talks/howard_rheingold_on_collaboration>
* *Keith Weed: Sustainability - The Logic and Power of Transformative Collaboration* (length - 14:03). Climate change is a global issue, and action must come from every aspect of society to yield the needed change. How can corporations make a difference without losing income? Keith Weed argues that sustainability and economic growth can go hand-in-hand, after implementing a few key approaches. <http://www.ted.com/watch/ted-institute/ted-unilever/keith-weed-the-power-of-transformative-collaboration>
* *Linda Hill: How to Manage for Collective Creativity* (length - 17:16). What’s the secret to unlocking the creativity hidden inside your daily work, and giving every great idea a chance? Harvard professor Linda Hill, co-author of “Collective Genius,” has studied some of the world’s most creative companies to come up with a set of tools and tactics to keep great ideas flowing – from everyone in the company, not just the designated “creatives.” <http://www.ted.com/talks/linda_hill_how_to_manage_for_collective_creativity>
* *Ty Bennett: Partnership is the New Leadership* (length - 6:42). Ty Bennett researched hundreds of leaders, asking what they want most from their people. The answer was overwhelmingly “commitment.” But people are not ultimately committed to jobs or organizations, they are committed to people and relationships. <https://www.youtube.com/watch?v=GJIe3AlSd0s>
* *Rachel Botsman: The Currency of the New Economy is Trust* (length - 19:39). There’s been an explosion of collaborative consumption – web-powered sharing of cars, apartments, skills. Rachel Botsman explores the currency that makes systems like Airbnb and Taskrabbit work: trust, influence and what she calls “reputation capital.” <https://www.ted.com/talks/rachel_botsman_the_currency_of_the_new_economy_is_trust>

**Articles**

* *Five Principles of Building Better Partnerships*, Faisal Hoque, Fast Company, <http://www.fastcompany.com/3025981/leadership-now/5-principles-for-building-better-partnerships>
* *Building Coalitions*, Herminia Ibarra and Jennifer M. Suesse, Harvard Business Review
* *Building Partnerships, Collaboration and Coalition Building*, Sheryl Shrepf, Technical Assistance Partnership, <http://www.tapartnership.org/newsletter/archives/201302_OrganizationalDev.pdf>
* *Exerting Influence Without Authority*, Lauren Keller Johnson, Harvard Business Review, <https://hbr.org/2008/02/exerting-influence-without-aut.html>
* *Fear is Boring, and Other Tips for Living a Creative Life*, Elizabeth Gilbert, TED, <http://ideas.ted.com/fear-is-boring-and-other-tips-for-living-a-creative-life/>
* *From Global to Local: Partnerships Are Critical to Success*, Nancy E. Roman, Huffington Post, <http://www.huffingtonpost.com/nancy-e-roman/from-global-to-local_b_2688510.html>
* *What’s Your Influencing Style?*, Chris Musselwhite and Tammie Plouffe, Harvard Business Review, <https://hbr.org/2012/01/whats-your-influencing-style?cm_sp=Article-_-Links-_-Top%20of%20Page%20Recirculation>

**Books**

* *Building Partnerships: Cooperation Between the United Nations Systems and the Private Sector* by the United Nations
* *Everything Connects: How to Transform and Lead in the Age of Creativity, Innovation and Sustainability* by Faisal Hoque with Drake Baer
* *Getting to Yes: Negotiating Agreement Without Giving In* by Bruce M. Patton, William L. Ury and Roger Fisher
* *Give and Take: A Revolutionary Approach to Success* by Adam Grant
* *Influence Without Authority* by Allan Cohen and David Bradford
* *Lean In: Women, Work and the Will to Lead* by Sheryl Sandberg
* *Originals: How Non-Conformists Move the World* by Adam Grant
* *Partnerships: Frameworks for Working Together* by the Compassion Capital Fund National Resource Center <http://www.strengtheningnonprofits.org/resources/guidebooks/Partnerships.pdf>
* *Trusted Partners* by Jordan D. Lewis

**Business Acumen**

The OPM ECQ [business acumen](https://www.opm.gov/policy-data-oversight/senior-executive-service/executive-core-qualifications/) involves the ability to manage human, financial and information resources strategically. Associated competencies are: (1) financial management, (2) human capital management and (3) technology management.

