

# Solutions

Performance Strategies for Managers and Supervisors from the Division of Personnel

"The problems we face cannot be solved at the same level of thinking we were at when we created them."

Albert Einstein

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## Quick Tip:

From the editors of *Solutions*

### Establish S.M.A.R.T. Goals.

Automatically set goals for yourself and your team that are Specific, Measurable, Achievable, Realistic, and Timely.

**Specific:** Be specific as to what it is you are going to do.

**Measurable:** Establish solid criteria for measuring the progress of your goal.

**Attainable:** Establish stretch goals so you feel slightly challenged, and break down the goal into manageable pieces.

**Realistic:** Set the bar high enough to be satisfied with your achievement; however do not set the standard so high that you set yourself up for failure.

**Timely:** Time-frames should be measurable, achievable and practical.

Looking for previous issues of *Solutions*? [click here](#).



Influencing

## The Seven Demands of Leadership

What separates great leaders from all the rest?

By Barry Conchie,

Principal Leadership Consultant with the Gallup Organization

Who wants to follow someone who's going nowhere? Or someone who's unreliable or untrustworthy? Organizations wrestle with these questions and many others as they confront the elusive challenge of defining effective leadership.

Most people are certain that leadership is about direction, about giving people a sense of purpose that inspires and motivates them to commit and achieve. Leadership is also about a relationship between people—leaders and followers—that is built on firm ground; enduring values build trust. Few would disagree.

Not everyone, however, offers the same answer to this question: What's the best way to develop talented leaders to achieve sustained high performance? Indeed, Gallup Organization researchers have long been intrigued with this question.

Having studied leadership talent for more than 40 years, The Gallup Organization set out to discover the demands that leaders must meet to be successful. They also wanted to uncover the developmental framework that would enhance leadership performance.

### The research

For their initial leadership-development research, Gallup identified and studied 100 leaders. They were drawn from general management, human resources, marketing, sales, manufacturing, research and development, and finance. They represented distinct levels of hierarchy, from managers to directors to vice presidents and senior executives. They had all faced significant demands that built and developed their leadership talent. Indeed, it was in researching this group that Gallup uncovered the **seven key demands** that every leader must meet to achieve high performance.

*This article is continued on page 3...*

## Integrity

### The Heart of a Leader

**"It's more important as a manager to be respected than to be popular"**

Ken Blanchard and Don Shula, *Everyone's a Coach*

Think back to a leader you had – a parent, teacher, coach or boss who got great performance from you. More than likely, this was a leader who combined *tough* and *nice*. You knew the person cared about you, but that he or she would not let up on you in the quest for excellence. If you, as a leader, demand that your people add value to the organization through their work,

fulfill your end of the bargain by telling the truth and keeping work standards high. This often means sacrificing popularity in your endeavor to do the right thing.

Are you willing to push your people beyond their comfort zone in order to achieve excellence? They might not like what you ask of them, but they will remember you as a leader they respected.

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## Mediating

# How to deal with conflict

To handle conflict among team members:

**Ask those who disagree to paraphrase one another's comments.** This may help them learn if they really understand each other

**Work out a compromise.** Agree on the underlying source of conflict, then engage in give-and-take and, finally, agree on a solution

**Ask each member to list what the other side should do.** Exchange lists, select a compromise all are willing to accept and test the compromise to see if it meshes with team goals

**Have each side write 10 questions for their opponents.** This will allow them to signal their major concerns about the other side's position. And the answers may lead to a compromise

**Convince team members they sometimes may have to admit they're wrong.** Help them save face by convincing them that changing a position shows strength

**Respect the experts on the team.** Give their opinions more weight when the conflict involves their expertise, but don't rule out conflicting opinions.

Source: Making Teams Succeed at Work  
Alexander Hamilton Institute  
70 Hilltop Road, NJ 07446  
Communication Briefings  
1101 King St., Ste 110  
Alexandria, VA 22314  
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## Workforce Management

# ADA requires employer to engage in good faith interaction

We all know that the Americans with Disabilities Act (ADA) requires an employer to make reasonable accommodations, but did you know that the ADA requires an employer to engage in good faith effort in the interactive process of seeking a reasonable accommodation?

