

Leadership Development and Strategic Planning for a Federal Agency

SITUATION

As a result of the Government Performances and Results Act passed in 1993 and the President's Management Agenda launched in 2001, our client organization and its leaders faced increasing pressure to improve management performance and deliver results based on the agency's defined mission. Although they consistently received positive feedback on their progress, senior leadership was committed to making their agency a high performing organization. The primary need was for senior managers to improve their performance as a team of leaders and as individual leaders, make behavioral shifts that would allow them to engage managers and employees in becoming a high performing organization. To do so, senior directors, both individually and as a team, had to demonstrate performance at higher levels and model the new behaviors.

SOLUTION

Hufano + Associates designed and delivered a year-long program that was focused on both strategic and developmental issues. Key activities and interventions included:

- Data collection and analysis through the use of a survey, focus groups, and individual interviews
- Individual coaching for each senior leader
- Facilitated a series of six collaborative work sessions focused on resolving strategic business issues
- Personality typing and leadership/team development activities using the Enneagram Personality Type System
- Organization-wide collaborative learning activities

RESULTS

Strategic Outcomes

- A clear and commonly held definition of the agency's mission, vision, and core values
- Definition of the agency's core business, customers, and strategic partners
- An agency operating model
- A list of key functions, business processes, and portfolios
- The foundation for a transformation plan

Behavioral/Developmental Outcomes

- The leadership team functions more effectively as a team and has established a leadership compact that includes common direction, shared goals, clear roles and responsibilities, expected behaviors, and consistent procedures
- Interpersonal dynamics are more constructive. Individuals have increased competency at dealing conflict, giving feedback, and communication
- Leaders have adopted an "agency first" enterprise perspective rather than individual ownership of discrete silos