The activities below will assist with the goal of:

1. Understanding how to strategically leverage agency resources to accomplish goal
2. Build effective working relationship across core business functions

Suggested Activities

**Practical applications**

* (Business Acumen) Review the OPM ECQ definition for [business acumen](https://www.opm.gov/policy-data-oversight/senior-executive-service/executive-core-qualifications/).
* (Business Acumen) Discuss the following questions: Do you fully understand the direct connections between your job and how it impacts your company’s success? How do your actions and decisions affect the objectives of your organization? Are there any measures/policies in place in your organization to encourage working across core business functions? If not, then what changes would you suggest to do this? Here is a link that talks more about business acumen: <http://acumenlearning.com/public/images/uploaded/reilly-building_business_acumen-hrwest1209.pdf>
* (Business Acumen) Develop an elevator speech for your job. Part of developing business acumen is being able to communicate complex ideas in a simple manner. An elevator speech is a clear message, in this case, about the different functions of your organization. It typically lasts about 30 seconds, the time it takes people to ride several floors in an elevator.
* (Business Acumen) Learn the core business functions of the AOC. Define these core functions and explain how your job relates. Brainstorm ways that you can work with the other core functions to accomplish the agency mission.
* (Human Capital Management) It is important to understand and speak the language of the AOC’s business operations and functions. Try shadowing or meeting with a leader responsible for a different function in your organization and learn the language of their business.
* (Financial Management) Review the strategic plan and budget to help you understand how funds are allocated in your organization.
* (Technology Management) Review the technology regulations and guidelines in your organization. Think about the technologies you use to perform your job. Can you think of any technology that would help you perform your job more effectively? Write up a business case in support of new technology that you can discuss with your supervisor.
* (Business Acumen) Industry meetings can provide a wealth of information and help keep you aware of the competition and changing business landscape. Networking at these meetings can provide a great way to meet and engage with people in your industry.
* (Business Acumen) The Business Acumen Lesson Desktop Reference Tool was designed for past, present and future EIG Fellows and provides a quick reference point for this focus area. (See Appendix F)

**TED Talks/Videos**

* *Kevin Cope: Business Acumen Keynote* (length - 7:11). Learn more about business acumen and how to see big picture. <https://www.youtube.com/watch?v=sDC735gwfOU>
* *Management Training to Develop Business Acumen: A Simple Simulation* (length – 9:04). Understanding an organization’s financial process. <https://www.youtube.com/watch?v=m5iUOZrUVVE>

**Articles**

* *Five Ways to Develop Your Admin Business Acumen*, Julie Perrine, All Things Admin, <http://allthingsadmin.com/administrative-professionals/5-ways-to-develop-your-business-acumen/>
* *Perfect Elevator Pitch to Land a Job*, Nancy Collamer, Forbes, <http://www.forbes.com/sites/nextavenue/2013/02/04/the-perfect-elevator-pitch-to-land-a-job/#33ae5a2e7cbd>
* *Sharpening Your Business Acumen*, Ram Charan, Strategy and Leadership, <http://www.strategy-business.com/article/06106?gko=e535a>
* *What Is a Strong General Business Acumen?*, Brian Hill, Houston Chronicle, <http://smallbusiness.chron.com/strong-general-business-acumen-21849.html>

**Books**

* *Seeing the Big Picture* by Kevin Cope
* *The L.I.P.S. Career Advancement Method™: Stand Out by Mastering* by Telaireus Herrin
* *The New Manager’s Survival Guide: Everything You Need to Know to Succeed in the Corporate World* by Steven Haines
* *What the CEO Wants You to Know: How Your Company Really Works* by Ram Charan

**Benchmarks**

Benchmarks in the Collaborative Leadership Network are opportunities to provide agency-specific examples of best practices and to identify practical, innovative techniques for solving agency challenges. These AOC-specific benchmark recommendations aim to create opportunities for candid engagements with successful agency leaders about their leadership knowledge and experience.

The Training and Employee Development branch can choose to arrange one benchmark for each focus area, which would offered to the full EIG participant and alumni group.