In *Canny v. Dr. Pepper/Seven-Up Bottling Group, Inc.*, No. 05-1491 (8<sup>th</sup> Cir. March 9, 2006), the Court held that under the ADA an employer "must engage in an interactive process to identify potential accommodations that could overcome the employee's limitation." *citing Burchett v. Target Corp.*, 340 F.3d 510, 517 (8<sup>th</sup> Cir. 2003). "The failure of an employer to engage in an interactive process to determine whether reasonable accommodations are possible is prima facie evidence that the employer may be acting in bad faith." *citing Cravens v. Blue Cross & Blue Shield of Kansas City*, 214 F.3d 1011, 1021 (8<sup>th</sup> Cir. 2000).

The Court noted that there is a four step process to establish whether the employer has failed to engage in an interactive process.

The employee must establish:

1. that he/she is disabled
2. that he/she requested an accommodation,
3. that the employer did not assist the employee in seeking an accommodation
4. that the employee could have been reasonably accommodated but for the employer's lack of good faith.

In *Canny* the employee notified his supervisor that he needed an accommodation due to a developing eye illness. When the supervisor contacted the division manager the division manager directed the supervisor to discontinue discussing accommodations with the employee.

The Court determined that this was sufficient evidence to show that the

employer had acted in bad faith and failed to engage in good faith interaction with the employee to determine if there was a reasonable accommodation that could allow the employee to perform the essential functions of his job. In so doing, the Court upheld the jury award of \$73,910 plus attorney fees and expenses the employee was awarded.

What does this mean for you as a supervisor or manager in Missouri State Government?

When an employee who may have a disability approaches you about the need for accommodations, you must take this request seriously and engage in meaningful dialogue with the employee about the issue. You should also involve your Human Resources or Personnel staff as soon as possible; and if you are not familiar enough with the circumstances and requirements of the ADA to discuss with the employee, you should involve them immediately.

Although the issue may be complicated or difficult to respond to, it is important to keep communication with the employee



open and clear as you work through the issue.

Properly addressing ADA issues may appear to create a lot of additional work in your already overcrowded schedule, but it is well worth the time to get it right.

*Written by: Frank Jung, Assistant General Counsel for the Office of Administration*

# The Seven Demands of Leadership

What separates great leaders from all the rest?

*Continued from page 1...*

To validate these findings, Gallup expanded their study to include an additional 5,019 leaders from a wide range of industries, including education, healthcare, the military, government, finance, insurance, and retail. Their analysis directly linked those leaders who obtained significant improvements in their overall leadership performance to the seven demands. In each instance, their companies achieved specific business outcomes such as financial growth, customer and employee engagement, employee retention, and safety. Gallup's continued tracking of more than 40,000 leaders continues to affirm these findings.

## So what are the seven key demands?

It's no great surprise that **visioning** is one of the seven demands. Successful leaders are able to look out, across, and beyond the organization. They have a talent for seeing and creating the future. They use highly visual language that paints pictures of the future for those they lead. As a result, they seem to attain bigger goals because they create a collective mindset that propels people to help them make their vision a reality.

These leaders also recognize that through visioning, they showcase their **values** and core beliefs. By highlighting what is important about work, great leaders make clear what is important to them in life. They clarify how their own values – particularly a concern for people – relate to their work. They also communicate a sense of personal integrity and a commitment to act based on their values.

As a result, employees know where they stand with these leaders. Their values – consistent and unchanging through time – operate like a buoy anchored in the ocean, holding firm against the elements while indicating the way.

By galvanizing people with a clear vision and strong values, the leaders we studied were able to challenge their teams to achieve significant work goals. In fact, those leaders themselves had been assigned significant **challenging experiences** at key points in their careers while being given the freedom to determine how they would achieve outcomes.

Confronting challenges produces beneficial effects for leaders. It accelerates their learning curve, stretches their capacity for high performance, and broadens their horizons about what is possible for an organization to achieve. As one of the leaders we studied said, "Our company had experienced three cycles of negative revenue growth, but I knew that our next cycle would give us the opportunity to turn in our best figures ever. Everyone thought I was crazy, but we did it, then did it again."

But great leaders aren't simply hard charging and highly driven. They also understand the importance of personal

relationships. Indeed, the leaders we studied consistently had a close relationship either with their manager or someone in the best position to advise them. This is often someone from outside their organization who serves as their **mentor**. These mentoring relationships are not the product of formal company-wide mentoring programs – not that these aren't helpful. Instead, these informal, yet successful, mentoring relationships enable each individual leader's needs and differences to be taken into account.

