



PARTNERSHIP FOR PUBLIC SERVICE

Leading in Tough Times

DOE Project Management Workshop

March 16, 2011

CENTER FOR GOVERNMENT LEADERSHIP

Partnership for Public Service

The Partnership for Public Service works to revitalize our federal government by *inspiring* a new generation to serve and by *transforming* the way government works

★ Securing the Right Talent

- Call to Serve and Annenberg Speakers Bureau

★ Engaging Employees to Deliver Results

- Best Places to Work in the Federal Government

★ Developing and Energizing Leaders

- Center for Government Leadership

★ Fueling Innovation

- Service to America Medals (Sammies)



Objectives

- ★ Leadership & Innovation in Government
- ★ Attributes of Innovation Leaders
- ★ FeedForward
- ★ Action Planning



Approach

- ★ Experience is the Best Teacher
- ★ Leaders Learn Best by Doing
- ★ Experience of Others is a Starting Point
- ★ Ultimately, You're Responsible



Leadership & Innovation in Government

Tough Times

The Washington Post

New Post poll finds negativity toward federal workers

By [Lisa Rein](#) and [Ed O'Keefe](#)

Washington Post Staff Writers

Monday, October 18, 2010; 12:57 AM

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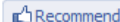

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America's Debt Crisis

Congress freezes federal pay

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- Stocks: Steady as she goes
- Obama and business hug it out

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The Washington Post

What's the probability of a government shutdown?

By [Ariana Eunjung Cha](#)

Congress and President Obama are bracing for a showdown as a [possible government shutdown looms larger](#) with each passing day that the budget battle remains unresolved. Federal agencies are already [reviewing shutdown plans](#) in anticipation of a closure that could begin as early as next week.



How do you succeed
in this environment?

Service to America Medals

Celebrating excellence in our federal civil service



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FRAZER LOCKHART
Manager, Rocky Flats Project
U.S. Department of Energy

...there is even room for excellence in
project management.

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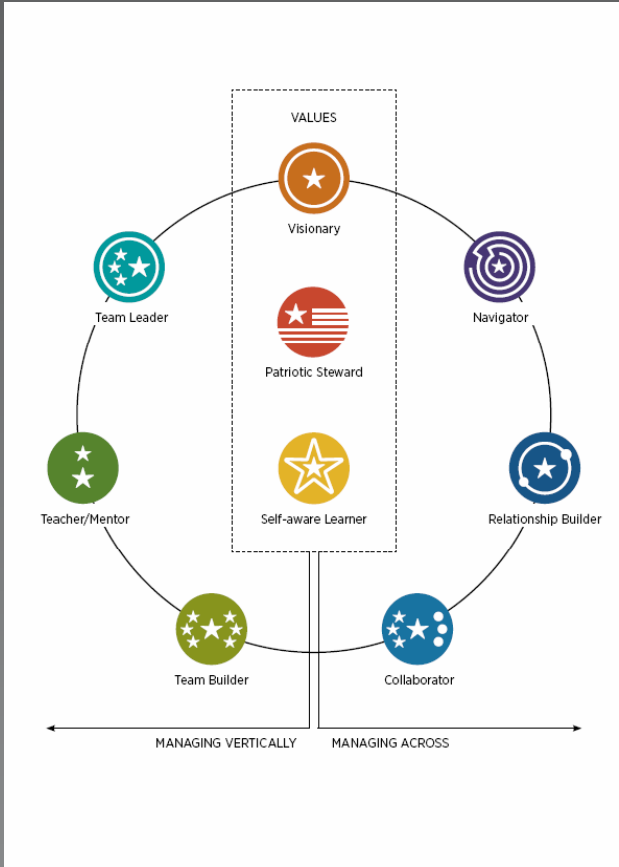
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What is your take away?

Leadership & Innovation in Government



Nine Attributes of Innovation Leaders



Nine Attributes of Innovation Leaders



Patriotic Steward

Possesses a moral compass informed by commitment to country that motivates and shapes one's work; sees oneself as steward of taxpayers' money.



Nine Attributes of Innovation Leaders



Self-aware Learner

Possesses self-awareness that drives confidence in one's ability to get things done and is constantly learning and growing; seeks feedback and learning opportunities.



Nine Attributes of Innovation Leaders



Visionary

Recognizes the opportunity to make things better and formulates a new or different path forward; at every step, gathers information, input and insights from others.



Nine Attributes of Innovation Leaders



Navigator

Understands, navigates and uses knowledge of the system to overcome roadblocks and accomplish objectives.



Nine Attributes of Innovation Leaders



Relationship Builder

Persuades others to support and/or contribute to an idea or initiative; may involve overcoming objections by using personal credibility and prior positive relationships.



Nine Attributes of Innovation Leaders



Collaborator

Values and develops connections with stakeholders across or outside of the organization to better achieve an objective, leveraging the specialties of each for the greater good.



Nine Attributes of Innovation Leaders



Team Leader

Fosters innovation by creating conditions that enable the team to openly contribute to and achieve objectives.



Nine Attributes of Innovation Leaders



Teacher/Mentor

Creates and invests in growth opportunities for others, encourages them to stretch beyond their current experience and provides long-term developmental support.



Nine Attributes of Innovation Leaders



Team Builder

Intentionally composes teams with the optimal skills, abilities and experiences to achieve desired outcomes.



What's your strength?

Where's an area
you can improve?

FeedForward

Resources – Articles/Blogs

- ★ 99% (<http://the99percent.com>)
- ★ Harvard Business Review (<http://m.hbr.org>)
- ★ Good Magazine (<http://www.good.is>)
- ★ NY Times Corner Office
(<http://projects.nytimes.com/corner-office>)
- ★ Washington Post Federal Coach
(<http://views.washingtonpost.com/leadership/fedcoach/>)



Resources – TED Talks

★ Watch TED Talks (<http://www.ted.com>)

- Tim Brown – Creativity & Play
- Seth Godin – Leading Tribes
- Steven Johnson –
Where Do Good Ideas Come From?
- Alexis Ohanian –
How to Make a Splash in Social Media
- Derek Sivers – Starting a Movement



Resources – Books

★ *Good to Great and the Social Sectors*

Jim Collins

★ *Leading Outside the Lines*

Jon Katzenbach & Zia Khan

★ *Made to Stick and Switch*

Chip & Dan Heath

★ *The Art of Innovation*

Tom Kelley



Resources – Partnership

- ★ *Annenberg Leadership Seminars – Driving Innovation (June 15-16/October 26-27)*
- ★ *Excellence in Government Fellows program (March 18, 2011 Deadline)*
- ★ *Innovation in Government*
- ★ *Leading Innovation in Government (3/10/2011)*
- ★ *Service to America Medals*
(<http://servicetoamericamedals.org>)



Questions & Answers



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