**Values, Vision and Mission**

* (VVM) Arrange a small panel of agency leaders to share how their personal values, vision and mission align with those of the AOC (or how they have developed personal VVM because of AOC or how they had to reconcile their VVM with the AOC).
* (VVM) Presentation from head of PSI to talk about how the next five-year strategic plan was developed, goals and results over the past five years and how it evolved from the previous five-year plan.
* (Values) AOC Values TIPPS (Teamwork, Innovation, Professionalism, Pride, Safety): speaker or small panel to explain what they are, how they were selected and examples of how they contribute to agency culture and help fulfill our mission.
* (Vision) Extraordinary Services: Visit to United States Botanic Garden to see how they develop public programs and exhibits while providing extraordinary services to 1.5 million visitors per year.
* (Vision) Awe-Inspiring Facilities: Tour of one of the historic facilities and how AOC cares for it – for building occupants, modern usage, sustainability, all with an eye for historic preservation
* (Vision) One Team, One Mission: Example of cross jurisdictional support to meet an overarching agency-wide goal, such as Sustainability office presenting jurisdictional efforts in meeting the Congressionally mandated 30 percent energy reduction.
* (Vision) Innovative and Empowered Workforce: Employees who have benefitted from the AMP program, those who have been through EIG Fellows program or any other program that the AOC provides – what the benefits have been, lessons learned, ways to move ahead using agency resources.

**Driving Results**

* (Accountability/Customer Service) Meet with House/Capitol/Senate jurisdictions to see how they meet customer needs, prioritize work and how results are met during the day and at night.
* (Accountability) See how Performance, Strategy and Innovation (PSI) division uses the AOC Dashboard to hold jurisdictions accountable and learn how it drives real time decisions with real time data.
* (Decisiveness) Learn how the AOC makes well-informed, timely and effective decisions, even with limited data. How the AOC predicts impact and implications of change.
* (Technical Credibility) Hear from Safety, Fire and Environmental Programs (SFEP) about the SOAR program and how to apply safety policies to get to zero.
* (Problem Solving) Talk to a Project Manager in Planning and Project Management division to analyze and solve problems on a major project.
* (Entrepreneurship) Learn how the Sustainability, Energy and Water Conservation Division identifies opportunities for the new 10-year energy reduction goal and how it positioned the organization for success during the previous 10-year energy goal.
* (Customer Service) Anticipating and meeting the needs of inter, external and Congressional audiences. Learn how the Capitol Visitor Center (CVC) anticipated and met the needs of its audiences during the Capitol Dome Restoration.

**Leading People**

* (Conflict management) Invite someone from the Training and Employee Development branch to speak about the Supervisory Academy and how it has helped supervisors throughout the agency work handle conflict at all levels.
* (Leveraging diversity) Bring in Liz Buday from the EEO office to talk about diversity at AOC and why it’s so important to the agency’s success.
* (Developing others) Hear from the Training and Employee Development branch about AOC’s approach to developing training and providing learning opportunities.
* (Developing others) Hear from the Capitol Building jurisdiction about the development of the CORE program or from a jurisdiction with a successful AMP program and why it’s important for the AOC to develop employees at all levels.
* (Team Building) Hear from the Architect about how important it is to have a team you can count on, how he develops the Executive Leadership Team and how teams at any level can be strengthened.
* (Team Building) Hear from the director of Performance, Strategy and Innovation about how teams develop across the AOC and some best practices to ensure strong teams.

**Leading Change**

* (Creativity and Innovation) Invite the Chief Information Officer from the Information Technology Division to talk about “failing forward” and how it stimulates creativity and innovation in the division.
* (Creativity and Innovation) Invite Nancy Skinkle from Planning and Project Management to talk about innovative mapping and how we’re using it to catalogue work and keep up with projects across the Capitol campus.
* (External awareness) Hear from the director of Communications and Congressional Relations about how issues in the media can impact the AOC mission.
* (Flexibility) Hear from the Capitol Visitor Center how visitor services is affected by restoration projects and how they adapt to provide an excellent visitor experience.
* (Strategic Thinking) Learn more from the Performance, Strategy and Innovation division about how the AOC developed its five-year strategic vision, successes from last time and how the next iteration evolved.