Inspired by their positive experiences with mentors, the leaders Gallup studied have become intentional mentors themselves. They selectively pick one, two, or three highly talented individuals and invest greatly in their growth and development over a significant period of time. They see the success of these "mentees" as a reflection of their own success. These leaders practice a form of succession planning that cultivates the next generation of leaders.

Beyond close one-to-one relationships, leaders also create rapport at many levels across their organization and beyond. They know the benefits of **building a wide constituency**. One leader said, "My work forces me to have a relationship with certain people. I just think about those I don't yet work with and figure out who might be useful to know. I nearly always find that relationships built this way bring dividends." These leaders understand networks and the importance of networking.

In all their relationships, effective leaders enlighten others because they can **make sense of experience**. They also learn from their mistakes and their successes, and – as they seek out a range of experts across their wide constituency – they ask questions and listen.

What's more, these leaders are able to deal with the complexity of business life and help those around them make sense of it. They do this by keeping things simple and making information accessible. This way, these leaders help individuals understand what's going on so that they are better able to achieve success. As one leader put it, "There's so much happening that affects our work. I make sure, at each meeting, that we understand all the important factors and ensure that the next steps are clearly laid out."

The most revealing discovery was that effective leaders have an acute sense of their own strengths and weaknesses. They **know who they are** – and who they are *not*. They don't try to be all things to all people. Their personalities and behaviors are indistinguishable between work and home. They are genuine. It is this absence of pretense that helps them connect to others so well.

*This article is concluded on Page 4...*

"The ultimate measure of a man is not where he stands in moments of comfort and convenience, but where he stands at times of challenge and controversy."

Martin Luther King Jr.

"My philosophy is that not only are you responsible for your life, but doing the best at this moment puts you in the best place for the next moment."

Oprah Winfrey

## The Seven Demands of Leadership

*Continued from Page 3*

Organizations are struggling to build and grow their leadership capacity. The Gallup Organization's research suggests that talented leaders require the very best development experiences to realize their potential. And for this potential to be converted into sustained, high organizational performance, these experiences must be framed around the seven key demands of leadership.

### THE SEVEN DEMANDS

**VISIONING**

**MAXIMIZING VALUES**

**CHALLENGING EXPERIENCE**

**MENTORING**

**BUILDING A CONSTITUENCY**

**MAKING SENSE OF EXPERIENCE**

**KNOWING SELF**

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### Shaping Leadership Development: Key Questions for the 7 Demands

- What opportunities do leaders have to talk about and shape the future?
- Are leaders asked to describe the values that are important to them?
- Are leaders free to think outside of conventional approaches?
- Are leaders expected to accelerate highly talented individuals through the organization to their optimum levels of performance?
- Are leaders expected to grow networks beyond their immediate work relationships?
- Are leaders able to meet with peers to share understanding and learning of new issues?
- Is every leader clear about his or her strengths and weaknesses?

Self-Direction

## Don't get caught in a game of 'bounce-back delegation'

Unfortunately, your involvement in a task that you delegate may not end when you assign it to an employee. Even when you've given the employee what you're sure are adequate information and guidance, he or she may subtly try to give the job back to you by asking for help or an opinion – and leaving the problem on your desk. To avoid the "bounce-back" trap:

### Trace the source of the problem.

Immediately ask how the ideas and instructions that you supplied aren't holding up. Often you'll discover a misunderstanding that you can clear up on the spot.

### Build the employee's confidence.

Even when your preparation was adequate, an employee may try to bail out on the task because he or she fears failure or criticism. Talk to the employee privately and point out the strengths that made you feel he or she was the person for the job

### Require a solution

Don't let employees leave you a problem without also providing a recommendation for solving it. Send them back to the task. Be willing to listen, but not to do their work.

### Review the message you send when you delegate

Delegating can be difficult for managers who don't trust their employees, who want to feel needed or important, or who don't want to risk being disliked for being "tough." Remember that making decisions is only half the job – you also have to back them up. You can do it.

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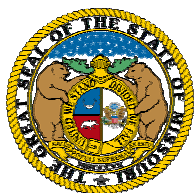
Gary Fogelbach, Manager

**Editors and Layout**

Allan Forbis

Kelly Levy

<http://www.oe.mo.gov/pers/>





## Perceptiveness

### A quick leadership test

To find out if you're a true leader, see if you possess these qualities:

**Leaders start** projects by asking "What has to be done?" instead of "What do I need?"

**Leaders next** ask "What do I have to do to make a real contribution?" The answer best suits the leader's strengths and the needs of the project.

**Leaders continually** ask "What are my organization's purposes and objectives?" and "What qualifies as acceptable performance and adds to the bottom line?"

**Leaders don't** want clones of themselves as employees. They never ask "Do I like or dislike this employee?" But they won't tolerate poor performance either.

**Leaders aren't** threatened by others who have strengths they lack.

Source: Peter Drucker, cited in Forbes ASAP, Forbes Inc., 60 5<sup>th</sup> Ave., NY 10011  
Communication Briefings, 1101 King St., Ste 110, Alexandria, VA 22314  
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## Lesson in Leadership Fail first, then move forward

Wal-mart founder Sam Walton wasn't afraid to make mistakes or mess things up. When Wal-mart made a mistake, he took on something new *the very next morning*.

The ability to bounce back from failure is a quality every successful leader holds. Failure is only a precursor to success. When you blunder, get up and try again ... quickly.

As one high-tech exec put it: "Our strategy is to fail ... forward ... fast."

Adapted from Tom Peters, *The Circle of Innovation* (Vintage Books: NY)  
Leadership Strategies  
1101 King Street, Suite 110  
Alexandria, VA 22314  
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## Effective Communication

### There's one in every crowd...

They seem to be everywhere – or at least in every business meeting. They're the troublemakers; the naysayer's who seem to want to submarine every new idea that crosses their path.

They come in several models, including the hostile troublemaker, the know-it-all, the loudmouth and the whisperer.

Communications consultant David A. Peoples suggests the following strategies to get the upper hand:

**The hostile troublemaker.** He's the guy blurting out things like "It'll never work" and "I disagree."

*What to do:* Get the rest of the group on your side. Try saying something like: "I'm going to be going over some new concepts here, and I'd like to ask that everybody keep an open mind until you hear the whole story."

**The know-it-all.** These folks use their length of service – or fancy title – to intimidate.

*The key:* Stick to the facts. They might be able to question your theories and conclusions, but it's tough to argue about hard data.

**The loudmouth.** This is the person who talks too loud and too long, dominates the discussion and is virtually impossible to shut up.

*Try these techniques:*

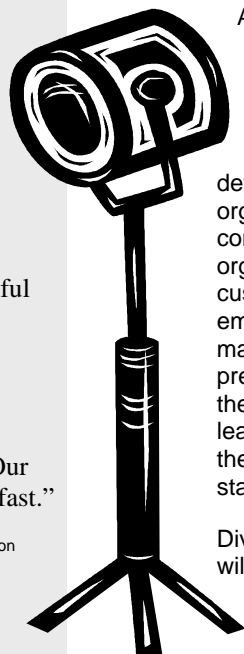
- Interrupt, asking: "What would you say is your main point?"
- Make eye contact and say, "I appreciate your comments, but we'd also like to hear from other people."

**The whisperer.** One of the most irritating of all the species. Here's an effective whisper-stopper: Just stop talking. What was a whisper becomes a roar – and an embarrassment to the whisperer.

Adapted from *Presentations Plus* by David Peoples, John Wiley and Sons,  
ISBN: 0-471-55956-3  
What's Working in Human Resources  
370 Technology drive  
Malvern, PA 19355  
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## Class in the spotlight:

### Diversity and the Global Workforce: Implications for Government Workers



According to the US Census Bureau, by the year 2040, individuals from historically underrepresented ethnic groups will make up half of the US workforce. Clearly, the demographics of the American landscape and its workforce are changing. One could argue that only those organizations that clearly identify and make necessary changes or adjustments will retain its best workers, thereby ensuring the continuity, continuous development and overall effectiveness of organizations. In other words, organizations must believe that people are its most valuable resource, and commit to developing individual skills necessary for each person in the organization to successfully meet the needs of internal and external customers in this global market. This 4-hour seminar is designed to give each employee the essential tools required to recognize value and effectively manage differences in the workplace to ensure that each employee is prepared to make significant contributions to the goals, vision and mission of the department. Participants will have an opportunity to define, discuss and learn about the benefits of embracing diversity in the workplace and review the impact, consequences and benefits of race, class and gender in Missouri state government to determine if, "who we are makes a difference."