**Building Partnerships**

* (Partnering) Arrange a briefing from the AOC Bike Group and how they develop partnership and collaborate across boundaries. Successfully worked with the Human Capital Management Division (HCMD) to create a new transit benefit.
* (Partnering) Hear from USBG how they former partnerships, build trust and share goals (for example the Sustainable SITES Initiative and the North American Orchid Conservation Center).
* (Political Savvy) Ask Chief Operating Officer Christine Merdon to identify how she navigates some of the internal and Congressional politics that can impact how the AOC does its work.
* (Influencing/Negotiating) Hear from General Counsel about how the Office of General Counsel negotiates on behalf of the agency and gains cooperation from others.
* (Influencing/Negotiating) Learn how the AOC negotiates with its unions and works to build consensus.

**Business Acumen**

* + - (Financial Management) Arrange a briefing detailing partnership between the Office of the Chief Financial Officer (CFO) and Planning and Project Management (PPM) to prepare, justify and administer agency program budget.
    - (Financial Management) Hear from Acquisitions and Material Management Division (AMMD) about how contracts are overseen and small business (or other specialty procurement) goals are measured and met.
    - (Human Capital Management) Have Human Capital Management Division (HCMD) personnel share how HCMD views recruitment and best practices to recruit, select and hire both Wage Grade (WG) and General Service (GS) candidates.
    - (Human Capital Management) Speaker from Training and Employee Development (TED) to explain how the Supervisory Academy came about and case studies of success
    - (Technology Management) Speaker or small panel from Information Technology Division (ITD) to share strategy on cybersecurity at AOC and how they keep up-to-date on technology developments.
    - (Technology Management) Case study from ITD on how AOC moved to the iPhone, how and why, plus cost savings and implications, in addition to how it is used by the workforce.

**Templates**

The following templates can be used by participants as part of the Collaborative Leadership Network experience:

* The Partnership Agreement helps to establish general guidelines, expectations and agreed upon logistics of the partnership.
* The Setting Goals document can be used to identify goals for continued leadership development, any known obstacles and the actions necessary to achieve those goals.
* The Engagement Plan can be used to plan for the upcoming focus area, outlining planned activities and related goals (e.g. ECQ, goal and resources).

The remaining templates can be used by the AOC Training and Employee Development branch to seek participants in the Collaborative Leadership Network and collect their feedback during the program:

* The Call to Action template provides suggested language for an email from the Training and Employee Development branch to send to current participants in a leadership program and another email to send to those who have already graduated from a leadership program.
* The Evaluation: Benchmark Session would be completed by those participants who attended a benchmark session to solicit feedback.
* The Evaluation: Interim would be completed by all participants to collect input on how participants view their experience in the Collaborative Leadership Network, which may allow the Training and Employee Development branch to make any changes to the remainder of the program.
* The Evaluation: Final allows all participants to provide input on their experience in the Collaborative Leadership Network.

**Partnership Agreement**

EIG Fellow EIG Alumni

Title Title

Office Office

Phone Phone

Email Email

To make the most of the Collaborative Leadership Network, the Partnership Agreement helps establish general guidelines, expectations and agreed upon logistics of the partnership. This partnership provides current EIG Fellows with guidance and insight from a colleague that has completed this intense, yet worthwhile experience. Alumni of the EIG Fellows program will assist current Fellows by offering advice and guidance on how best to manage the assignments, inspiration on how to internalize the learning and insight on maximizing the professional interactions within the cohort and on the job.

**Collaborative partnership objectives**: We would like to accomplish the following during our partnership:

**Role of the EIG Fellow**: I will take ownership of the collaborative partnership by (i.e., staying engaged throughout the process, sending my partner meeting notifications and reminders, coming prepared to meetings with topics and issues to discuss, following through on tasks and developmental activities that are suggested):

**Role of the EIG Graduate**: I will support my partner’s developmental process by (i.e., sharing organizational insights, providing suggestions and/or contacts for expanding his/her network, acting as a sounding board, providing developmental experiences and feedback, keeping in regular contact with my partner):

**Meetings**: When, where and how long will meetings be held? Who will initiate them? Do we need to account for geographical distances? How will we communicate (i.e., Lync, phone calls, face-to-face meetings, email, social networks)?

**Supervisory Consent**: We plan to gain commitment and support of the supervisor for this partnership by (i.e., consulting with the supervisor, providing periodic updates):

**Confidentially**:Part of leadership development is problem solving and trying new approaches and this partnership will provide a safe space to talk through challenges and opportunities. We will honor the following confidentiality agreement (i.e., everything we discuss during our meetings and activities will stay between us, no disclosure will be made to the partner’s supervisor without his/her consent):

**Voluntary Partnership**: We understand this is a voluntary partnership. We agree that either partner can withdraw from the partnership if the needs of either party are not being met or there is a lack of compatibility of goals. We will conclude the partnership by:

Name Date

Name Date

**Engagement Plan**

Through the Collaborative Leadership Network, you can further develop and apply your Values, Vision and Mission and the Executive Core Qualifications through the resources provided in each focus area: Driving Results, Leading People, Leading Change, Building Partnerships and Coalitions, and Business Acumen.

How do you learn best – by seeing, hearing or doing? Auditory learners learn by hearing and listening. Visual learners understand and remember things by sight through reading or seeing pictures. Tactile learners use physical movement and learn by touching and doing.

Customize your leadership experience and complement your learning style by choosing from the practical applications, videos, articles and books for each focus area.

**Focus Area**: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

*Practical Applications*

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*TED Talks/Videos*

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*Articles/Books*

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The Training and Employee Development branch will offer an AOC-specific benchmark for each of the focus areas. Include details and takeaways here:

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**Setting Goals**

Use this document to identify your leadership development goals during your time in the Collaborative Leadership Network. Think about any known or potential obstacles and create a plan with the actions necessary to achieve your goals.

**Professional Development**

|  |  |
| --- | --- |
| **Goal** |  |
| **Obstacles** |  |
| **Strategy/Action Needed** |  |

**Personal Development**

|  |  |
| --- | --- |
| **Goal** |  |
| **Obstacles** |  |
| **Strategy/Action Needed** |  |

**Networking**

|  |  |
| --- | --- |
| **Goal** |  |
| **Obstacles** |  |
| **Strategy/Action Needed** |  |

**Work/Life Balance**

|  |  |
| --- | --- |
| **Goal** |  |
| **Obstacles** |  |
| **Strategy/Action Needed** |  |

**Other**

|  |  |
| --- | --- |
| **Goal** |  |
| **Obstacles** |  |
| **Strategy/Action Needed** |  |

**Other**

|  |  |
| --- | --- |
| **Goal** |  |
| **Obstacles** |  |
| **Strategy/Action Needed** |  |

**Call to Action**

Following is a suggested email template for the Training and Employee Development branch to send to the newly selected AOC EIG fellows, followed by an email for previous graduates of the EIG fellows program:

**Current Participants**

Subject: New Informal Mentoring Program for AOC EIG Fellows

Congratulations on being selected as AOC’s newest EIG Fellows!

AOC has decided to pilot an informal mentoring program – the Collaborative Leadership Network – with you and former AOC EIG Fellows. This program will provide you with guidance and insight from a colleague that has been through this intense, yet worthwhile experience. We are still in the process of lining up possible mentors with a deadline of \_\_\_\_\_\_\_\_\_\_\_.

I will keep you apprised of the process and of the details of the upcoming program. If you have any questions or concerns, please feel free to contact me directly. Again, congratulations and best wishes with this leadership development opportunity!

Sincerely,

Peggy Hernandez

Chief, Training and Employee Development Branch

Architect of the Capitol

**EIG Alumni**

Subject: New Informal Mentoring Program for AOC EIG Fellows

Congratulations on being a member of the Architect of the Capitol (AOC) prestigious alumni group of the Excellence in Government (EIG) Fellows Program. The AOC actively supports participation in this program by providing the opportunity for selected AOC representatives to be a part of this impactful leadership experience with the Partnership of Public Service and many federal colleagues.

As an effort to provide continued dedication to leadership enrichment and promote new possibilities of employee engagement, we are implementing an informal mentoring program – the Collaborative Leadership Network – this fall.

As part of the alumni group, you are being asked, if willing, to serve as a mentor to one of the newly selected AOC EIG Fellows. As a mentor, you will be an integral part of assisting the new Fellow in better understanding the expectations and experiences of being engaged in the program. You are encouraged to offer advice and guidance on how

best to manage the assignments, inspiration on how to internalize the learning, and insight on maximizing the professional interactions within the cohort. However, the objective is to provide the best program experience for each newly selected AOC representative with an overall desired end result of creating a more innovative and empowered AOC workforce. Your involvement as a mentor is crucial in providing this positive result for the agency.