Diversity and the Global Workforce: Implications for Government Workers will be offered on June 29<sup>th</sup>, 2006. Call the Training and Development at 573-751-4514 to enroll, or visit Training and Development's web site at [www.training.oa.mo.gov](http://www.training.oa.mo.gov) to enroll online.

**2006 STATE EMPLOYEE  
RECOGNITION WEEK**  
May 1-7, 2006

**2006 STATE EMPLOYEE  
RECOGNITION DAY**  
May 5, 2006

**What is State Employee  
Recognition Week?**

State Employee Recognition Week is a time set aside to better inform people about the wide variety of services provided by state employees. It is also a time to show appreciation to the employees who ensure that our government is the best in the world.

State Employee Recognition Week is an occasion to recognize every agency's involvement in the local community – the innovative programs that enhance the quality of life, and all successful efforts to improve customer service for Missouri citizens. It is also a time to notice the outstanding state employees we work with every day – people who have chosen to make a career of public service.

It is important to put a face to state service. Each manager, supervisor and employee – whether behind the scene, or out in front – is the face that someone turns to for help and assistance every day. State Employee Recognition Week reminds us of the dedication it takes to fulfill each agency's mission, and the pride employees take in the work they do.

We encourage you to remember the effort and hard work of your staff during this week and every week by taking just a moment to thank them for a job well done.

State Employee Recognition Week events are coordinated by the Division of Personnel.

Additional information about Employee Recognition Week can be found by visiting [www.training.oa.mo.gov/recognition.htm](http://www.training.oa.mo.gov/recognition.htm) or by contacting the state coordinator, Denise Luetkemeyer at [Denise.Luetkemeyer@oa.mo.gov](mailto:Denise.Luetkemeyer@oa.mo.gov).

Division of Personnel Update

**EASe: A progress report on the State of  
Missouri's online application**

Nearly a year ago (May 2, 2005), the Division of Personnel implemented an Electronic Application System (EASe) designed to reduce the time it takes an applicant to be placed on a register after submitting an electronic application to the Division of Personnel. The availability of EASe to job applicants twenty-four hours a day, seven days a week, has enabled agencies to fill vacancies faster than the "old" paper application process ever allowed.

During Fiscal Year 2004, 89,280 jobs were applied for with the Merit System. In Fiscal Year 2005, this number increased to 102,893. This fiscal year, by using the electronic application, the DOP anticipates that 140,000 jobs will be applied for, giving the State an even larger pool of prospective job applicants.

To date, 85 job classifications have been converted to the EASe application process, with many more on the way.

As with many new systems, glitches can occur, and EASe is no different. For example, due in part to a misinterpretation, or misunderstanding of some EASe questions, a small number of applicants have been determined eligible and placed on registers, when in fact they did not meet the minimum qualifications, and/or possess the specialization areas required for the job. To improve this situation, the Division of Personnel is reformatting and rewriting job specifications to make the

minimum qualifications clearer to all applicants. The DOP is also working with state agencies to conduct "certificate audits" to verify that applicant information is correct, and to remove the names of individuals that should not be on some registers if or when discrepancies are discovered.

Additionally, the DOP is working on a project to help state agencies identify possible falsification on the EASe application prior to an applicant's interview with the agency. To further ensure that Merit registers contain the names of qualified individuals, some registers have been voided, revised and reestablished using improved eligibility statements and/or education and experience rating devices.

The DOP continues to implement changes that improve the accessibility and navigation of the EASe application and welcomes comments from applicants and agencies on the functionality of the EASe process. The DOP will continue to work with agencies and applicants to improve the on line application, and will periodically provide updates on the progress of EASe.

To find information on the electronic application and a list of all job classifications which are currently open for recruitment, visit the Division of Personnel's EASe website at [www.ease.mo.gov](http://www.ease.mo.gov)

*Written by:  
Mary Boessen, Employee Services, Division of Personnel*

**"You pay a price for getting stronger. You pay a price for getting faster. You pay a price for jumping higher. (But also) you must pay a price for staying just the same."**

H. Jackson Brown - *Life's Little Instruction Book*