The newly selected AOC EIG Fellows for the EIG Fall 2015-2016 program are:

XX

XX

XX

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If you are interested in serving as a mentor for a particular Fellow, please identify that request when you respond with your initial acceptance to this endeavor. However, it is not guaranteed that all individual requests can be granted, but it will be considered.

Details concerning the mentor program will be forthcoming. The mentoring structure and time commitment for mentors/mentees will be flexible as each mentorship will be different per the individuals involved. Please send your responses of interest to Peggy Hernandez, phernand@aoc.gov by \_\_\_\_\_\_\_\_\_\_\_\_.

Even if you are not able to partner with a new fellow, there is still an opportunity to participate and further expand your leadership network. We will be offering resources for you to refresh and apply your learnings right here at the AOC in the areas of: Values, Vision, Mission; Driving Results; Leading People; Leading Change; Building Partnerships and Coalitions and Business Acumen. More information about these leadership resources will be coming soon.

Thank you for your consideration and support of this new endeavor of continued leadership development. If you have any further questions or questions, please contact me directly.

Sincerely,

Peggy Hernandez

Chief, Training and Employee Development Branch

Architect of the Capitol

**Evaluation: Benchmark Session**

Session Title

Date

1. Rate the effectiveness of this Benchmarking Session (circle one):

1 2 3 4 5

1. The workshop/course met my expectations. Yes No

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1. What did you like best about the session?

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1. What did you like least about the session?

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1. If there was one thing you could change about the session, what would it be?

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1. Other Comments

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**Evaluation: Interim**

**Collaborative Leadership Network: Interim Evaluation**

I am a:

current participant in a leadership program graduate of a leadership program

Please rate how the Collaborative Leadership Network has helped you to:

Poor Fair Good Very Good Excellent

Develop leadership skills 1 2 3 4 5 n/a

Network with colleagues 1 2 3 4 5 n/a

Understand AOC’s core mission 1 2 3 4 5 n/a

Understand my own strengths/ 1 2 3 4 5 n/a

weaknesses as a leader

Please rate how your one-on-one partnership has helped you:

Poor Fair Good Very Good Excellent

Identify strategies for improving 1 2 3 4 5 n/a

leadership skills

Discuss specific work-related 1 2 3 4 5 n/a

issues and brainstorm solutions

Explore options for further 1 2 3 4 5 n/a

developing ECQs

Explore career opportunities 1 2 3 4 5 n/a

Expand your network 1 2 3 4 5 n/a

Which group activities/events have you participated in so far?

Activity Related Focus Area/Competency

What has been the *most useful* aspect of the Collaborative Leadership network so far?

What has been the *least useful* aspect of the Collaborative Leadership Network so far?

**Evaluation: Final**

**Collaborative Leadership Network: Final Evaluation**

I am a:

current participant in a leadership program graduate of a leadership program

Please rate how the Collaborative Leadership Network has helped you to:

Poor Fair Good Very Good Excellent

Develop leadership skills 1 2 3 4 5 n/a

Network with colleagues 1 2 3 4 5 n/a

Understand AOC’s core mission 1 2 3 4 5 n/a

Understand my own strengths/ 1 2 3 4 5 n/a

weaknesses as a leader

Please rate how your one-on-one partnership has helped you to:

Poor Fair Good Very Good Excellent

Identify strategies for improving 1 2 3 4 5 n/a

leadership skills

Discuss specific work-related 1 2 3 4 5 n/a

issues and brainstorm solutions

Explore options for further 1 2 3 4 5 n/a

developing ECQs

Explore career opportunities 1 2 3 4 5 n/a

Expand your network 1 2 3 4 5 n/a

How useful were the group activities you attended?

Poor Fair Good Very Good Excellent

Activity 1 2 3 4 5 n/a

Activity 1 2 3 4 5 n/a

Activity 1 2 3 4 5 n/a

Activity 1 2 3 4 5 n/a

Activity 1 2 3 4 5 n/a

What has been the *most useful* aspect of the Collaborative Leadership network?

What has been the *least useful* aspect of the Collaborative Leadership Network?

Do you have any suggestions on how to make the Collaborative Leadership Network more effective next year?

Were you exposed to any techniques, ideas or concepts during the Collaborative Leadership Network that you are now applying in your job? Please explain:

Would you recommend the Collaborative Leadership Network to your peers? Why or why not?